Chapter 5

MAJOR FINDINGS

AND

SUGGESTIONS
CHAPTER 5: MAJOR FINDINGS AND SUGGESTIONS

Major Findings

Objective 1: To identify shopping mall attributes in mall selection

This objective was met by testing the hypothesis that ‘different shopping mall attributes have different importance as perceived by customers’. The hypothesis was tested by subjecting the ratings of the shopping mall attributes to Factor Analysis (PCA). The following factors emerged as a consequence of the PCA (Principal Component Analysis) as per Table 5.1:

Table 5.1 Shopping Mall Factor Rankings

<table>
<thead>
<tr>
<th>Factor</th>
<th>Over-All Mean Score</th>
<th>Standard Deviation</th>
<th>Rank (Based On Mean Scores)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Factor 2: ENTERTAINMENT</strong></td>
<td></td>
<td></td>
<td>I</td>
</tr>
<tr>
<td>(4.76)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multiplexes</td>
<td>4.76</td>
<td>0.552</td>
<td></td>
</tr>
<tr>
<td>Food Courts</td>
<td>4.75</td>
<td>0.6</td>
<td></td>
</tr>
<tr>
<td>Games for Children</td>
<td>4.76</td>
<td>0.577</td>
<td></td>
</tr>
<tr>
<td><strong>Factor 5: SPECIALTY</strong></td>
<td></td>
<td></td>
<td>II</td>
</tr>
<tr>
<td>(3.53)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full Department Store</td>
<td>3.84</td>
<td>1.484</td>
<td></td>
</tr>
<tr>
<td>Choice of Stores</td>
<td>3.25</td>
<td>1.738</td>
<td></td>
</tr>
<tr>
<td>Well Known Brands</td>
<td>3.47</td>
<td>1.418</td>
<td></td>
</tr>
<tr>
<td>Anchor Stores</td>
<td>3.55</td>
<td>1.393</td>
<td></td>
</tr>
<tr>
<td><strong>Factor 3: VALUE</strong></td>
<td></td>
<td></td>
<td>III</td>
</tr>
<tr>
<td>(3.08)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Value for Money</td>
<td>2.99</td>
<td>1.428</td>
<td></td>
</tr>
<tr>
<td>Utility Based</td>
<td>3.01</td>
<td>1.402</td>
<td></td>
</tr>
<tr>
<td>Credit Terms</td>
<td>3.23</td>
<td>1.324</td>
<td></td>
</tr>
<tr>
<td><strong>Factor 1: ONE STOP SHOP</strong></td>
<td></td>
<td></td>
<td>IV</td>
</tr>
<tr>
<td>(2.87)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visual Merchandising</td>
<td>2.9</td>
<td>1.423</td>
<td></td>
</tr>
<tr>
<td>Atmospherics</td>
<td>2.87</td>
<td>1.375</td>
<td></td>
</tr>
<tr>
<td>Personnel Services</td>
<td>2.89</td>
<td>1.448</td>
<td></td>
</tr>
<tr>
<td>Guarantee Policies</td>
<td>2.78</td>
<td>1.495</td>
<td></td>
</tr>
<tr>
<td>Loyalty Cards</td>
<td>2.94</td>
<td>1.406</td>
<td></td>
</tr>
<tr>
<td><strong>Factor 4: CONVENIENCE</strong></td>
<td></td>
<td></td>
<td>V</td>
</tr>
<tr>
<td>(2.63)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td>2.53</td>
<td>1.014</td>
<td></td>
</tr>
<tr>
<td>Parking</td>
<td>2.63</td>
<td>0.95</td>
<td></td>
</tr>
<tr>
<td>Proximity to Home</td>
<td>2.72</td>
<td>0.99</td>
<td></td>
</tr>
</tbody>
</table>
Adiwijaya (2007) examined market segmentation based on image of shopping mall as an outcome of perception of customers with reference to arrangement of attributes of shopping malls as under:

- Merchandising
- Convenience
- Service
- Ambience
- Amusement

Martin and Turley (2002) focused on the attitude of older segment of Generation Y consumers (19-25) towards a mall, besides consumption motivation. The study found that Generation Y consumers were more likely to be objectively motivated to consume. Managerial implications include using objective information, such as price oriented promotions, while attracting older Generation Y consumers. Adolescent consumers (daughters) and adults (mothers) have different opinions in context with decisions regarding mall environmental variables.

The study indicated features between retail sectors to be consistent, the specific significance and blend are determined mainly by buyer’s motive behind each specific shopping trip. The major shopping mall attributes emerged from this study (Table 5.1) help in mall selection. In shopping from malls, the factors like ‘value’ make the pressure of the ‘chore’ more bearable, and hence, are of natural concern to the customer.

*The individual retailing mix elements identified in this study, drawn from the shopping mall attributes, are discussed next.*

Glances at the shopping mall attributes that have emerged from this study prove that the factors are different in terms of their composition and importance.
Objective 2: To categorize various shopping malls according to customer perceptions

The retailers have the greatest competitive advantage when they engage in opportunities similar to their present retail strategy specifically when they follow diversification strategy. When they follow market development strategy, they develop their power to serve to maximum.

MEXL was used to discover consumers’ evaluation of shopping malls along two major dimensions of

- **Enjoyment-centric** (Dimension I) and
- **Value-centric** (Dimension II).

The results revealed that The Great India Place, Noida is the most preferred shopping mall for customers seeking ‘Enjoyment’; whereas Sahara Mall, Gurgaon is preferred most by shoppers seeking ‘Value for Money’. DLF’s Emporia, Delhi makes an attempt to serve elite consumer class in New Delhi by making luxurious offerings (Sannapu and Singh, 2012). Malls such as Centre Stage, Crown Interior Plaza are also for shopping for families, and are centrally located. DLF Emporio, which is luxury mall of India finds slotted as a utility mall. This varies from the traditional classification based on location.

The dimensions used in retail classifications on the basis of location could be town centre, edge of town (Guy, 1998); malls from the inner and peripheral zones (Ertekin et. al., 2008). On the basis of location trip purpose, it could be convenience- household, personal/ fashion (Guy, 1998). Further, on the basis of development history - planned, unplanned (Guy, 1998); Unplanned ‘retail areas’ and planned ‘shopping centres’ (Guy, 1998); created agglomerations, such as shopping centres and malls, and evolved agglomerations, such as shopping streets (Teller et. al., 2008); malls, congestion of markets, traditional shopping centres (Rajagopal, 2009). Similarly, on the basis of catchment area - neighbourhood centre, district centre (Guy, 1998); regional, and super-regional shopping centers (Carter & Vandell, 2005; Rosiers et. al., 2009); neighborhood, community (Carter, 2009) and other areas of high retail traffic e.g. downtown shopping districts and grocery and other destination stores (Doherty, 1991); out-of town regional centres, in-town regional centres, in-town sub-regional centre (Dennis et. al., 2002; Dennis, 2005); in-town neighbourhood-centre Anselmsson (2006).
Objective 3: To profile shopping mall customers on the basis of demographics and behavioral variables

The objective of the study was met by testing the hypothesis by administering the respondents to a ‘Motives towards Shopping’ instrument comprising eighteen questions measured on a 5-point Likert scale. This instrument was used to measure hedonic shopping motivations for mall shopping. The responses of the questions were cluster analyzed to obtain a two-cluster solution. The solution thus obtained resulted in the acceptance of the null hypothesis. Using Cluster analysis the two clusters were obtained.

The mean scores on the 5-point shopping attitudes scale indicates that the respondents in cluster 2 are more positive (mean score of 3.53) and they prefer to go for shopping more than the respondents in cluster 1 (mean score of 3.08) who have a low score indicating that they avoid shopping. Keeping in consideration the nomenclature of the shopping attitudes scale, and a review of past literature the following names were given to the new shopper typology: Cluster 1: Shopping Shirkers; and Cluster 2: Shopping Visitors.

The findings of this research are bi-polar shopping orientation concept in line with the study of Keillor and Sutton (1993). They investigated the similarities and differences of responders versus ‘avoiders’ in the areas of demographic characteristics, shopping behavior, and perceptions of market research in general and of mall-intercepts in particular. They revealed two clusters as responders and ‘avoiders’. The data indicated that appearance and approach of the surveyor will not modify the ‘avoidance’ behavior; ‘avoiders’ will decline to respond under any circumstances. Finally, these individuals are more likely to respond to a market information gathering tool if it takes the form of a mailed survey which they can complete in the privacy of their own home. One such area would be a more detailed study of ‘inducement variables’ which may reveal possible behavior modifiers related to ‘avoiders’ in the mall-intercept situation.

The findings of this research indicate that shoppers with a positive motivation towards shopping believe that:

Adventure Shopping:
• To me, shopping is an adventure.
• I find shopping stimulating.
• Shopping makes me feel like I am in my own universe.

Gratification Shopping:
• I go shopping when I want to treat myself to something special.

Social Shopping:
• I go shopping with my friends or family to socialize.
• I enjoy socializing with others when I shop.
• Shopping with others is a bonding experience.

Idea Shopping:
• I go shopping to keep up with the trends.
• I go shopping to keep up with the new fashions.
• I go shopping to see what new products are available.

The research shows that there is a statistically significant relationship between the shopping motives based clusters (Shopping Shirkers and Shopping Visitors) and the variables for mall shopping as gender, age and expenditure for mall shopping (monthly). Patel and Sharma (2009) investigated the shopping motivations Indian shoppers go for shopping in Mall and categorized shoppers into Utilitarian, hedonic; based on frequency of mall visits, time and money spent, purchased items.

Consumers go for shopping not only to purchase the products or services but also for fun. Jarboe, McDaniel (1987) observed that different shopping behaviors are associated with a variety of descriptive and attitudinal differences among retail mall patrons which were grouped into three data sets: demographic variables such as age, sex, income, etc.; behavioral variables such as number of stores shopped, number of purchases made, frequency of visiting the mall, etc. and psychographic and attitudinal variables measures of characteristics such as shopping confidence, sociability, anxiety and cognitive dissonance. They categorized shoppers as economic shoppers, recreational shoppers.

