

SHOPPING IS DEAD, LONG LIVE HOSPING!

These articles are proposed to you by



PHYSICAL RETAILING GOES CENTRE-STAGE	2
THE PROOF BY EXAMPLE; FOCUS ON CONCRETE CASES...	
FOOD	5
ART	7
LEISURE ACTIVITIES	9
DIVERSITY	11
INTERVIEW: THE CIDADE MATARAZZO UTOPIA	14



PHYSICAL RETAILING GOES CENTRE-STAGE

Faced with declining traffic and the constant rise of e-commerce, stores need to evolve and adapt to new consumer expectations. In this quest, developers are focusing on more mixed spaces, but also on architecture and design to make a splash. Which means that physical retailing is taking centre stage, aiming to offer consumers an improved, more diversified experience.



©Design by Saguez et Partners

The new flagships, such as the one designed by Saguez & Partners for Huawei in Shenzhen, look more like urban agoras than stores.

Retailing is experiencing a paradoxical moment: it can take place anywhere/anytime in its online version, but most consumers are still attached to real-world stores, to such an extent that pure e-commerce players are starting to open their own bricks & mortar outlets. In France, 50 years after they first appeared, shopping centres are now spearheading this change. Today, the concept of jumbo stores for the mass market is no longer in tune with consumer concerns. These sites need to be transformed into life enhancers combining entertainment, catering, culture and services. This

shift is spelling the end of what previously dictated the design of shopping centres – namely, encouraging consumers to choose a pathway that maximized the number of shop windows they would walk in front of.

Exiting the binary

To embody this evolution in physical retailing from transacting to relationship-making, Saguez & Partners invented the term “hosping”, a contraction of hospitality and shopping. “The designer’s role is to enable brands to stand out,” says Cécile Poujade, Retail and



© André Morin

In the autumn of 2017, the Beaugrenelle shopping centre in Paris hosted a project by artist Felice Varini based on the principle of anamorphosis.

International Director at Saguez & Partners. “For years, retail has been standardised in the shape of major retailers all over the world. There is a trend now towards returning to highly personalised spaces. The location acts as a key lever for creating the emotional bond between brands and their customers.” The new flagships, like that designed by Saguez & Partners for Huawei in Shenzhen, look more like urban agoras than stores. “We are working on much more mixed programming and customer paths and on extremely striking designs with fairly radical choices of materials and colours,” explains Cécile Poujade. The way a site is arranged, how the traffic is organised in a shopping centre, and how the furnishings are chosen are all designed to encourage contact

between customers.”

Designer Patrick Jouin, who participated in the redevelopment of Cap 3000 in Nice, shares this view: “We are not just stylists or decorators who simply add pretty colours. Far from it! I find it interesting to try to get out of this binary retail relationship. Commerce is part of being human, just like the need to be together and share things; there is a need for spaces dedicated to this, infused with empathy, efficiency and beauty.”

The Centre Pompidou effect

With this new approach, art is also making its entry into these retail spaces. “In Japan and the United States, culture has been at the heart of new multi-layered spaces for more than



“SHOPPING CENTRE ACTS AS A KEY LEVER FOR CREATING THE EMOTIONAL BOND BETWEEN BRANDS AND THEIR CUSTOMERS.”

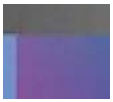
30 years,” explains Jérôme Sans, artistic director of Polygone Riviera’s exhibitions. As early as 1975, American pop artist Andy Warhol anticipated it all by stating that “all museums will become department stores and all department stores will become museums.” Before the Bilbao effect, there was the Centre Pompidou effect in 1977. By mixing together exhibitions, a library, cinemas, a public square, and shops, the museum went multidisciplinary in a building that recalls a hypermarket, according to its detractors. To which designer Renzo Piano replied: “So much the better! No one’s afraid to go to a hypermarket.” In France, this phenomenon has “at last” blossomed in recent years and there are plenty of new initiatives. From Jérôme Sans, co-founder of the Palais de Tokyo, who democratizes contemporary art in the Polygone Riviera open-air shopping centre in Cagnes-sur-Mer, to Le Bon Marché and its 70 artworks on permanent display, as well as the exhibitions organised by Apsys in its Beaugrenelle shopping centre, or by Muse in Metz, a neighbour of the Centre Pompidou-Metz, and its museum mediators presenting Muse’s works and running workshops for children. This way bridges are built between art and retailing, transforming retail spaces into enriching and inspiring social and cultural sites.

Mixing makes it richer

So, although we still enjoy shopping in stores, it is ultimately something that is neither visi-

ble nor directly commercial that actually sells – such as the site, the reception, the staging of the products, and the arrangement of the furniture. All of these combined into an offering that is increasingly more mixed.

