

Experience per square metre

Why the new currency of physical retail
is no longer revenue, but relevance

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1 Management Summary

Management Summary



Physical retail is not dead. It has simply become too boring far too often. While interchangeable concepts are disappearing from the market, retailers who offer their customers relevance and an authentic experience are growing.

The problem? Most are still managing according to the wrong metric: 'revenue per square metre'. This one-dimensional metric is misleading in today's competitive environment. It ignores the true success factors: brand experience, customer loyalty and the smart link between all channels. Anyone who only optimises for pure sales is heading for irrelevance with their eyes wide open.

It is time for a new performance indicator: **experience per square metre**.

We have translated this concept into a practice-proven causal model. For the first time, we can measure the direct impact of the three key dimensions of experience – **emotional connection, practical functionality and inspiration** – on the economic success of your sales area.

This white paper provides you with the right tools:

- **The experience scorecard:** Measure the success of your sales areas – with KPIs such as dwell time, loyalty and conversion rate.
- **The 3-step-plan:** Develop your locations systematically from pure sales areas to profitable worlds of experience.

Stop blind activism and expensive gut feelings. Create strategic certainty for the future of your locations. This white paper is your first step.



2 Retail faces the biggest stress test in its history

It is not retail that is dying – mediocrity is

Since the early 2000s, around 150,000 retail businesses have disappeared from the German market, while sales in physical stores are growing moderately but steadily.

The IFH Cologne forecasts net retail sales of €679 billion in 2025, 15% of which will be generated online. Forecast for 2028: €700 billion, 17% of which will be online.

The image of 'branch closures' therefore only describes one side of the story: what is happening is primarily a consolidation and concentration

in favour of more efficient concepts.

Thesis: It is not physical retail that is dying, but the average concept.

Those who do not offer a clear profile, either in terms of price, product range, service or atmosphere, will be left behind in a market where customers can switch to online alternatives at any time. Retail space is becoming a scarce and expensive commodity that is only worthwhile if it remains clearly relevant to the target group.

Experience per square metre: Why the new currency of physical retail is no longer revenue, but relevance.



Why 'revenue per square metre' is no longer enough

For a long time, the main purpose of retail space was clear: to meet demand with high product availability and strong product pressure.

Key figures such as turnover per square metre or gross profit per square metre were in line with the understanding of retail space as a sales shelf with a cash register. Price competition and sales were the primary focus, and the POS was primarily a place of transaction.

Today, this role has shifted fundamentally: many product ranges can be ordered online at any time, and customers no longer come to meet their needs,

but with expectations of an experience.

The space must create needs, provide guidance, offer advice and service, bring brands to life and complement digital channels.

Traditional space performance indicators largely ignore these new roles and therefore only provide part of the truth.

New approaches and new performance indicators are needed that are more holistic and enable better decision-making.

The new currency: Emotions, experiences, relationships and relevance

Retail is moving away from a purely transactional logic towards a relationship-based logic. It is not only what is purchased in-store today that is decisive, but also the effect that the visit has on customer loyalty, repeat visits and willingness to recommend.

Relevance, quality of experience and customer relationships are becoming the real currency of the physical retailer.

This shift is embedded in three fundamental developments:

1) **Physical retail** is becoming part of the experience economy.

Stores compete with cinemas and restaurants for time and attention.

2) **Phygital** is becoming the norm. Customers expect seamless transitions between online and offline.

3) **Community** beats transaction. Stores that facilitate encounters win. Pure sales areas lose. ren.

These developments force a new perspective on space and key indicators – otherwise retailers will miss the core of future competitiveness.

Experience per square metre: Why the new currency of physical retail is no longer revenue, but relevance.



3 From revenue per m² to relevance per m²

What does 'experience per square metre' mean?

The question no longer is: How much revenue does my retail space generate? But rather: Why do customers still come to me – rather than to my competitors or online?

'Experience per square metre' gives you the answer. It shows which features of your retail space – from customer service to atmosphere to digital connectivity – directly contribute to revenue, gross profit, frequency and customer loyalty.

The crucial difference

We are not talking about a feel-good atmosphere. We are talking about measurable cause-and-effect relationships:

Which investments have been proven to increase conversion? Which elements extend the length of stay and therefore increase the bon? Where are your expenses going to waste?