The research shows that there is a statistically significant relationship between the shopping motives based clusters (Shopping Shirkers & Shopping Visitors) and the variables for mall shopping as gender, age and expenditure for mall shopping (monthly).

*Segmentation Profiles of Mall Shoppers (Refer Table 4.21)*
The findings of this research indicate that overall, females enjoy shopping more than men; Consumers in the age group 18-27 enjoy mall shopping more than any other age group. In general, those who enjoy shopping, allocate 10-25% of Total Monthly Budget as Mall Shopping Expenditure. The findings of the study are in line with that of Patel (2008) that the average Indian shopper in our sample was not very brand conscious, but quite price and quality conscious.

Further, Kuruvilla and Ranjan (2008) made an attempt to profile the young male and female mall consumers along the other demographic variables like age, income, marital status, number of earning members, family size, number of children, qualification and state of origin. They broadly classified shoppers on the basis of gender as male shoppers and female shoppers. In all, the study questions the fundamental stereotyping of shopping as a feminine activity.
Objective 4: To propose strategies for creating shopping mall loyalty

Teller et al (2008) attempted to focus on the impact of hedonic and utilitarian values of shopping on retail agglomeration patronage issues on shopping behavior and the perception of retail agglomerations and categorized shoppers as pure utilitarian shopper, pure hedonic, slight utilitarian shopper, and slight hedonic. They observed agglomerations of a distinct kind applying a different kind of marketing mix tend to attract (shopping) hedonists and utilitarian’s to a varying degree.

Shopping Mall Marketing Strategies for Building Shopping Mall Loyalty among Shoppers:

In order to meet the retail marketing objectives, on a repeated basis, suitable marketing strategies need to be designed at two levels. i.e. Retail Outlet (Tenant) level and Shopping Mall level; keeping in view important mall shopper clusters as mall shopping Shirkers and mall shopping Visitors. These can be focused on:

1. Entertainment: Multiplexes, Food Courts and Games for Children

2. Specialty: Full Department Store, Choice of Stores, Well Known Brands and Anchor Stores

3. Value: Value for Money, Utility Based and Credit Terms

4. One Stop Shop: Visual Merchandising, Atmospherics, Personnel Services, Guarantee Policies and Loyalty Cards

5. Convenience: Security, Parking and Proximity to Home

Kar and Sahoo (2007) observed that the culture and behavioral pattern of consumers and the local conditions play a vital role in the design process of any retail format. To find out right tenant mix to offer wider assortment variety within the mall, strategic location; value proposition they are going to deliver both to shoppers and retailers. They should match the shoppers’ requirement with the retailers’ product offerings, ambience; concept, size and type of anchor tenants. Teller et al. (2008) observed that a person’s general orientation towards shopping may be moderated by situational aspects such as the shopping task, product category, shopping situation, etc.
SUGGESTIONS
for Proposing Strategies for Shopping Mall Loyalty

Objective-I: To identify shopping mall attributes in mall selection

This objective was met by testing the hypothesis that ‘Different shopping mall attributes have different importance as perceived by customers’. The hypothesis was tested by subjecting the ratings of the shopping mall attributes to Factor analysis. The following factors emerged as a consequence of the Principal Component Analysis (Table 5.2):

Table 5.2 Summary of Shopping Mall Factor Rankings

<table>
<thead>
<tr>
<th>Rank*</th>
<th>Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Factor 2: Entertainment</td>
</tr>
<tr>
<td>II</td>
<td>Factor 5: Specialty</td>
</tr>
<tr>
<td>III</td>
<td>Factor 3: Value</td>
</tr>
<tr>
<td>IV</td>
<td>Factor 1: One Stop Shop</td>
</tr>
<tr>
<td>V</td>
<td>Factor 4: Convenience</td>
</tr>
</tbody>
</table>

*Ranks based on Mean Scores

LeHew et al. (2002) investigated into the feasibility of customer loyalty towards an enclosed mall. They supported the presence of a group of loyal mall customers, and their assessment of several malls characteristics to provide a better understanding of those attributes influencing a loyal response. The mall attributes taken into consideration were:

- Environment attributes of mall
- Well-known stores
- Lunch/ refreshments
- Popular brand names
- Cleanliness of the mall
- Walkway space in mall
- Restrooms
- Security
- Comfort areas
- Lighting
- Decor
- Temperature

Majumdar (2005) identified the loyalty building factors (and their effects on store loyalty intentions) for a store inside a mall as:

• Mall Accessibility: The ease with which a customer can enter and leave the mall. It refers to accessibility factors discussed below (Levy and Weitz, 2001).

  The macro factors consider:
  ◦ Primary trade area
  ◦ Nearness of the mall from the consumer’s house/place of work
  ◦ Road Conditions (road pattern, road condition, traffic congestion etc) as a sizeable number of the mall visitors depend on the public transport facilities to visit the mall.

  The micro factors for accessibility refer to issues in the immediate vicinity of the site such as:
  ◦ Visibility
  ◦ Traffic flow
  ◦ Car parking
  ◦ Ingress/ egress

• Mall Ambience: The ambience factor refers to the character and atmosphere of a place. The construct on Mall Ambience refers to the internal atmospherics of the mall (Levy and Weitz, 2001) like:

  ◦ Décor
  ◦ Colour schemes
  ◦ Lighting
  ◦ Layout
  ◦ Music played inside the mall

• Mall Amenities: Amenities refers to the presence of features that makes a place pleasant, comfortable and easy to use/live in. Mall amenities are features provided to make the shopping trip more comfortable and enjoyable (Wakefield and Baker, 1998).
The mall amenities would include:

- Escalators
- Lifts
- Restrooms
- Information kiosks
- Entertainment facilities for children
- Fire safety equipments
- ATMs
- Electronic Communication facilities like internet café, telephone booths.

- **Shopping Complex/ Mall Loyalty**: The factor on shopping complex/ mall loyalty refers to the tendency to shop in a specific shopping mall or surrounding areas.

- **Store Specific Factors**

  - **Store Amenities**: This factor refers to the store amenities available for the convenience of shoppers.

  - **Assortment**: Assortment is the the depth of merchandise category in terms of availability of price ranges, size, design, colors etc. for a given product category.

  - **Merchandise Quality**: Merchandise quality is one of the most important attributes for shopping store image. This factor refers to the overall quality perceptions of merchandise at the store.

  - **Personnel Service**: Store personnel service is an important dimension of overall service quality. The original SERVQUAL scale developed by Parasuraman, Zeithaml, and Berry (1988) for service quality. An extension of the SERVQUAL scale suited for retail stores was developed by Dabholkar, Thorpe and Rentz (1996).

  - **Supporting Services**: The construct refers to other supporting services, which are provided by the store to benefit its customers. However, effects of such allied services on overall service quality or satisfactions have been explored by Dabholkar et al (1996) under the dimension Store Policy. In our study, it includes all the extra services, which the store extends to satisfy its customers.

- **The supporting services include**:
  - Acceptance of all credit/debit cards
· Facilities of return/exchange of merchandise
· Alteration facilities
· Child care and children entertainment services

° Value Perception: The construct on value perceptions refers to the perceived value of product and service quality relative to price paid. The service quality and merchandise quality are combined in one indicator and are compared with the perception of the price being paid vis-à-vis the quality offered.

° Overall Impressions about the Store: This factor refers to the general perception of the customer regarding the retail store. The perceptions may be due to past reputation of the store as well as the impression that a shopper has after visiting the store. The impression is based on general attribute dimension of the store.

Singh and Bose (2008) revealed Indian malls differing from U.S. malls in terms of:

· Location
· Choice of anchor tenant
· Entertainment-mix

Meyer-Ohle (2009) explored the factors underlying rapid shopping centre development in Asia, though it reached a certain degree of saturation in the US and in Europe, by introducing two recently opened urban shopping malls in Singapore and Tokyo as:

· Redevelopment of city spaces
· Emergence of strong shopping centre developers and especially the emergence of powerful tenant chain operators, many of which handle multiple brands and have begun operating store networks across Asia.

Teller et al. (2008) focused on the impact of hedonic and utilitarian values of shopping on retail agglomeration patronage issues, in particular on shopping behaviour and the perception of retail agglomerations. They found that typical hedonists get attracted by agglomerations because of the stimuli mentioned below:

· Atmosphere
· Price
Wakefield and Baker (1998) examined the relationship between three factors (given below) on shoppers' excitement and desire to stay at a mall:

- Tenant Variety
- Mall Environment
- Shopping Involvement

Guy (1998) discussed classifications based upon dimensions for retail outlets as under:

- Goods sold
- Trip purpose
- Size of store
- Store ownership
- Catchment area
- Physical form
- Development history
- Development type
- Function
- Location

Dennis (2005) observed that attributes well known as determinants of shopping centre success were:

- Transport links
- Parking
- Choice of major stores

Doherty (1991) explored the application of a syndicated local market consumer survey called MART that can be used in all levels of shopping center development including:

- Target consumer understanding
- Product/service mix development
- Center image/design/signage development
- Lease planning
Yiu et al. (2008) explored the relationship among the attributes of shop in a mall as:
- Shop size (space allocation)
- Tenant type (tenant placement)
- Locations of shop

Juan (2004) examined the factors influencing the consumers’ attraction to shopping malls, and tried to predict the consumers’ behavior in choosing a mall for their retail needs with the purpose to construct a model of consumer attraction to malls, through:
- Distance
- Retail image

Miller et al. (2009) observed that mall shopping habits and buying patterns have shown continuing stability over recent years in the United States. The consumers are increasingly attracted to malls for reasons, such as:
- To attend a special event or movie
- To dine at a restaurant

Hackett and Foxall (1994) undertook the factor analysis procedure to analyse responses to a questionnaire viewing consumers’ location specific shopping values. The respondents need to structure their shopping location values using different dimensions between the types of shopping locations.