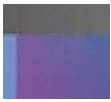
Indeed, to make it worthwhile for visitors and offer them a rich and diversified experience, shopping centres also rely on two key attractions: food & beverage and leisure activities! In order to create a link, food & beverage play a very special role in the design of retail spaces. Coffee shops are invading fashion boutiques, while food halls are multiplying and growing. “You have to make it possible for people to come just for a coffee and leave again, which implies radically different arrangements,” says Jérôme Le Grelle, Executive Director Retail at CBRE. These places inspire new rituals among consumers, encouraging them to come and above all to return. Mixing in a growing leisure offering has the same purpose. Once limited just to film shows, recreational activities are now diversifying into climbing walls, rope bridges, trampolines, ice rinks, children’s playgrounds, laser and escape game, augmented and/or virtual reality playgrounds, workshops for children, cooking or craft classes, concerts, and signing sessions. There are plenty of entertainments designed to make the place attractive. There is even a surf track in one German shopping centre! Shopping centres are definitely not what they used to be. ■



© L'Autre Image

FOOD SOCIETY, ATELIERS GAÏTÉ'S SNACK BAR

It's 2020 in the Montparnasse neighbourhood. Welcome to Les Ateliers Gaïté - a mixed urban island whose centrepiece is a new-generation shopping centre from Unibail-Rodamco-Westfield (URW). But there's more. At the heart of the reconquest of this urban site dating from the 1970s, and whose overall geometry recalls the paintings of Mondrian, is a 5,000 sq. m food hall. "Our project reinvents the very concept of the shopping centre by introducing gourmet counters," says Anne-Sophie Sancerre, director of the French shopping centres at URW. In other words: forget about the must-have McDonald's or Brioche dorée and say hello to Food Society - a tailor-made offer of 35 counters, restaurants and bars dedicated to mixing genres. The shopping centre due to include the food court will be designed by the Dutch firm MVRDV, led by Winy Mass, renowned for the architectural audacity of their projects. A choice that reflects the Food Society's ambitions. ■



© Thibaut Voisin

EATALY OPENS SHOP IN PARIGI

The Italian market Eataly, for which the Galeries Lafayette group holds the exclusive franchise in France, has opened shop at 37 rue Sainte-Croix-de-la-Bretonnerie, in the Marais. Created by Oscar Farinetti in 2007 in Turin and then rolled out worldwide, the concept has been developed on 2,500 sq. m. of a building constructed by Data Architects on the site of the former BHV company restaurant. The idea is to offer a condensed version of the best of Italian food on three floors. “We wanted to create a unique, stunning site that participated in the movement to open up Marais courtyards by choosing different architectural styles,” explains Éric Costa, President of Citynove. In this contemporary setting, the “slow food” is built around

the three concepts of eating, buying and learning. Guests can enjoy authentic Italian cuisine at seven dining points that provide a total of 400 seats. They can also buy the products served in restaurants from the market and learn about Italian gastronomy from professionals.

Eataly completes the ecosystem developed by the Galeries Lafayette group in Paris, which extends from the BHV Marais to the Galeries Lafayette - Lafayette Anticipations corporate foundation. As a result of an exceptional architectural venture by both leading names and highly promising young designers, this vast complex offers Parisians, French and international visitors a combined retail, cultural and gastronomic experience. ■



© Fred Laures

LE CLOS DU CHÊNE, AN OPEN-AIR STREET ART MUSEUM

“We quite naturally wanted to offer visitors to Le Clos du chêne an artistic promenade, making it the largest open-air Street Art museum in France,” says Antoine Frey, CEO of the Frey group and an art collector. To achieve this, he invited twelve artists – from Speedy Graphito, Lady M, and Jessy Monlouis Doudou Style to Ravo Mattoni, Alex, and Vinie to cover the walls of this open-air shopping centre with their works. “We also aim to inspire the soul to something more than just retailing,” says Antoine Frey. And with some 10 million souls expected each year in Montévrain (77), this provides a beautiful showcase for Street Art.. ■

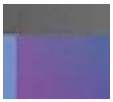


TSX BROADWAY : A FUTURE TEMPLE TO CULTURE AND RETAIL

L&L Holding Company has created a retail platform in the heart of Times Square, New York – TSX Broadway. With a height of 177 m and 51,000 sq. m. of interior space, the 46-storey tower includes an outdoor stage suspended nine metres above Times Square, 11 floors of retail space and a luxury hotel with 669 rooms. The historic Palace Theatre will be raised nine metres before renovation and upgrading. In addition, for the digital age the TSX Broadway will offer close interactions with customers. Its fully integrated retail, entertainment, hospitality and food & beverage services will enable customers to experience an unprecedented blend of culture and retail. Opening scheduled for 2022. ■