From diagnosis to management

'Revenue per square metre' only tells you what happened in the past.

'Experience per square metre' shows you why it happened – and how you can control it.

The result: you no longer invest based on gut feeling, but on impact logic.

Revenue per square metre versus experience per square metre: from WHAT to WHY

Revenue per square metre

- Purely financial indicator
- Output focus
- Past-oriented view
- One-dimensional



Experience per square metre

- Cause-and-effect-chain
- Controllable drivers
- Forward-looking/shapable
- Multidimensional



What happened?



Why does it happen and how can I manage it?

Source: BBE Handelsberatung, 2026

Impact model instead of perceived experiences!

In many retail companies, 'experience' is primarily discussed in terms of quality: new furniture, events, digital gadgets.

However, without a clear understanding of the impact, it remains unclear whether these measures really contribute to dwell time, conversion, basket size or loyalty – or whether they just generate costs.

This is where the causal model comes in: it makes transparent which store characteristics are supposed to trigger which effects.

Put simply, the model distinguishes between causes and effects:

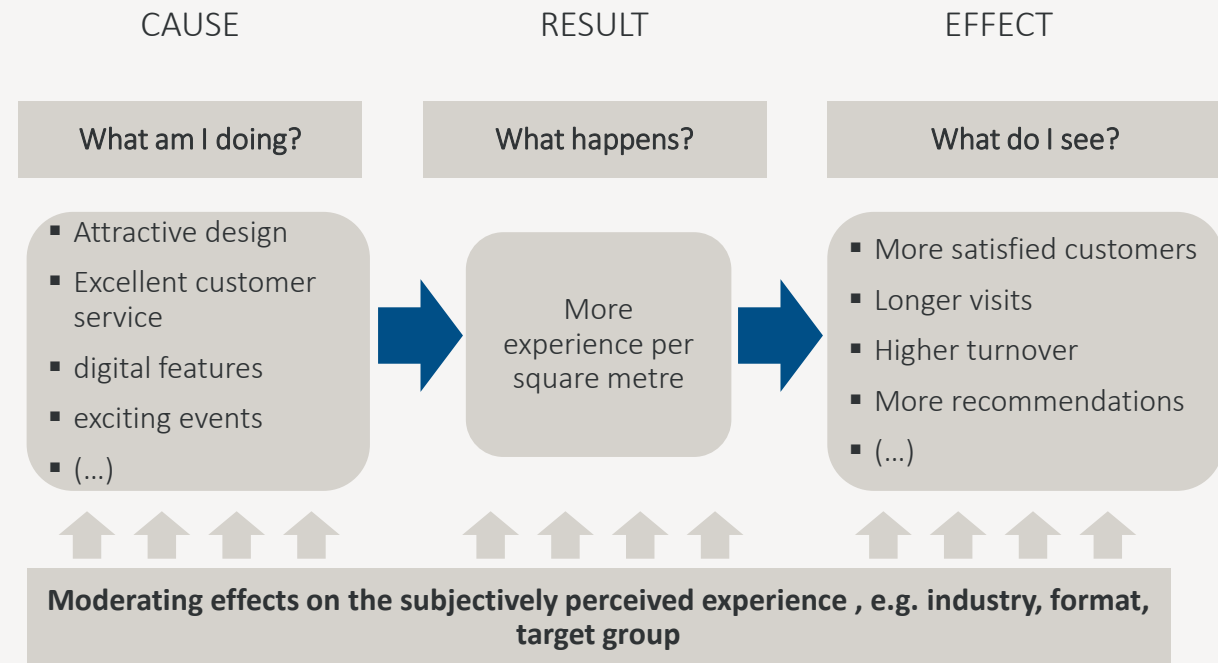
Spatial characteristics and service components act as formative elements that collectively shape the overall experience.

This experience is then reflected in measurable results such as satisfaction, intention to revisit or interaction rates (reflexive key figures).

Moderating effects can also be considered in the model.

This creates a comprehensible cause-and-effect logic instead of 'gut feeling management'.

Causal model 'experience per square metre' – an overview



Source: BBE Handelsberatung, 2026



The logic behind the key figures

The 'experience per square metre' model does not replace traditional performance indicators such as turnover per square metre or gross profit per square metre but rather extends them.