In the high street, four significant factors were discovered:
- Service quality
- Access and facilities
- Social aspects
- Choice
- Variety

However, in a mall, three significant factors were revealed:
- Store variety
- Comfort and convenience
- Ancillary convenience
Martin and Turley (2002) focused on the attitudes of older segment of Generation Y consumers (19-25 years) towards a mall and found that Generation Y consumers were more likely to be objectively than socially motivated to consume. They suggested that objective motivations to consume predict an individual consumer’s perception of a shopping mall's ambience, layout, and his or her involvement in the shopping process. Social motivations to consume predict perceptions of a mall’s ambience, design, variety, and excitement, as well as the consumer's desire to stay and intent to return to shop at the mall. Managerial implications included using objective information, such as price oriented promotions, when trying to attract older Generation Y consumers.

Glances at the shopping mall attributes that have emerged from this study prove that the factors are different in terms of their composition and importance.
Objective-II: To categorize various shopping malls according to customer perceptions

This objective was met by testing the hypothesis that ‘Categorizing shopping malls on the basis of customer perceptions is different from the traditional classification based on location and convenience’. The hypothesis was tested by evaluating the customers’ perceptions towards major shopping mall dimensions (obtained by Factor Analyzing the attributes in shopping mall selection) and the respective shopping malls (selected under the study). Positioning of such Shopping Malls was done using MEXL. The research discovered a new shopping mall categorization based on Positioning Analysis and Perceptual Mapping Model. Based on the perception of malls shoppers towards the attributes in mall selection, mapping of select shopping malls under study and the shopping mall dimensions (obtained as a result of analysis of mall selection attributes via Factor Analysis in objective one), and these shopping malls have been categorized as:

- Enjoyment-centric and
- Value-centric Malls

Categorizing shopping malls based on location and convenience

Teller et al. (2008): created agglomerations, such as shopping centres and malls, and evolved agglomerations, such as shopping streets.

The study discussed agglomerations’ potential to attract utilitarian and hedonic shoppers.

Dennis et al. (2002): Large, out-of-town, regional; In-town, regional; In-town, sub-regional.

Branding may become more important for shopping centres. The authors firstly investigated qualitatively. Shoppers described centres in ‘personality’ terms.


Doherty (1991): Super-regional and regional malls, Community and neighborhood shopping centers, other areas of high retail traffic (e.g. downtown shopping districts and grocery and other destination stores).

Miller et al. (2009): Mall, Strip center, Neighborhood Center, Community Center, Regional Center, Superregional Center, Fashion/ Specialty Center, Power Center, Theme/ Festival Center, Outlet Center.

Although the majority of consumers still visit malls to shop, they are increasingly attracted to malls for other reasons, such as to attend a special event or movie or to dine at a restaurant.

The nature of mall shopping is undergoing a subtle change. Time-pressed shoppers are becoming more efficient, making fewer visits to malls, but spending more money per trip. But the basic mall demographic profile is relatively unchanged – a typical mall shopper is female, 37 years of age, and lives in a three-person household with median household income of approximately $45,000.

Goldner and Portugal (2002): Neighbourhood shopping centres, Community shopping centres, Regional shopping centres, Super-Regional shopping centres, Specialized shopping, Outlet centre, Festival centre, commercial galleries, small, large, regional, hypermarket as the anchor store.

Ertekin et al 2008: malls from the inner and peripheral zones investigated the spatial distribution of shopping malls with respect to population and analyzed the factors which effect the shopping mall location.

According to the results, while the shopping mall space ratio is higher than population ratio in the intermediate zone, the reverse is true in the periphery.

The income was the only factor affecting the location of shopping malls among those considered. The size of the catchment area of the shopping mall from the inner zone is
larger than the peripheral ones due to higher accessibility with alternative transportation systems and supporting functions in its surrounding areas.

Although shopping malls display a new way of life and more products as a result of globalization to stimulate business, they generate more price and quality competitive retail environment in which only the more efficient and innovative retailers survive (Ertekin et al., 2008).


Downtowns struggled to compete with the new, enclosed, super structures neatly perched on the open spaces of suburbia.

The numbers of regional shopping malls today attest to their popularity over the decades.

Gould et al 2005 (Retailer end): four types of anchors are broadly defined as follows:
Type 1: Prestige/fashion department stores.
Type 2: High- to moderate-quality department stores with national reputations since the 1950s and 1960s.
Type 3: Lower-quality department stores with mostly local or regional reputations.
Type 4: Department stores that are members of very well-known national chains that have long operated in many markets.


Shopping malls contribute to business more significantly traditional markets, are viewed as a simple convergence of supply and demand.

Shopping malls attract buyers, sellers and customers, providing enough time to make choices as well as a recreational means of shopping. However, competition between malls, congestion of markets and traditional shopping centres has led mall developers and management to consider alternative methods to build excitement in customers.
Johnson and Raveendran (2009): Departmental Stores, Shopping Centres, Shopping Malls drew implications for merchandising, pricing, store format and suggested that the retailer can look forward for formats that appease all the three segments to be successful.


Manufacturers' outlet centers are attracting an upscale shopper seeking designer and brand name merchandise at a discount. The outlet shopper is convinced that they were getting bargains and enjoying the challenge of finding markdowns and specials even within this discount venue. Older, more educated and a higher income group than her suburban mall counterpart, the outlet shopper represents the target market of choice for the sluggish apparel industry. Continued growth of outlet centers may ultimately draw the most desirable customers from the traditional malls as shoppers search for the best names at the lowest prices.

Stoltman et al. (1991): a mall, the downtown area (a four-square block mixed-use development), and the largest shopping plaza in the market.

Saven (2010): strategic use of pop-up stores, luring non-traditional tenants, and turning the mall into a multi-purpose, community-centric environment.

Musa (2009): Traditional- very large, large, medium, small: comparison-based, convenience-based; Specialised- retail park large, medium, small; factory outlet centre, theme-oriented centre: leisure-based, non-leisure-based

Kar and Sahoo (2007): Malls (Large format Malls), family entertainment centers (Multiplex), hybrid centers; right mix of low rent paying anchor tenants and high rent paying specialty stores; key anchors in malls are department stores, supermarkets, hypermarkets and multiplexes.

Majumdar (2005): new formats like malls, supermarkets, discount stores and department stores; apparel stores selling men, women and children garments, saree stores, specialty stores, stores of national retail chains like Pantaloons, Shoppers Stop and Westside.
Objective-III: To profile shopping mall customers on the basis of demographics and behavioural variables

This objective was met by testing the hypothesis that ‘It is possible to profile various customers visiting shopping malls on the basis of demographics and behaviour’.

The hypothesis was tested by administering the respondents to a ‘Motives towards Shopping’ instrument comprising eighteen questions measured on a 5 point Likert scale. This instrument was used to measure hedonic shopping motivations for mall shopping. This scale was developed by Arnold and Reynolds (2003) and referred by them as hedonic shopping motivation measurement scale. Hedonic Shopping Motivation is intended to capture the hedonic fulfillment experienced through shopping, including fun, fantasy, and sensory stimulation. The hedonic shopping motivations scale consists of 18 items, 3 items each for 6 different motivations: adventure shopping, gratification shopping, role shopping, value shopping, social shopping, and idea shopping. Further, Pearson correlation coefficient and chi-square tests of independence was administered.

This research discovered a new shopper typology based on cluster analysis. Based on their motivations towards shopping, these shopper types were named:

- Shopping Mall Shirkers and
- Shopping Mall Visitors

Profiles of these shopper types for mall shopping scenario were formed.

To obtain a profile of the shopper types, the respondents were requested to complete questions regarding the following:

Shopping mall loyalty; demographics (gender, age, occupation/ profession, education, income); shopping behavior (‘shop alone’ or ‘shop with someone’), expenditure on the shopping category (monthly) and number of shopping trips (shopping frequency).

The final sample consisted of 327 respondents.
The research shows that there is a statistically significant relationship between the shopping motivations based clusters (Shopping Shirkers and Shopping Visitors) and the following variables for mall shopping:

- Shopping Mall loyalty
- Gender
- Age
- Occupation
- Average household Income
- Shop-with preference
- Shopping trips
- Shopping Expenditure

The findings of this research indicate the following (Refer Table 4.19):

- Overall, consumers with positive shopping motivations exhibit high mall loyalty.
- Overall, females enjoy shopping more than men.
- Consumers in the age group 18-27 years and 28-37 years enjoy mall shopping more than any other age group.
- Graduate and undergraduate Shoppers and more income enjoy mall shopping more than those with higher education.
- Shoppers with Monthly Household Income INR 25,001 and above enjoy mall shopping more than those with lesser income.
- Most mall shopping Visitors are students, servicepersons and homemakers while most mall shopping Shirkers are the retired and research scholars.
- In general, those who enjoy shopping usually prefer shopping in the company of someone and the shopping shirkers prefer shopping alone.
- In general, those who enjoy shopping spend more on shopping and also make more frequent visits to shopping malls compared to those who do not enjoy shopping.
This research has given a very important finding, for mall shopping, that shoppers’ loyalty. The result clearly shows a significant association (positive correlation) between shoppers’ loyalty towards malls and their level of mall shopping motives. This means that the more the shopping motivation, the more the shopping mall loyalty.

The findings of this research are in line with the bi-polar shopping orientation concept of Hedonic oriented and Utilitarian oriented (Huang and Yang, 2010; Babin et. al., 1994; Teller et. al., 2008; Patel and Sharma, 2009; Batra and Ahtola, 1991 and Arnold and Reynolds, 2003); 2-cluster solutions of Loyal Mall Shoppers and Non-Loyal Mall Shoppers by LeHew et al. (2002) in their initial investigation (study) into the feasibility of customer loyalty towards an enclosed mall; two polar shopper types viz. Convenience (Economic) Shoppers and Recreational Shoppers by Bellenger et al. (1977) and Jarboe and McDaniel (1987) defined on different shopping behaviors.

The findings of this research indicate that shoppers with a positive motivation towards shopping believe that:

Adventure Shopping:
- To me, shopping is an adventure.
- I find shopping stimulating.
- Shopping makes me feel like I am in my own universe.

Gratification Shopping:
- I go shopping when I want to treat myself to something special.

Social Shopping:
- I go shopping with my friends or family to socialize.
- I enjoy socializing with others when I shop.
- Shopping with others is a bonding experience.