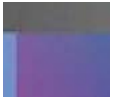
INTU : HOLIDAY RESORT

Developed by Intu and Eurofund, the future Intu Costa del Sol centre will combine hotels, leisure and retail. Located in Torremolinos, near Malaga, this €800 million project brings together several architects and designers to create a new type of shopping centre, scheduled to open in 2023. This new international destination will combine retail with, among other services, more than 20 leisure activities, two hotels, a full range of food & beverage options, a beach club and a 5,000-seat concert hall. The centre will consist of eight vibrant zones designed to provide visitors with the latest and most innovative retail experiences. ■



UNIBAIL-RODAMCO-WESTFIELD WAGERS ON IMMERSIVE EXPERIENCES

URW has signed a global partnership with The VOID, a leader in immersive virtual reality. Together, they will offer more than 25 permanent immersive VR destinations in URW centres in the United States and Europe. This partnership materialized this summer with four temporary pop-ups around the Disney-owned Star Wars and Ralph's Worlds franchises. These pop-ups were first launched in the US (in New York, San Francisco, Los Angeles and San Diego) and are now aiming for permanent sites in Paris, London, Amsterdam, Chicago, Copenhagen, Oberhausen, San Jose, Stockholm and Vienna. ■



THE DOCKS VILLAGE IN MARSEILLE: HISTORY IN A DISPLAY CASE

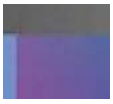
In 2015, the new Marseille Docks were inaugurated in a site steeped in history. Built in 1856, the docks at the Port of La Joliette have been targeted for a major rehabilitation project. Transformed into a covered market but with a glass roof that acts as a skylight, this emblematic Marseille building provides a retail site that complements Les Terrasses du Port. The Docks are a haven for designers, independent retailers and artists, with a schedule of exclusive events, artistic activities, and even auctions. “To attract people to this unusual site, we had to offer rare yet fashionable concepts. So, we

have opted for independent retailers engaged in a strong emotional relationship with clients and very involved in their personal projects,” says Olivier Tavernier, Portfolio Manager at Constructa Asset Management. This more emotional and creative vision of retail is nevertheless in close contact with the outside world. The 5+1AA architectural firm of Alfonso Femia and Gianluca Peluffo plans to open up the building towards the public area to ensure that it blends into the city. This means Les Docks will interface with both Les Terrasses du Port to the west and the office area to the east. ■



LE VAL SAINT-LAMBERT REIMAGINES ITS INDUSTRIAL HERITAGE

With 42,000 sq. m of shops, 19,000 sq. m indoors and 40 hectares outdoors, plus a museum, a seminar centre, a hotel and more than 9,500 sq. m. of public leisure facilities, the Val Saint-Lambert Free Time Park will operate as a genuine leisure park. Located not far from Liege, this historic site will blend completely renovated buildings with the castle and abbey of Val Saint-Lambert. More than 50% of the retail space will occupy 19th century industrial buildings. Developed by Immobilière du Val Saint-Lambert and Val Saint-Lambert Invest, this project will include stores that are mostly dedicated to an unusual merchandising mix (8,000 sq. m. of pop-up stores, 3,500 sq. m. of designer stores, 3,000 sq. m. of food & beverage). In addition, there will be 22,000 sq. m. of office space accessible directly from the seminar centre run by Chateauform'. ■

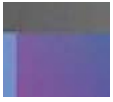


© Apsys

SAINT-ÉTIENNE STEPS UP ITS RETAIL ATTRACTIVENESS

At the entrance to creative Saint-Étienne, the future retail park developed by Apsys and named Steel is wagering on exemplary urban design with spectacular architectural input from SUD Architects, Atelier Rivat and Studio Briand & Berthereau, including a very generous landscaping component (by Base). Leveraging its diversity-rich services, Steel aims to strengthen the market attractiveness of Saint-

Étienne and to curb its currently significant loss of retailers (50% of the city's non-food purchases are made outside the urban area). Over the 70,000 sq. m. site there will be reference brands in all categories - home, decoration, fashion and beauty - as well as innovative indoor leisure activities for the whole family covering some 6,000 sq. m. plus a varied restaurant proposition of around ten brands spread over 3,000 sq. m. ■



© D Delmas

Hubert de Malherbe

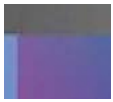


© Gabriel Matarazzo

Alexandre Allard

THE CIDADE MATARAZZO UTOPIA

As a businessman who has made his name in the digital and data sectors, Alexandre Allard has invested in Brazil in a project for a 135,000 sq. m. neighbourhood with a focus on diversity both in terms of retail and in the spaces, experiences, surrounding vegetation and visitor profiles. Retail designer specialist Hubert de Malherbe was in charge of redefining the customer experience and designing the 28,000 sq. m. of retail space. They talk to us about this “utopia” project of Cidade Matarazzo.