The business key figures remain the measurement factors that must ultimately be correct.

The impact model provides the strategic logic behind this: what role should the space fulfil for customers – and which experience drivers need to be specifically developed to achieve this?

In a retailer's key performance indicator system, E/m² thus functions as a connecting layer:

On the one hand, there are spatial roles and experience drivers (e.g. customer service, staging, community offers).

On the other hand, there are performance indicators such as turnover, frequency, conversion, NPS or loyalty.

This white paper aims to make clear that experience cannot be measured directly in euros, but its influencing factors can be structured in a way specifically affects economic indicators.

4 The Seven roles of physical retail space

Why do we need to distinguish between seven roles?

Today, retail space is never just a 'sales area'. Especially in an omnichannel world, it performs several tasks at once: it informs, stages, advises, serves as a social meeting point, supports logistics functions and more.

Anyone who wants to actively control the experience per square metre must understand and prioritise these different roles – per location, per area and often even per zone in the store.

The seven roles of retail space help to translate a diffuse 'we want more experience' into concrete tasks. Appropriate measures, KPIs and investment decisions can be derived for each role.

This transforms retail space into a consciously designed experience space – instead of a collection of historically grown solutions.



The seven roles of retail space – Overview

Physical retail space has long been more than just a sales area. Today, it fulfils a variety of functions – and that is exactly where the strategic challenge resides.

The model distinguishes seven central roles of retail space:

- 1) Transaction location – efficient shopping, collection, returns
- 2) Showroom/ staging – bringing products to life
- 3) Service hub – advice, repairs, services
- 4) Community meeting point – encounters, events, local anchoring
- 5) Experience space – entertainment, gastronomy, entertainment
- 6) Learning centre – workshops, classes, knowledge transfer
- 7) Logistics hub – micro-fulfilment, parcel station

It comes down to the questions: Which roles have strategic priority in the respective industry and for your own company? Where should investments be made in personnel, service and store design? The model enforces clarity and avoids that the space is being divided between all roles – without really fulfilling any of them properly.

Seven roles of physical retail spaces



Source: BBE Handelsberatung, 2026

Role 1: Transaction location

Task: Efficient processing of purchases, pick-ups and returns.

The space enables quick, smooth access to products and services – both analogue and digital.

Typical features:

- Clear product range logic and intuitive navigation
- Self-checkout and mobile payment options
- Click & collect and return points
- High product availability and out-of-stock management

Exemplary KPIs:

- Turnover/m²
- Conversion rate
- Checkout/collection throughput time
- Out-of-stock rate

Core idea:

Without well designed transaction processes, any experience idea remains a pipe dream. This role is the economic foundation and is also indispensable in omnichannel retailing.



Role 2: Showroom & staging

Task: Showcase products and brands. Make goods tangible and experiential. The space becomes a stage for carefully curated product ranges and brand worlds.

Typical features:

- High-quality presentation with space per product
- Shop-in-shop concepts and brand worlds
- Virtual shelf extension for variants
- Exclusive product launches and pop-up spaces

Exemplary KPIs:

- Conversion rate
- Online orders from the store
- Industry revenue from brand collaborations
- Product interactions (touching, testing)

Core idea:

The store becomes a source of inspiration. What is not physically present remains digitally available. Brand partnerships create win-win situations and additional sources of revenue.



Role 3: Service hub

Task: Provide advice, repairs and services that go beyond simply selling products. The space becomes a centre of expertise for customer problems.

Typical features:

- advice from trained staff
- Repair and maintenance services
- Customised and personalised products
- After-sales services (warranty, exchanges, support)

Exemplary KPIs:

- Service revenue
- Customer satisfaction with service
- Repurchase rate after service interaction
- Average consultation time and conversion

Core idea:

Services create customer loyalty and justify visiting the store. They are difficult to digitalise and offer real differentiation from purely online players.



Role 4: Community meeting point

Task: Enabling encounters and exchange, creating local anchoring.
The space becomes a social hub in the neighbourhood and beyond.