Idea Shopping:
- I go shopping to keep up with the trends.
- I go shopping to keep up with the new fashions.
- I go shopping to see what new products are available.
Hedonic oriented and Utilitarian oriented: Early in the development of consumer research, researchers discovered two different pictures of consumers. Babin et al. (1994) developed the scales that reflect the degree to which consumers derived hedonic and/ or utilitarian value from a shopping trip. Teller et al. (2008) discussed agglomerations’ potential to attract utilitarian and hedonic shopper types, using a multi-item scale operationalising shopping values as developed by Babin, Darden and Griffin (1994). They described hedonic and utilitarian shopping value.

- The Hedonic oriented, and

- The Utilitarian oriented

The Hedonic oriented: Hedonic motivations comprise adventure, sociality, fashion, value and authority (Huang and Yang, 2010). Hedonic means those things which we want for fun, pleasure, and relaxation. Hedonic shopping value is more festive, playful and fun. It reflects the entertainment value and emotional worth derived from shopping as a pleasurable experience. Hedonic shopping is viewed as enjoyable and as an ‘escape’ or adventure (Babin et al., 1994).

The Utilitarian oriented: Utilitarian means those things that we need for everyday use and for survival. Utilitarian shopping value is based on the premise that shopping is task oriented and rational, reflecting a work mentality. Utilitarian shopping is viewed more as an ‘errand’ or ‘work’ where shopping is functional, and the shopper successfully completes his/her shopping task (Babin et al., 1994).

Teller et al. (2008) identified four distinct shopper types viz. pure utilitarian shoppers, pure hedonic shoppers, slight utilitarian shoppers, and slight hedonic shoppers. Arnold and Reynolds (2003) identified a comprehensive inventory of consumers’ hedonic shopping motivations. Hedonic Shopping Motivation Scale is intended to capture the hedonic fulfillment experienced through shopping, including fun, fantasy, and sensory stimulation. The six motivations were distinct from one another and could be used to help cluster consumers into groups based on their varying levels for each of the motivations.

Minimalists, Gatherers, Providers, Enthusiasts and Traditionalists (Arnold and Reynolds, 2003; Bloch et al., 1994): These clusters (mall inhabitant groups) were identified based on responses to the hedonic shopping motivations scales. Bloch et al. (1994) portrayed
the large enclosed mall as society’s dominant consumer habitat as considerable heterogeneity existed among mall denizens and so is experiential consumption. Bloch et al. (1994) believed that focusing strictly on how much a consumer spends or whether that consumer is a ‘recreational’ shopper loses much of what actually happens in a shopping mall.

**Loyal Mall Shoppers and Non-Loyal Mall Shoppers:** LeHew et al. (2002) supported the presence of loyal mall customers, and several mall attributes influenced such loyalty. The two types of customer groups emerged as:

- Loyal Mall Shoppers
- Non-Loyal Mall Shoppers

This is further supported by the Majumdar (2005) who tried to investigate the effects of the determinants in building loyalty for a particular retail store located inside a shopping mall by incorporating factors like service quality, location factors, value perceptions, and store image in our model and observed shoppers to be either ‘Loyal due to lack of resources’ or ‘Loyal due to disliking for shopping’.

Loyal customers: do not look for a large variety of merchandise at store of their choice. Majumdar, (2005) observed shopping mall loyalty to be a significant determinant of store loyalty. If the customers are not satisfied with the shopping mall as such, their loyalty to the particular store might decline. Unless the customers feel that they get the quality of their choice for what they pay, they are unlikely to patronize the particular retail store.

**Convenience (economic) shopper and Recreational shopper:** There are other studies in the international context that suggested that the two shopper types might be accurately labeled based on the relative importance of patronage factors (Bellenger et al., 1977 and Jarboe and McDaniel, 1987) as:

- Convenience (economic) shopper and
- Recreational shopper
Convenience (economic) shopper: the segment of customers who give utmost importance to economic and financial aspects during selection of a shopping mall and do not consider shopping to be an activity to be performed during leisure time.

Recreational shopper: the segment of customers who give utmost importance to quality and variety during selection of a shopping mall and prefer shopping during leisure time.

**Grocery Shoppers, Purposeful Shoppers and Fun shoppers** are three important clusters identified by Johnson and Raveendran (2009) using K – means cluster analysis to understand the demographic profile of the shoppers of organised retailers, the major influencers for a shopper to shop and their orientation towards purchase act. The study draws implications for merchandising, pricing, store format and suggested retailers to look forward for formats that appease all the three segments to be successful.

**Out-of-Town Shoppers, Local Shoppers:** According to Wakefield and Baker (1998) who examined that the three factors (tenant variety, mall environment and shopping involvement) have a differential influence on shoppers' excitement and desire to stay at a mall which in turn are found to influence repatronage intentions and outshopping.

Out-of-Town Shoppers: The out-of-towners outshopping at the mall suggested that they perceive that this mall exceeds the quality of the tenant mix and physical environment of their local shopping centers.

Local Shoppers: the locals are outshopping elsewhere.

**Traditional Mall Shoppers, Manufacturer's Outlet Shoppers** (Barnes, 1998):

Manufacturers' outlet centers are attracting an upscale shopper seeking designer and brand name merchandise at a discount. The outlet shopper is convinced she is getting bargains and enjoys the challenge of finding markdowns and specials even within this discount venue. Older, more educated, and reporting a higher income than her suburban mall counterpart, the outlet shopper represents the target market of choice for the sluggish apparel industry. Continued growth of outlet centers may ultimately draw the most desirable customers from the traditional malls as shoppers search for the best names at the lowest prices.
Several different shopping behaviors are associated with a variety of descriptive and attitudinal differences among retail mall patrons were grouped into three data sets as Demographic Variables such as age, sex, income; Behavioral Variables such as number of stores shopped, number of purchases made, frequency of visiting the mall; and Psychographic and Attitudinal Variables measures of characteristics such as shopping confidence, sociability, anxiety and cognitive dissonance (Jarboe & McDaniel, 1987). The concept of ‘browsing’ explored in terms of shopping behavior which might differ from mall to mall, and malls might differ in terms of the demographic groups they attract.

**Male Shoppers, Female Shoppers:** Kuruvilla and Ranjan (2008) made an attempt to study the behavior of Indian youth in the mall. The recreational and utilitarian orientation among Indian youth has been identified and gender related regional differences in their attitude to malls were examined. It also addressed the mall patronage patterns. The study questioned the fundamental stereotyping of shopping as a feminine activity.

**Teenagers, Adult Customers:** Chebat et al. (2008) investigated the antecedents to the perceived value of a shopping mall and compared the results obtained with two groups.

The mall shoppers are found to be different in terms of their demographic and behavioral profile. Miller et al. (2009) investigated that though the time-pressed shoppers are becoming more efficient, making fewer visits to malls, spending more money per trip. But the basic mall demographic profile is relatively unchanged. A typical mall shopper is female, 37 years of age, and lives in a three-person household with median household income of approximately $45,000. A recent study by the International Council of Shopping Centers found although the majority of consumers still visit malls to shop, they are increasingly attracted to malls for other reasons, such as to attend a special event or movie or to dine at a restaurant.

Anselmsson (2006) investigated eight underlying factors viz. selection, atmosphere, convenience, sales people, refreshments, location, promotional activities and merchandising policy, of varying character are found important to shopping mall satisfaction during field studies conducted in Sweden.

In the Indian context, Tripathi (2008) observed that though some Indians are behaving as sophisticated shoppers, millions are still novice and many avid consumers are joining
every year. So, retailers have to acknowledge this change and also stay a step ahead of the evolution curve of the Indian market. Indian consumers are still family-driven entities. Shopping, entertainment and eating out are family events.

Using factor analysis, (Patel 2008) captured various decision making styles of Indian shoppers in shopping malls across different demographic variables as:

- Price consciousness
- Quality consciousness
- Recreational
- Confused by over choice
- Novelty consciousness and
- Variety seeking

This study would help the managers of shopping malls to understand the underlying decision making styles of the shoppers in the malls and help them to craft their marketing strategies. Profiling consumers by their decision-making styles provide more meaningful ways to identify and understand various consumer segments and to target each segment with more focused marketing strategies.

**Responders and Avoiders:** While conducting the research to develop an understanding of the personal/ demographic characteristics of mall shoppers, studying shopping behavior of individuals who may participate in mall-surveys, and improving the procedures employed in mall-intercept research; Keillor and Sutton (1993) showed that 33 percent of the general population saw themselves as ‘avoiders’ when faced with a mall-intercept survey and that these ‘avoiders’ possess somewhat unique characteristics when compared with ‘responders’.

Keeping in consideration the difference in the results in previous research as outlined above- particularly with respect to demographic variables in mall shopping situations, the findings of this research are not particularly surprising. The consistent finding across the shopping mall retail sectors is with regard to shopping mall loyalty, gender, and shopping trips.
OBJECTIVE-IV: To devise appropriate retail marketing strategies for creating shopping mall loyalty among shoppers

To meet this objective, a retail marketing strategy is proposed for shopping mall managers. The marketing strategy would be devised to create shoppers’ loyalty i.e. to ensure repeat and dedicated patronage. According to Tripathi (2008), Indian consumers are still family-driven entities. Shopping, entertainment and eating out are family events. They are ready to pay, sometimes, astronomical sums provided their needs are satisfied. Mall Managers’ marketing activities are designed considering three major objectives of:

- Drawing shoppers to their shopping malls
- Encouraging shoppers to buy and spend and
- Influence the types and quantities of items that the shoppers buy, motivating them for repeat purchase, more specifically, for same product categories

In order to meet the retail marketing objectives, on a repeated basis, suitable marketing strategies have to be designed. These strategies are developed by a firm by recognizing the target market for its offerings first, followed by designing a marketing mix to boost sales to the target market (McCarthy, 1960; Perreault and McCarthy, 1999). (Table 5.3):

<table>
<thead>
<tr>
<th>Ps</th>
<th>Author (Year)</th>
<th>Marketing Mix (Extended)</th>
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<tbody>
<tr>
<td>The 4Ps</td>
<td>McCarthy (1960)</td>
<td>Product, Price, Promotion, Place</td>
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<tr>
<td>The 5Ps</td>
<td>Judd (1987)</td>
<td>Product, Price, Place, Promotion, People</td>
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<tr>
<td>The 6Ps</td>
<td>Kotler (1986)</td>
<td>Product, Price, Promotion, Place, Political Power, Public opinion formation</td>
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<td>The 7Ps</td>
<td>Booms and Bitner (1982)</td>
<td>Product, Price, Promotion, Place, Participants, Physical Evidence and Process</td>
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<tr>
<td>The 15Ps</td>
<td>Baumgartner (1991)</td>
<td>Product/service, Price, Promotion, Place, People, Politics, Public Relations, Probe, Partition, Prioritize, Position, Profit, Plan, Performance, Positive Implementations</td>
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According to Levy and Weitz (2003) retail marketing strategy can be referred to as a statement identifying:

- The target market of the retailer;
- The format (the retail mix) the retailer is likely to use to satisfy the needs of the target market;
- The bases utilized by the retailers for building competitive advantage for loyalty among shoppers.