The project

Hubert de Malherbe: I fell in love with the place. This park and former hospital abandoned since 1993 were miraculously preserved and located next to one of the city's busiest avenues – Avenida Paulista. Although Brazil is thought to be unstable, it still stands out as one of the most powerful countries in the world and the best connected! So we shall offer it a new experience, a fantasy – a site designed for and with the country. I am proud to participate in the design of this urban space dedicated to diversity and experience.

Alexandre Allard: We are working on building a utopia, not just a real estate project. It is difficult to find the right name for this sort of project as it is precisely about creating something that does not yet exist. Our ambition here is to create a new urban space focused on diversity and experience. A village, a 45,000 sq. m. urban forest featuring local biodiversity together with the excellence of Brazilian craftsmanship, an organic market supplied by 400 urban farms, a 10,000 sq. m. cultural centre designed by Rudy Ricciotti and dedicated to the arts in all its forms, a work created by Arne Quinze as the city's new "signal", a six-star hotel with 150 rooms, with interior design by Philippe Starck, to be run by Rosewood, and 122 luxury hotel apartments over 50,000 sq. m. covering a renovated former maternity ward, a 25-storey tower designed by Jean Nouvel, a service-sector campus for creative companies, and a 28,500 sq. m. retail area including 34 restaurants run by the best Brazilian chefs, serving 15,000 meals a day. Cidade Matarazzo will be all this and more. The ultimate place to go.

Mixing

AA: Mixing is not an ambition but an absolute necessity – the watchword of the whole

operation. We shall foster diversity in what's on offer and how, as well as in the number of visitors. We shall be building five magnificent places of worship that will alone attract 2,500 people a day. If they come to Matarazzo, it's because going to a place of worship is a good reason for many people to travel. And that's what Cidade Matarazzo promises: giving people an experience of something worth the trip. With 10 reais or €2 in your pocket, you can do a lot of things in Matarazzo, but we shall also welcome wealthy visitors. This mixing is essential if you want to change mindsets. Everyone will realize that you find real wealth through mixing and meeting. Our model is based on the fact that highly profitable activities will finance those that are less or not profitable.

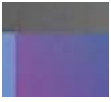
HDM: This mixing also includes what's on offer. We are committed to giving everyone access to beautiful things. We work with the biggest international brands as well as with local producers. If you want to promote a diversified range, the various locations must be flexible. The cultural area,

for example, will be reserved in the morning for schools and non-paying visitors, while later in the day there will be fully accessible exhibitions, followed by paid cooking and other workshops. Then the space will be transformed into a 1,500-seat concert hall. The later into the night it gets, the more expensive the tickets will be, up to €500 or €1,000 for the biggest names in entertainment.

Digital

AA: Digital plays a simple role: it frees the body from all the irritants that thwart agreeable experiences such as waiting, payment formalities, carrying bags, remembering what you have seen and loved, collecting your purchases, carrying your bags and then transporting them home. We now have the power to free

“MIXING IS NOT
AN AMBITION BUT
AN ABSOLUTE
NECESSITY.”



A total of 70 exclusive brands and seven luxury brand stores will feature at Cidade Matarazzo.



© Malherbe Paris

up the hands and minds of visitors/consumers. Beyond this first level, we can aim for an even higher degree of maturity with respect to these questions so as to rethink the quality of how an experience can be prolonged in time and how to activate it in the physical world. So, our digital platform developed with Farfetch, will enhance a visitor's physical welcome and experience through the power of data and digital.

HDM: It is this second level that will enable us to manage the colossal flows expected – 30 to 40,000 people already from 2020 and up to 100,000 at peak times – in a personalized way. In terms of organization, spaces, products and services, the entire sales area has been designed around the platform developed by Farfetch, so we can identify and know about each customer who comes through the gate in a very detailed way. What we promise is that

you can walk around, click on a piece of clothing you like at the end of a fashion show, or on a product that interests you during a cooking class, and we will deliver it all to the trunk of your car within five minutes, or to your home within 30 minutes. This is the age of 'Delivery Now.' Who wants to wait these days?

The secret

AA: To ensure full control, we have been doing a lot of digging. In all, we have evacuated 135,000 truckloads of earth to install the most invisible part – the colossal 100%-automated logistics warehouses, the 20-metre high silo robots tucked away beneath visitors' feet. This has never been done before! Especially as the giants such as Amazon are frankly not spearheading these issues. Their system is based on handlers running up and down the aisles. With our state-of-the-art logistics facilities, we can deliver on our promise of a unique experience. ■