Typical features:

- Open lounges and communication zones
- Cooperation with local initiatives and associations
- Platform for neighbourhood activities
- Spaces for informal meetings and co-working

Exemplary KPIs:

- Number of community events per quarter
- Frequency of visits by regular customers
- Local media coverage and word of mouth
- Intensity of use of meeting zones

Core idea:

People seek belonging. Those who promote social interaction create emotional ties to the business and become part of local life – far beyond transactions.



Role 5: Experience space

Task: Offer entertainment, food and drink options that go beyond the shopping experience.

The space becomes a place for special moments and quality time.

Typical features:

- Cafés and restaurants as places to linger
- Interactive installations and experience stations
- Events, concerts, exhibitions
- Playful elements for children and families

Exemplary KPIs:

- Time spent in the store
- Frequency of events and promotions
- Gastronomy revenue per visitor
- Social media reach through experiences

Core idea:

Experiences create emotional bonds and turn a visit into an event. They increase frequency and length of stay – and thus the likelihood of a purchase.



Role 6: Learning centre

Task: Knowledge transfer through workshops, courses and training sessions.

The space becomes an educational facility around products, topics, hobbies and skills.

Typical features:

- Workshop rooms and training spaces
- Cooking courses, DIY sessions, product training
- Expert talks and masterclasses
- Digital learning formats on-site (webinars, tutorials)

Exemplary KPIs:

- Number of participants per workshop
- Revenue from workshop fees
- Conversion rate of workshop participants to buyers
- Customer loyalty through learning formats

Core idea:

Knowledge creates trust and competence. Empowering customers builds long-term loyalty and positions you as an authority in your category.



Role 7: Logistic hub

Task: Enabling efficient goods distribution and consolidation.

The space becomes the interface between online and offline logistics in the neighborhood.

Typical features:

- Click & Collect and drive-in pickup
- Parcel stations for third-party retailers
- Same-day delivery through local goods provision
- Cross-channel returns management

Exemplary KPIs:

- Click & Collect pickup rate
- Additional purchases during pickup
- Parcel station capacity utilization
- Last mile efficiency

Core idea:

The last mile is expensive and complex. Using your space as a logistics hub reduces costs, increases foot traffic, and creates additional customer touchpoints.



Prioritizing roles instead of doing everything at once

No location can serve all seven roles equally well. It is crucial to consciously prioritize: Which two or three roles are most important, which ones complement them, and which ones play only a supporting role?

This clarity determines how space is designed, how investments are made, and how performance is measured.

Example 1 – Supermarket

Priority: Transaction location, logistics hub, community meeting place. The food retail industry thrives on freshness and rapid availability. At the same time, café corners, charging stations, parcel stations, and social contacts create loyalty beyond pure shopping.

Example 2 – DIY store

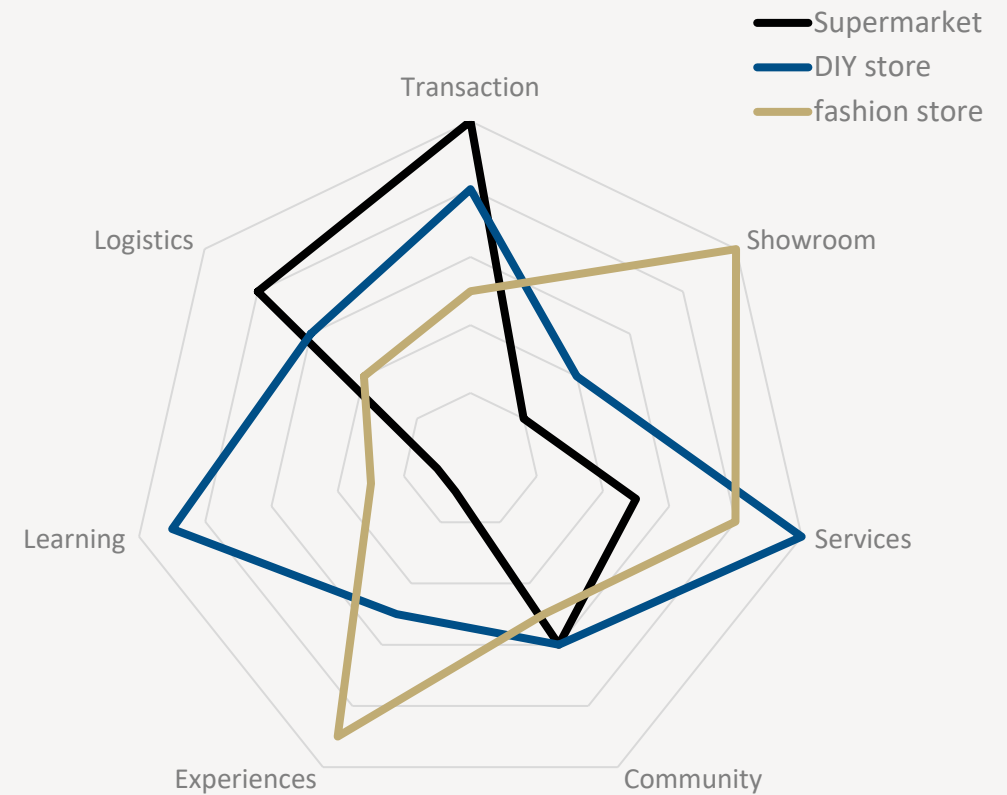
Transaction location, learning centre, service hub. Customers come with specific projects. Workshops, consultation islands and demonstration areas make the difference from a pure warehouse. Logistics functions complement.