The target market can be referred to as the segment(s) of the market toward which the resources and retail mix of the retailer are focused. A retail format is the retailer’s mix focusing nature of offerings, pricing policy, advertising and promotions, store design and visual merchandising approach and location). An edge over competition that can be retained for longer duration can be referred to as a sustainable competitive advantage. The important shopping mall attributes, which drive shopping mall loyalty, would be used in devising the right retail mix.

Jarratt (2000) Outshopping is defined as the purchase of goods by consumers outside their local shopping area. Aspects important to specific shopper groups dominate their evaluation of a specific shopping area, and this evaluation contributes directly and, for some shopper segments indirectly, to outshopping through trading area commitment. A segmentation approach to understanding outshopping behaviour provides shopping centre managers with information to support retail strategy development.
The Retail Marketing Strategy Framework

Retail marketing strategies would be formulated at two levels. i.e. Shopping Mall level and Retailer level. Majumdar (2005) identified the determinant factors for building loyalty (and their effects on store loyalty intentions) for a particular retail store located inside a shopping mall.

Figure 5.1 Strategic Marketing Framework

**Retailer Level Strategy:** This strategy was referred to as Internal Strategy by Mudambi (1994). Internal strategies reside within a complex intra-organizational territory, and encompass strategies of productivity-led differentiation service differentiation, product differentiation, and time. The following steps would be followed:

- Identify the retail marketing mix that would suit the needs of the identified customer segments. These retail marketing mix elements are to be drawn from the important shopping mall attributes identified.
- Classify the retail marketing mix into: (1) Shopping Mall Enjoyment Motivators and (2) Shopping Mall Loyalty Enhancers.
- Propose the appropriate retail format that consists of a combination of the ‘shopping mall enjoyment motivators’ and ‘shopping mall loyalty enhancers’.
Shopping Mall Level Strategy: At the shopping mall level, the shopping mall managers have the following three strategic options:

- Vertical Strategy: *Vertical* strategies take the shopping mall in the direction of its suppliers for effective mall management, and incorporate strategies of acquisition of suppliers or distributors, and improved buyer-supplier relations. Here, the shopping mall managers can invest in the back end to gain control of supplies and distribution. This strategy is especially critical to retailers (tenants) in providing them efficient CAM and (Common Area Management) other facilities.

- Horizontal Strategy: *Horizontal* strategies are expansionary and include choices on the number of outlets, internationalization, mergers and acquisitions of retailers, and joint ventures. To survive, shopping malls must have multiple outlets (tenants) and Indian shopping malls can tie-up with international shopping malls for technical expertise and accesses to global brands and in exchange provide the international shopping malls with access to new markets. This strategy is especially critical to apparel retailers.

- Migrational Strategy: *Migrational* strategies are extra-territorial, and involve a radical change of direction. Migrational strategies include decisions on outlet size category, outlet location type, and the diversification of outlet type. This strategy is critical to retailers (tenants) who would like to serve multiple market segments (differentiated marketing strategy) and/or be present in different cities (for instance, rural vs urban) with different retail formats.

*Figure 5.2 A Typology of Retail Strategic Choice (Mudambi, 1994)*
**Various steps to be followed (as proposed by researcher):**

**Step-I: Identifying the Retail Marketing Mix**

Kotler et al (1999) indicate that the marketing mix is one of the key concepts in modern marketing theory. The definition of the marketing mix is provided as:

‘The set of controllable tactical marketing tools that the firm blends to produce the response it wants in the target market’

The marketing mix has been described in terms of 4Ps by McCarthy (1978), though it has been widely popularized by Philip Kotler through the various editions of his books on Marketing Management. McCarthy based his 4Ps (Product, Price, Promotion and Place) upon a simplified version of a range of twelve marketing ingredients offered much earlier by Borden (1965). Ievuța (2012) recently conducted a study in Romania and discussed the elements of the Marketing Mix of Shopping Centers as:

- Merchandise Assortment
- Shopping Center Atmosphere
- Shopping Center Location (with focus on the main theories of location and models for shopping centers site selection)
- Communication (comprising advertising, special events and sales promotion, public relations as sub-elements)
- Prices and
- Customer Service

**Important Retail Marketing Mix Elements for Mall Shopping:**

The important retail marketing mix elements identified in this research are as under:

1. **Entertainment:** Multiplexes, Food Courts and Games for Children
2. **Specialty:** Full Department Store, Choice of Stores, Well Known Brands and Anchor Stores
3. **Value:** Value for Money, Utility Based and Credit Terms
4. **One Stop Shop:** Visual Merchandising, Atmospherics, Personnel Services, Guarantee Policies and Loyalty Cards
5. **Convenience:** Security, Parking and Proximity to Home
Step-2: Choosing the Right Retail Format for Shoppers’ Loyalty

In this study, the retail format was proposed keeping in consideration the retail marketing mix elements/shopping mall attributes identified. Seshadri and Seshadri (2006) defined a mall as a building system in which spacious shop rooms, large atriums, basements, parking lots, cineplexes, open air theatres, etc. are connected by corridors with efficient movement. The designers often use technologies to create comfort and ambience. The retail marketing mix represents the constituents of the shopping mall image. The marketing mix of shopping centers components includes merchandise assortment, shopping center atmosphere, location, communication (comprising advertising, special events and sales promotion, public relations as sub-elements), prices and customer service (Ievuta, 2012). For each shopping mall, a distinct image may exist within consumers’ minds based on salient elements of a retail mix, known as Retail format. A shopping mall owner/manager has to make sure that it offers the retail format that shoppers expect them to offer; only then customer can become loyal to the mall.

According to Levy and Weitz (2003), a format is a type of retail mix used by a set of retailers. The retail format is the mix of the variables that the retailer uses to develop marketing strategies, and satisfy target market needs more effectively than competitors.

The structural and conceptual differences from the consumers’ perceptual point of view between shopping streets and shopping malls imply distinct conscious or unconscious applications of retail (marketing) mix on an agglomeration level. This mix comprises the following elements in terms of retail marketing instruments:

- Distribution i.e. accessibility, parking, orientation and infrastructure;
- Assortment and pricing i.e. tenant mix, atmosphere and merchandise value; and
- Communication i.e. public relations, promotions and advertising (Anselmsson 2006).

The single elements of the mix and the mix as a whole determine agglomeration format’s characteristics from the consumers’ view point. The perception of the applied mix considerably affects consumers’ evaluation of an agglomeration format’s attractiveness.

Retailers and experts find success of malls to be a combination of factors (Bailey, 2013) viz. location, the catchment area around it, the right retail and product mix, design and maintenance and size.
Here, a brief overview of select shopping mall attributes is discussed, in order to interpret the findings of the research i.e. proposing a mall format:

**Entertainment**: Entertainment planning is a common activity in the shopping center environment. The youth of today specially the college students as well as those who are able to fetch highly-paid jobs at the beginning of career, prefer to spend time away from homes, along with their friends and family members-seeking entertainment which can break the monotony of routine life and can refresh them for the time to come. They prefer to spend more for fun. This has led to shift in focus of retailers on multiplexes, food courts, branded luxurious showrooms as anchors in the tenant mix.

**Multiplex complex**: A new movie released pulls the masses especially for first three days and thereby the multiplexes acts as anchor(s). Now, the concept of single cinema has gone. Viewers of today prefer multiplexes with effective sound quality, seating comfort, picture quality, arrangement of refreshments specially the branded ones and also that can provide them options at the same place to watch movie as per their choice. Fun Cinemas, PVR and others are carrying out their business operations successfully in various malls throughout the country.

**Food Courts**: Another common feature of shopping malls is the ‘food court’, a separate area of a shopping center consisting of a number of fast-food outlets and a common seating area (Das, 2009). When customers spend around 2-3 hours away from home, they prefer to eat something as per taste, sometimes fast food, snacks, short meals and sometimes the complete meals and that too with variety viz. Continental, Italian, Thai.

**Games for Children**: Being the central focus of the family, the children, also the major influencers in decision-making, prefer malls providing various kinds of attractive games. This, on one hand, motivates their parents to visit such malls keeping in view the interest of the children; on the other hand, this also facilitates their shopping activity as malls provide secured place for their children while they shop. Moreover, entire family looks for a place where they can view movie, dine and enjoy together. Singh and Bose (2008) revealed that Indian malls differ from U.S. malls in terms of financing, location, size, expansion, architecture, stage of evolution, and choice of anchor tenant, entertainment-mix, and mall management practices. They suggested the current need to pick up the
practices and parameters from the United States, test them with Indian shoppers and come up with India-specific models and prototypes.

**Specialty:** Retailer that concentrates on selling one good or service line (Berman and Evans, 2009). Majumdar (2005) defined Assortment as the depth of merchandise category in terms of availability of price ranges, size, design, colors etc. for a given product category. Ievuța (2012) revealed that the important factors in the evaluation of shopping centers are represented by the assortment of stores and products, with reference to the width and depth of assortment, the existing retail brands in the center, the clothing and footwear stores and the quality and the modernism of the goods sold in the stores. Many of the buyers identify the shopping center with the super-hypermarket, the discounter or the market that anchor the center. Thus, the assessments regarding the diversity of its product range, the modernism etc. might refer to the anchor and consider the items ‘grocery stores’ and ‘quality of household goods’ refer to much smaller stores.