Example 3 – Fashion store

Priority: Showroom, experience space and excellent services. This is about brand experience, not efficiency. Events, personal shopping and exclusive previews create emotional connections. The purchase is a consequence, not the main purpose.

This provides retailers with a concrete roadmap of what the space should really be used for and what measures are worthwhile.

Three examples of role prioritization



Source: BBE Handelsberatung, 2026



5 Three dimensions of experience

The Three Experience Dimensions – Overview

In the 'experience per square metre' model, we distinguish between three dimensions of experience that significantly influence customer behaviour in the store:

1. **Emotional Connection:** how comfortable customers feel, how much they trust the brand and how much they feel they belong.
2. **Practical functionality:** how smooth, efficient and reliable the shopping experience is.
3. **Inspiration and interaction:** how strongly the store provides new ideas and encourages active participation.

All three dimensions work together: emotion without function frustrates, function without inspiration bores, inspiration without trust remains non-binding.

The combination is crucial, not the maximisation of a single dimension.





1. Dimension emotional connection

Objective:

Building a positive, long-term relationship with the brand that goes beyond the individual purchase.

Key driving factors:

- Interior design and store design (materials, lighting, layout)
- Brand staging (storytelling, brand values presented in the space, signature elements)
- Multisensory experience (lighting, sound, scent, touch, temperature - carefully measured and well-matched)
- Employee appearance (friendliness, authenticity, hospitality)

These drivers shape the overall emotional image that customers associate with the brand. They contribute to whether the visit is experienced as pleasant, harmonious and 'right for me' – a basic requirement for repeat visits and willingness to recommend.



2. Dimension practical functionality

Objective:

Ensure a smooth, efficient and reliable shopping experience – without obstacles, waiting times or orientation problems.

Key driving factors:

- Wayfinding & orientation (store layout, signs, navigation)
- Product range & availability (product placement, out-of-stock items, virtual shelf extension)
- Service & checkout processes (waiting times, self-service, processing)
- Omnichannel integration (click & collect, returns, seamless connection between online and offline)

These drivers ensure that the visit is perceived as efficient and customer-oriented. Functionality is the foundation of every experience: without smooth processes, emotions and inspiration remain ineffective – or even become a source of frustration.



3. Dimension inspiration and interaction

Objective:

Surprise and activate customers and motivate them to explore and increase their engagement.

Key driving factors:

- Interactive and testing areas (trying out, customising, workshops)
- Staging & themed worlds (roomsets, outfits, story areas)
- Events & promotions (demonstrations, talks, classes, community formats)
- Digital interaction (AR/VR, configurators, gamification, social integrations)

Inspiration and interaction create added value compared to pure online shopping. They increase the length of stay, the number of viewed products and the likelihood of additional purchases – and deliver content that can be shared digitally.

Metrics overview (selection)

Emotional connection

- Satisfaction with atmosphere/store design (surveys, NPS sub-questions)
- Intention to return
- Willingness to recommend (NPS)
- Repurchase rate/visitor frequency (loyalty card, CRM)
- Qualitative loyalty indicators (comments, reviews, complaint quality)
- Fan community, e.g. on social media
- Loyalty card rate/loyalty programme
- Total value of customer relationship
- (...)

Practical functionality

- Conversion rate
- Average receipt and basket structure
- Waiting times at checkout/service points
- Availability rates/out of stock
- Return rates and processing times
- Service satisfaction (e.g. surveys, customer feedback)
- Cleanliness and tidiness (e.g. mystery shopping)
- Technical availability (Wi-Fi, checkouts, apps)
- (...)

Inspiration and interaction

- Length of stay (total and per zone)
- Items per bon/cross-selling rates
- Number of consultations
- Participation rate in events, workshops, promotions
- Interaction rates (QR scans, use of AR/VR, app features in store)
- Use of product tests/samples, tasting stations, demonstration devices
- Social media engagement with store-related content
- Frequency on inspiration areas
- (...)

Cross-cutting KPIs: The experience scorecard

Some metrics have a cross-dimensional effect and are suitable for use as a condensed ‘experience scorecard’:

- Net Promoter Score (NPS) as a measure of willingness to recommend.
- Dwell time as an indicator of attractiveness and activation.
- Customer loyalty (repurchase rate, loyalty card activity, CLV).
- Conversion rate as a measure of sales success on the shop floor.
- Engagement (use of the app, interactions in-store and online).

These key figures show changes, and the causal model explains them. Only by tracing back to experience dimensions and drivers do figures become recommendations for action.



Scientific basis – translated into practice

The model follows proven principles of empirical research: it clearly separates cause (formative constructs) from effect (reflexive constructs).

For robust application, measuring instruments must be reliable and capture what they are supposed to measure (validity).

In practice, this implies that questions and KPIs are clearly assigned to each dimension, statistically tested and regularly reviewed.

Moderating factors such as retail formats, technological affinity or demographics can reinforce or weaken certain effects.

They should therefore be considered in analyses.

The model thus provides a framework for not only 'feeling' the experience, but also for modelling and measuring it in concrete terms.



6 From concept to implementation

How retailers can get started

‘Experience per square metre’ is not an additional project to improve the atmosphere in the store, but rather a management approach for space, processes and investments.

The key is to move from the vision of beautiful experience areas to concrete prioritisation in the own business model. This chapter outlines a pragmatic three-step approach:

1. classify the location and industry correctly,
2. sharpen your own role and experience profile, and then
3. systemically align measures, budgets and key figures.

The goal is not perfection at the first attempt, but a clear framework with which learning curves can be controlled – across formats, locations and organisational areas.

Those who consistently follow these three steps create the basis for measurable improvements and can develop experience per square metre from a marketing buzzword into a real competitive advantage.



Locating location and industry in the causal model

The first step is to take an objective assessment of the current situation: What is the logic of the industry I operate in, what role does the type of location play, and how much pressure is there to transform?

The causal model helps to systematically record these factors and reveal the chains of effects on the customer experience.

In practical terms, this means systematically reviewing online demand coverage, the competitive environment, frequency drivers, space productivity, personnel structure and cost blocks, and evaluating the current status along the experience dimensions.

A systematic checklist helps with this: How high is the online share in my industry? Which frequency drivers are effective at my location? How has space productivity developed over the last three years? Which cost blocks are already tying up resources that are lacking for experience investments?

This provides a clear picture of where experience is already having an impact, where friction losses are occurring and where investments would be more for show than substance. Only on this basis can meaningful priorities be set.

Sharpen role profile and experience objectives

The second step is to define the role profile of the retail space: Which two to three roles are critical to the format's success – today and tomorrow?

Specific experience goals could be: “Customers find the desired product without asking” (orientation), “Consultation meetings lead to 80% of purchases” (consulting quality) or “Three community events with 20+ participants every month” (community impact).

Our impact model serves as a translator: from strategic goals to specific requirements for space,

product range presentation, services, processes, technology and personnel.

It is important to make clear sacrifices:

for example, a sports shop might give up elaborate brand areas in favour of functional consultation and testing areas. Or a fashion shop might reduce the amount of merchandise on display to create more inspirational areas.

The key is to have a focused profile that is reflected in the shop's image, processes and communication.