*Full Department Store(s):* a department store is larger retail store organized into several departments, offering a broad variety and depth of product lines, each operating as a department. The product mix is largely non-food like apparels, accessories, books, music, footwear, appliances, furnishing and other household goods. Level of service is very high (Pradhan, 2009). Internationally acceptable size of a department store is 75,000+ sq. ft. whereas in India, 5,000-40,000 sq. ft. is sufficient enough to open a department store catering to a variety of consumer needs. Departmental Stores are expected to take over the apparel business from exclusive brand showrooms. Among these, the biggest success is K Raheja’s Shoppers Stop, which started in Mumbai and now has more than seven large stores (over 30,000 sq. ft) across India and even has its own in store brand for clothes called Stop. Other examples are department store only for kids is Kids Kemp; like Pantaloons, shoppers’ stop; for fashion related department stores in India are Ebony, Globus, pantaloons, lifestyles.

**Choice of Stores:** consumers gather relevant information from various external and internal sources; evaluate it on various alternatives before selecting a particular alternative pertaining to store choice.
**Well Known Brands**: ‘Branding’ is well known for consumer products. A brand might be defined as a name, phrase, design, icon, or any other trait that helps in recognizing offerings of one seller as different from those of others. Power has shifted from manufacturers’ brands towards retailers’ (Dennis *et al.*, 2002). Diversity of premium brands of global products find place directly in the malls and improve consumer choice. Availability of ethnic brands side by side with the global brands definitely brings diversity of product display (Seshadri and Seshadri, 2006).

**Anchor Stores**: are large retail outlets located at the corners in the shopping malls with the purpose to attract customers from immediate and ex-catchments areas (cedar-consulting). So, there is a recurrent anchor strategy. The departmental stores usually anchor regional and super-regional malls and supermarkets are typical anchors in community centers (Das, 2009). Yiu et al. (2008) showed that bigger shops and tenants of non-impulse trades are more likely to be found at upper floors. Tenants can actually profit from the activities of mall developers that look at their whole tenant range when inhabiting their malls with stores, restaurants and leisure facilities. Malls have provided opportunities for international brands to flourish and there is already a major overlap in international brands being present at malls (Meyer-Ohle, 2009).

**Value**: *Value for Money* is a business or marketing statement used by companies in convincing a potential/target consumer about buying a product or service offered by the company, effective enough in adding more value/better solution to a problem than other similar offerings. The ideal value proposition is to the point and pleads to the customer's strongest decision-making influencers. *Value Retailers* are retailers of non-traditional categories like gift items, craft items, mini home decor items at ‘low to mid’ price points. The stores are generally upto 5,000 sq. ft. and are found in areas where purchasing power is not very high. They also sell ‘value’ for money concept to wide variety of customers. They also specialize in selling items in lower units, which may not be available in the market otherwise. They are fastest growing segment in market. Internationally, Dollar Stores, Family Dollar Stores etc. have been very famous (Das, 2009). In India, 49/99 stores have just made mark in the segment. They sell products within strict price point to attract customers.
Utility Based: utility represents preferences over some set of goods and services to maintain a given level of satisfaction. Utility based attributes contribute to the dimension of value for mall selection.

Credit Terms: While making purchases, some customers prefer to use credit card as one of the convenient and safe mode of making payment than cash payment. At that time, credit card issuing bank/ company makes payment for the purchases made. The user of credit card, in turn, needs to return the specified amount to the concerned bank/ company within specified time period and fulfilling certain conditions imposed by them.

One Stop Shop: One Stop is relating to or providing a comprehensive selection of goods or services at a single location. Describing a service operation at which all of a customer's needs may be satisfied without visiting another.

Visual Merchandising: basically refers to the display of offerings in the windows towards common passage inside the mall. Such visible display of merchandise need to be effective enough to attract passersby who might feel motivated to step-inside, despite their busy schedule.

Atmospherics: Reflection of a store’s physical characteristics that are used to develop an image and draw customers (Berman and Evans, 2009). Enrichment and facilitation of the (shopping) task fulfillment (tenant mix, merchandise value, personnel); Atmospheric stimuli in public places, including smell, music, decoration or agglomeration; layout and temperature can be influenced in mall to a higher degree, especially in enclosed (Dennis 2005). The sum of all atmospheric stimuli results in an overall AF atmosphere that provides enrichment and consequently an extension of the retention period of consumers. The size and layout within agglomerations, depending on the size and number of tenants, can become problematic for consumers.

Majumdar (2005) defined that ambience factor refers to the character and atmosphere of a place. The mall amenities would include escalators, lifts, restrooms, information kiosks, entertainment facilities for children, fire safety equipments, atms and electronic communication facilities like internet café, telephone booths. Store Amenities refer to the store amenities available for the convenience of shoppers.
Seshadri and Seshadri (2006) identified atrium to be a term used for an interior in Roman domestic architecture and also a type of entrance court in early Christian churches. Presently, atrium means an enclosed multistoried shopping space. Atrium is an all weather environment providing shelter from the more extreme climatic conditions.

In-store mobility termed as physical design factors by Baker et al (1986), these attributes can be a source of Mehrabian and Russel’s (1974) approach or avoidance. Baker et al. (2002) find that store environment factors, particularly physical design perceptions, significantly affect consumers’ perceptions of merchandise price, merchandise quality, and employee service quality (Mittal, 2008). Many consumers appear to ‘size up’ a store based on its outward appearance of architecture and signs and hence are drawn to the store or repealed by it, based on their perception of whether this store looks ‘right’ for them. Interior design continues the image-fostering process. Such design features as store layout, aisle placement and width, carpeting and the architecture as well as physical facilities in the store including elevators, lightning, air-conditioning and washrooms, influence store assessment by consumers Lindquist (1974-75). Ambient Factors (Baker et al., 1986) factors include music, temperature, lighting, noise, colours and so on.

**Personnel Services:** Perceptions of personnel services vary in industries due to varying levels of customer involvement. Customers evaluate services provided by personnel in service industries at five dimensions of service quality (Hou et. al., 2013). Store personnel service is an important dimension of overall service quality. Parasuraman, Zeithaml, and Berry (1988) developed the original SERVQUAL scale for service quality.

Supporting Services are provided by the store to benefit its customers. However, effects of such allied services on overall service quality or satisfactions have been explored by Dabholkar et al (1996) under the dimension Store Policy. In our study, it includes all the extra services, which the store extends to satisfy its customers. The supporting services include acceptance of all credit/ debit cards, facilities of return/ exchange of merchandise, alteration facilities and child care and children entertainment services.

According to Berry and Gresham (1986), retail stores may offer numerous services in order to attract customers. One scheme classifies services to those which increase product satisfaction (such as credit, alterations, installations and shopper information), increase
convenience (such as delivery, telephone ordering and parking), and provide special benefits (such as gift wrapping, product returns and so on) (Mittal, 2008). The relationship marketing literature implies that interpersonal relationships are particularly important in the development of loyalty to services (e.g., Berry 1983; Crosby, et al. 1990; Czepiel 1990). That is, with services an additional important component of the product offering can be the interpersonal interaction between employees and customers (Surprenant and Solomon 1987). Three characteristics of services (intangibility, heterogeneity, and interaction intensity) provide opportunities for person-to-person interactions (Czepiel and Gilmore 1987).

Therefore, consumers with higher needs for social recognition can be expected to be more prone to engage in buyer-seller relations. Relationship focuses on converting customers into clients through providing better services to existing shoppers thereby having them concentrate their purchase with the retailer. This individual attention at the store level is expected to be a strong element in retailer survival and growth, as stores combine credit, point of sale, and geographic data to establish ongoing personal relationships and with regular customers. Such shoppers eventually become advocates of the retail firm (Alderson and Sessions 1962).

_Guarantee_ is a formal assurance that certain conditions would be fulfilled, especially that a product would be of a specified quality. Trust in a firm is a buyer’s confident belief in a seller’s honesty towards the buyer. A recent meta-analysis in a channel marketing context suggests that trust precedes customer loyalty. Providing extended guarantees, guaranteed fresh products and a risk-free environment are precursors to creating ‘trust’. Whether real or imagined, it is important that the marketer be aware of the different types of consumers risks associate with outlets. To minimize perceived risk, the objective for marketers and retailers should be to create an environment in which target customers can shop comfortably and with confidence.

*Loyalty Cards*: loyalty card (Business/Commerce) can be defined as card issued by a particular retail format facilitating recording of credits points in lieu of money spent in the retail format (Collins English Dictionary, 2003). Typically, a loyalty card has a barcode or magnetic stripe that's scanned at the point of sale (POS). The card helps in
identifying the customer and creating database by sending information about the customer for better understanding of buying habits. A secondary goal of a loyalty card program is to build repeat business by offering participating customers something that isn't available to non-participating customers (Sharma & Sharma, 2011)

levuța (2012) revealed that the important factors in the evaluation of shopping centers are represented by the ambience of the shopping center is another factor that contributes to shaping the image among customers. All items in the analysis, design, cleanliness, wide alleys and public spaces and stores decorations are identified as relevant for building perception and attitude of buyers towards a shopping center. The interviews with shopping centers representatives highlight that the malls are characterized by strong focus on planning of the interior space. This orientation transforms them into such enjoyable shopping destinations. She further revealed that the important factors in the evaluation of shopping centers are represented by personnel behavior and its training are also considered by buyers and influence their opinion on a shopping center. Instead, it is noted that they are not concerned with the number of employees or the return policies. This is noted especially among buyers who lived the period before 1989, when the supply of products was very limited in variety and insufficient in quantity and sellers, not buyers, were sovereign. It was almost impossible for products to be exchanged after purchase or to get reimbursement for faulty products. These customers do not trust and do not get information about the return and exchange policy. Romanian customers are not interested in the presence of a large number of personnel, as self-service represents for many a much more pleasant alternative, giving them freedom of choice. It is therefore important for managers to train personnel to become customer oriented. The special events element refers to concerts, performances, fashion parades etc. and they also seem to stir interest from buyers. Although they are considered a part of the shopping center communication tools, to buyers they are attractive means of entertainment and leisure.

Communication tools considered in image building refer to advertising. A potential reason for the lack of sales promotion activities from this factor, category of techniques and tools commonly used in retail is that there are no significant differences among shopping centers with respect to promotions. Special offers and promotions schedule is basically the same for all retailers and clearance sales periods are regulated by law.
Public relations were not included in the measurement scale for shopping centers in Cluj-Napoca because they are not obvious to customers and when visible they are perceived as sales promotion tools. The interviews with shopping centers representatives highlight that all communication tools (advertising, point of sale advertising, direct marketing, price or non-price sales promotions, special events and public relations) are more frequently used and to a larger extent by the malls than by the community centers. It may be noted, however, the concern for improving image among customers from both malls and community centers.

The important factors in the evaluation of shopping centers are represented by interest in loyalty tools and the fact that most centers in Romania do not employ them yet may suggest a possible course of action for the managers of shopping centers. In order to be effective, loyalty programs should be designed with tenants and include a large proportion of the residents. Loyalty instruments are not very popular among the shopping centers’ managers included in the qualitative research. One explanation is that they are popular when the market becomes mature. An interesting aspect is the fact that a much higher percentage of community centers use customer databases than malls. The reason may be that many community centers’ marketing department coincides with that of the anchor store (the shopping gallery of hypermarkets, for example) and the anchors are the ones that frequently use this tool. In the case of malls, where the activity is being carried out, it is delegated to shops and service units within the center.

The category of Sales Promotions (including Loyalty Schemes) refers to customer loyalty bonuses, free gifts, personalized cent-off coupons, and other point-for-benefit ‘clubs’. Frequent flyer programs, trying to earn points while shopping would help customers to remain loyal, regardless of service enhancement or price promotions of competitors. Retailers need to give special attention to loyalty cards. A loyalty program should be a brand, unto itself standing on its own. It should not conflict with, and it should support, all the same qualities of the overall brand. But is should go a little further and ensure that all material supports the perception and image that the company wishes to create. Therefore, it is imperative to create a logo, and a set of usage standards, and if applicable, a tagline for the loyalty program and brand. Loyalty rewards programs provide an opportunity to build longer, stronger, and deeper relationships with customers.
A common rule is to make the loyalty program simple to execute and simple for the consumer to understand. Many loyalty programs are often designed for profitable returns on investment, but the customer has difficulty understanding the programs, so they fail. Other relationship marketing researchers suggest avoiding a ‘club-like’ theme. They stress that customers respond more desirable to an atmosphere of exclusivity and special service without labeling the loyalty program a club.

Advertisements influence of retail advertising, resting on product and store type, helps in fulfilling various goals viz. to inform consumers, such as for a new store opening; to persuade consumers that they should patronize a certain store to buy a particular brand; and to remind customers of the store that they are appreciated. It has been observed that, advertising can be highly influential in cultivating a store image in consumers’ mind. An important guideline in promoting an outlet is that the advertising must accurately portray the image of the outlet, its customers, and the goods and services offered. It should never promise more than can be delivered. Any customer who comes into the outlet in response to an advertisement must feel that the advertising told an accurate story (Lindquist and Sirgy 2003; Loudon and Della Bitta 2002).

**Convenience:** Convenience refers to ease in reaching the mall without spending much of time and without any hassles. Convenience in accessing agglomeration formats (accessibility and parking) depends on (Teller, 2008):

- The temporal and spatial distance between the points of origin, mostly the household
- The working place and the agglomeration
- The road network
- The public transport system
- Parking facilities
- Use of means of transport
- Situational factors, such as daytime versus evening, traffic situations and obstacles on the way

Well-located, food retailer, open long hours, carrying a moderate number of items; small, average to above-average prices, atmosphere and services (Berman and Evans, 2009).
The macro factors in mall accessibility consider primary trade area, nearness of the mall from the consumer’s house/place of work and road conditions (road pattern, road condition, traffic congestion etc); as a sizeable number of the mall visitors depend on the public transport facilities to visit the mall. The micro accessibility factors refer to visibility, traffic flow, and car parking.

Location has an obvious impact on store loyalty. Ievuța (2012) highlighted that customers’ accessibility to shopping centers (both on foot and by public transportation or personal automobile) is the most important factor in selecting the location. Competitors’ location is not very important for malls’ managers.

The shopping mall should be located in the neighborhood closer to the residential area or in a busy commercial district where there are other shopping malls and are also not far from transportation facilities such as an auto rickshaw stand, railway station or bus stop. The shoppers should have access to dedicated or shared parking facilities at reasonable rates. It is suggested that the shopping mall should not be a stand-alone shopping mall. This is due to the importance given to the original attribute of one-stop shopping (mean score 4.38).

Security: Security is needed everywhere, whether it is a parking area, or inside or outside the mall premises. Security threats are there not only from outside people but also from persons serving inside. Shopping centers have many meanings these days from strip centers to high-traffic malls and everything in between. For shopping center security training, the latest e-learning techniques and practices could be used. The shopping center security training series could be designed for the specific needs of shopping center security officers. This series could take the officer through challenges faced in protecting shopping centers from public relations to legal issues such as responding to a crime, reporting a crime, police relations. Shopping center security training courses include crime scene responsibilities, emergency response, general security officer orientation, handling shoplifters, juveniles and gangs, legal responsibilities, patrol operations and report writing. Shrinkage is the difference between value of merchandise inventoried and book value of merchandise, attributable to waste, theft; loss of merchandise due to shoplifting, reported as a percentage of sales (Das, 2009).
Parking: Parking in the shopping center is seen by the shopper as a series of steps such as maneuvering the car around the lot until a suitable space is found; getting the car into the space; walking from the space to the preferred stores inside the malls. While leaving the center, the shopper must go through approximately the same steps in reverse, including finding the respective car which occasionally seems more difficult than it was to find the space originally.

Proximity to Home: refers to nearness of the shopping mall to the place of residence of shoppers. The Ansal Plaza in New Delhi is located in the ‘Heart of the City’. Customers do not prefer to spend more time in reaching the mall especially during week-days.
Step-3: Devising Suitable Retail Marketing Strategies for Mall Shoppers’ Loyalty

Levuta (2012) focused on shopping centers’ marketing strategies and their underlying elements to attract customers. The generic marketing strategies aimed at creating an optimal mix of products and services, store location inside the shopping center, strategic decisions about shopping center location, communication strategies and price strategies. The study also suggested loyalty strategies for shopping centers customers resting on determinants of loyalty viz. satisfaction, value and quality of service and products. The study also discussed the effects of loyalty programs. Berman and Evans (2009) defined ‘Retail Strategy’ as an overall plan guiding a retail firm, influencing its business activities and response to market forces viz. competition and the economy. Majumdar (2005) discussed the factors influencing shopping mall loyalty. Store specific factors referred to the customer’s general perception about the retail store.

To create the most suitable shopping mall format, the important mall choice drivers identified in this research, and as discussed in Step-1 above, were used:

1. **Entertainment**: Multiplexes, Food Courts and Games for Children
2. **Specialty**: Full Department Store, Choice of Stores, Well Known Brands and Anchor Stores
3. **Value**: Value for Money, Utility Based and Credit Terms
4. **One Stop Shop**: Visual Merchandising, Atmospherics, Personnel Services, Guarantee Policies and Loyalty Cards
5. **Convenience**: Security, Parking and Proximity to Home

The first factor has mean score ‘above 4’ (out of a maximum of 5); the second and third factors have mean scores ‘below 4’ and ‘above 3’; and the fourth and fifth factors have mean score ‘below 3’ and ‘above 2’. The first factor could be referred to as ‘Shopping Enjoyment Motivator(s)’ and the last four could be referred as ‘Shopping Mall Loyalty Enhancers’. To ensure primary mall loyalty, mall managers must concentrate on providing the ‘Shopping Enjoyment Motivator(s)’ features to their customers. To retain customers and differentiate themselves from competing retailers, the ‘Shopping Mall Loyalty Enhancers’ features could be incorporated in the retail format.
The recommendations to shopping mall managers for strategies for individual factors are given below:

According to Bailey (2013), the technique for a successful mall includes good location, understanding customers in the neighbourhood, consumer and retailer friendly mall design, centralised mall control, right tenant mix i.e. retailers, services and entertainment, proper maintenance ensuring better footfall and ample parking space.

Typical centre management tasks consist of (Teller, 2008):

- Choosing tenants
- Making decisions regarding the location of tenants within the agglomeration
- Marketing activities such as cooperative advertising, promotion or public relations activities and organization of events
- Coordinating infrastructure services such as security and cleaning services, opening hours, maintenance/repair works, decoration
- Organizing incoming and outgoing traffic, parking system and logistics
Shopping Mall Enjoyment Motivators:

Initially, the shoppers seeking enjoyment feel motivated to visit a shopping mall. To attract them, mall operators need to focus on developing effective strategies such as:

1. **Entertainment Strategy**: The major components of the dimension of entertainment consist of multiplexes, food courts and games for children (as per the research conducted). The Great India Place, Noida is a world-class integrated retail and entertainment complex with multiple theme parks, cinemas, shops and restaurants, outlets of well-known brands, so on; making it one of the biggest malls in India. The mall also has 80,000 sq. ft. region for the Wedding Bazaar and the Homesaaz, but it is just one of the aspects. It may not be feasible for any mall visitor to spend half of the day browsing shops or to spend hard earned money frequently in such places; resulting in post-dissonance outcome. As families are a large target segment in India, inadequate children's play area or unattractive senior citizens resting area may contribute to improper mall image. Further, the balance between relatively modest price and assortment in the entertainment zone, food courts, multiplexes, children gaming zone, and retail space is essential as it may influence mall selection decision of shoppers to a great extent. International benchmark for entertainment space is nearly 25% of total GLA. About 40% of total GLA of a mall should be occupied by in-line shops with each category occupying a maximum of 5% of the total GLA.