Align measures, budgets and key performance indicators

In the third step, measures, budgets and key performance indicators are linked to the desired experience profile.

This means consistently measuring investments in store design, technology, services and personnel to determine whether they really strengthen the prioritised experience dimensions.

A new consultation zone is only justified if it measurably increases the closing rate or customer satisfaction.

Classic KPIs such as turnover, floor space performance, frequency or conversion rate

are supplemented by selected experience indicators: length of stay, Net Promoter Score, consultation satisfaction or process quality from the customer's perspective.

Proven practice: Monthly experience scorecards with a maximum of five metrics per dimension; any more than that dilutes the focus.

This turns 'experience per square metre' from a soft target into a controllable programme.

7 Conclusion and outlook

Conclusion

‘Experience per square metre’ is not an addition to the existing management logic, but rather a necessary extension of it.

Space is transformed from a pure sales area into an experience infrastructure that combines brand, service, community and omnichannel.

The seven roles of space, the three dimensions of experience and the scorecard make this experience plannable and measurable.

They show what tasks a space should really fulfil – and which experience drivers are crucial for this.

This transforms experience from a ‘soft topic’ into a hard competitive factor: those who systematically strengthen relevance, loyalty and repeat visits also secure tomorrow's sales and earnings.

This creates a pragmatic framework for retail companies to prioritise investments in space more clearly and justify them better.



The new retail formula

The classic formula of 'revenue per square metre' only evaluates what happens at the till today. It ignores the contribution a store makes to the brand, customer relations and digital channels.

The new retail formula takes a different approach: prioritised roles of the space + consistently designed experience dimensions + clear KPIs = experience per square metre.

Only this combination provides a reliable picture of a location's performance.

Turnover and gross profit per square metre remain important – but are supplemented by key figures on dwell time, satisfaction, loyalty, omnichannel usage and brand strength.

This reveals which areas are currently unprofitable cost centres and which are creating value.

In practice, this means that location decisions can be made less on gut feeling and more based on real data.



What happens next

For retailers, this means:

First, sharpening roles and target images for each location, then defining the most important experience drivers – and then gradually building up your own experience scorecard. Small and medium-sized formats can start with just a few well-chosen KPIs.

The other white papers in the series explore key components in greater depth:

- shopfitting and interior design,
- omnichannel logic of space,
- industry-specific applications and
- the role of city centre locations.

BBE supports retailers and real estate players in making ‘experience per square metre’ a reality – from location and space analysis to conception, implementation and performance review during ongoing operations.

This turns the mission statement into a workable programme with tangible effects in day-to-day business.



About the author

Experience per square metre – Why the new currency of physical retail is no longer turnover, but relevance

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Dr Johannes Berentzen is managing partner of BBE Handelsberatung GmbH in Munich.

With a doctorate in business administration, he has more than 15 years of experience in management consulting and supports retail companies and manufacturers with strategic challenges and management issues. Previously, as a member of the management board at Dr. Wieselhuber & Partner, he was responsible for the retail and consumer goods sector.

Dr Berentzen studied business administration at the University of Münster and earned his doctorate in 'retail brand management' at the Marketing Centrum Münster.

He regularly shares his expertise on strategic topics and future trends in retail in interviews, specialist articles and as a keynote speaker at conferences, trade fairs and industry events. As editor of the textbook 'Modernes Handelsmanagement', he also provides important impetus for the industry.

In addition, the father of four has been a volunteer member of the board of Marketing Club München e. V. since 2020.



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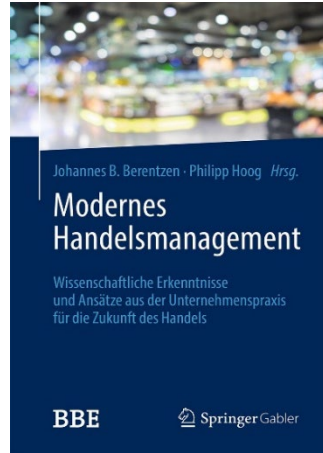
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- [Frühjahrgutachten Immobilienwirtschaft 2025 des Rates der Immobilienweisen](#)
- [Herausgeberband Modernes Handelsmanagement](#)
- [Whitepaper Zukunft Innenstädte](#)
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