The attribute ‘Festive Events’ was dropped in the factor analysis stage due to technical reasons (mean score 0.045). Further, the youth especially the college students as well as those who are able to fetch highly-paid jobs at the beginning of career prefer to spend time away from homes, along with their friends and family members-seeking entertainment which can break the monotony of routine life and can refresh them for the time to come. They prefer to spend more for fun. This has led to shift in focus of retailers on multiplexes, food courts, branded luxurious showrooms as anchors in the tenant mix. Fun Cinemas, Esselgroup, Sagar Ratna, McDonalds, Navratna, Shoppers Stop, Westside, Madame’, Liliput, Woodlandare are carrying out their business operations successfully in various malls throughout the country.

A new movie pulls the masses especially for first three days and thereby the multiplexes acts as anchor(s). Now, the concept of single cinema has gone. Viewers
prefer to visit multiplexes with effective sound quality, seating comfort, picture quality, and arrangement of branded refreshments.

When customers spend around 2-3 hours away from home, they prefer to eat something as per taste, sometimes fast food, snacks, short meals and sometimes, the complete meal with variety viz. Continental, Italian, Thai and so on.

The children, being the central focus of the family, are major influencers in mall selection. They prefer malls providing various kinds of attractive games. This motivates parents to visit such malls keeping in view the interest of the children.

It also facilitates their shopping activity as malls provide secured place for their children while parents shop. Moreover, entire family looks for a place where they can view movie, dine and enjoy together.

Family centric malls catering to filling the needs of all members in the family belonging to different age groups, viz. kids, teenagers, newly married couples, middle ages couples, and old age persons were suggested. Multiplexes should have options for differing age groups of family members; similarly foods courts should have Combo meal facility, seating arrangements, and ambience accordingly and Gaming zone should be such there is complete safety of children even when parents are not nearby.

When they leave, the feeling of satisfaction of spending quality time together adding to bonding among family members must reflect. When they visit the mall again, they should find something new. Thus, the focus is to be on innovation in a manner that is cost-effective and more of psychological nature.

This strategy may draw attention of shoppers motivating them to make first visit. But, in order to encourage them to visit their malls again and again and further to retain them, thus, enabling them to become loyal to the mall; the mall operators need to focus on strategies enhancing loyalty towards the mall. Such strategies include specialty strategy, value strategy, one stop shop strategy and convenience strategy. For example, a mall needs to be modified for the catchment rather than forcing a mall on the catchment (Developer Prestige, opening its first mall in Chennai); woman need to be the ‘central point’ reflecting her character and soul as in Select Citywalk, New Delhi focusing affluent women in South Delhi.
Shopping Mall Loyalty Enhancers:

2. **Specialty Strategy**: The tenant mix strategy rests on well known brands, anchor stores and choice of stores inside a shopping mall. The success of a mall lies on the occupier of a leasehold estate i.e. tenant(s) in a particular shopping mall and the final decision of selecting the tenants in a mall remains with mall promoters/owners/managers based on the kind of image they are trying to project in a particular locality or the society as a whole. A well-planned and executed tenant mix can help a mall retain its ‘first preference’ status even during immense competition.

Thus, the mall operators need to focus on having a right mix various brands, national, international and private labels. Private labels give higher profitability, reduce dependence on manufacturers, and assist in shelf-space management. As promoting private labels is a very long drawn and costly initiative, retailers need to have a substantial budget for this purpose and should enter less crowded categories.

Ansal Plaza in Delhi is known for latest International Brands with the Fashion Boulevard. Anchors can take up to 25% of the total mall GLA. Space availability at sustainable rentals is also an issue for Indian retailers with the capability to develop categorical strength. Malls need to realize that anchor strategies are never about rentals. The anchors pay below the market price for retail space i.e. break even rents. To keep the rents attractive, malls should form a ‘partnership’ than a ‘rental’ transaction with key tenants. Many new Indian suburban malls are losing high quality anchors and key retailers due to high rents. The placement of a large anchor within a mall space is dependent on the anchor strategy, the spatial definition of mall core and sitting of other in-line shops. Therefore, the tenant selection decisions focusing anchors need to be carefully taken by mall operators.

For malls focusing on entertainment, Fun Cinema, McDonalds etc. can be anchors in tenant mix; for malls focusing on utility buyers, Big Bazaar, Reliance Fresh etc. can be the anchors. Shipra Mall, Ghaziabad is ‘constructed in classical Roman style architecture and is women-centric’.

DLF Emporio in Delhi is ‘one of the most luxurious and expensive malls in the country’. It is offering a unique and extravagant shopping experience to its patrons.
The mall features over 170 brands including 75 International Brands. The Emporio Retail Mix focuses on the global retail community. Since all spaces are leased, Emporio remains in full control of the tenant mix.

Tenant mix strategy also needs to focus on the number of shops in a mall. The Great India Place opened across the road having Centrestage four years later, boasts hypermarket, department stores, an outlet and other large stores.

The variety in tenant mix is also important. The space inside a mall might be leased to only one department store. The managers of all shopping centers need to focus on the composition of assortment of retailers and service providers and might not strictly follow a specific strategy already determined.

3. **Value Strategy**: One of the most important ‘P’ among 4P’s concept in marketing is ‘Pricing’ as it influences the acts of both buyers and sellers to a great extent. The pricing technique used by most retailers (tenants) is cost-plus pricing. A ‘discount orientation’ or ‘at-the-market’ pricing strategy is suitable for low to medium stores inside malls. This type of pricing, called Every Day Low Pricing (EDLP) and popular in super markets and hypermarkets is lower than the average prevailing price in the market. The firm can follow a dual strategy of following the market price for slow moving products/ convenience products and EDLP for staples and fresh grocery. However, pricing should be reviewed from time to time to ensure stock movements and to maintain profitability. For **mass marketers**, the use of high everyday prices and low leader specials on items typically featured in periodic/ end-season ads is proposed, considering the importance accorded to sales promotions. The major benefit of high-low strategy is better profitability and loyalty across a wide cross-section of income groups.

Another practice is of discounting for youths, students, or senior citizens. The facility to make use of credit card while purchasing, also influences buying decisions to a great extent. It is again in accordance with the type of image the mall is trying to project in the society. Still, majority of the buyers belong to middle class and evaluate products and services to be availed in monetary terms, before taking the final decision to purchase. This gives an indication that the retailers’ USP lies in reasonable pricing
of the products and services. Sahara Mall, Gurgaon, India’s first Brand Super Mall, has Haldiram’s family restaurant, Big Bazaar and Odyssey restaurant and Bar as major mall attractions.

The rental technique adopted by most of the mall operators (for tenants) is lease-based whereas tenants prefer rent-based. Another could be revenue-sharing based. The technique to be adopted should be based upon mutual agreement.

The value strategy to be designed in a manner that even the smallest decision taken must be valuable; whether it is customer’s, retailer’s or mall manager’s perspective.

4. One Stop Shop Strategy: Keeping in view emerging lifestyle due to rapid increase in working women population, prospects have lesser time to spend away from home catering to fulfillment of their varied needs of buying utility products such as groceries, FMCG, etc. on one hand and watching movie, dining their favourite meal, seeking entertainment on the other; i.e. all one stop shopping. It could be defined as a place wherein routine purchases in addition to spending quality time with family could be made comfortably in a climate controlled environment and under one roof. In simple words, mall managers are focusing on projecting a specific shopping mall image where buyers prefer to go with a specific purpose to be fulfilled. Ambience Mall, Gurgaon, with three floors, covering a total area of three kilometers, has facilities for shopping, entertainment, food, fitness, and availability of luxury brands making it attractive ‘one stop shop’. Exterior and interior design of the mall, basic amenities, ambience, and tenants also play a major role in motivating customers to spend more time, feel comfortable and relief from stress.

The shopping malls are providing shoppers with various options to choose from and also leading them to state of confusion to some extent making it difficult to choose malls meeting their tastes and preferences to maximum. Despite immense publicity and heavy promotional campaigns, the physical outlook of the mall plays a major role in creating an everlasting impression in the mind of passerby’s, ultimately motivating them to stop and visit the mall i.e. why exterior design is equally important in conveying the image of the mall and in creating positive and favourable environment towards the mall. Mall design contributes to providing long-term value proposition to
customers. Globally, the mall Gross Leaseable Area (GLA) ratio varies between 50-60% of the total floor area. However, mall architects are under pressure to design high GLA (to total floor area) malls, even as high as 80-90%. The malls need to be designed in manner sufficient enough to provide the experience of an aesthetically superior public space to shoppers, motivating them to spend more time and develop sustained loyalty in the long run.

Once a customer enters inside the mall then, starts the role of interior design in motivating him/ her to spend as much time as possible, a feel of comfort, taking him/ her away from all kinds of stress and overcoming monotony of routine life. The retailers need to concentrate on the arrangement of fixtures, colours, layout, entry and exit, arrangement of tenants and anchors. Apart from this, temperature, music, décor, fragrance inside the mall also play role in motivating customers to visit the mall again. Similarly, ease in locating the favourite outlets, lifts, stairs, and escalators also act as pull strategy. During visit to a shopping mall specifically as ‘one stop shop’ concept, customers seek basic amenities of drinking water, washrooms, Air Conditioners, etc. They also seek lady employees to be deputed to take care of kids and to deal with customers in specific sections. In case of defective goods, they seek immediate and quick response from retailers in getting the product either repaired or replaced as per company policies. They also want the process to be hassle free and time saving such as option to exchange/ return at any store across the country in case of chain stores.

For certain product categories, ‘no questions asked’ policy could be considered for return of goods. The salespersons inside the shopping malls should be trained to act as consultants or problem solvers. In order to retain customers for long run, the concept of ‘suggestive selling’ duly supported by politeness, assistance, guidance etc. play a major role; the most important being the timely fulfillment of promises/ commitments. Also, they should anticipate buyer’s needs and evaluate the ways to serve their customers such as providing them more than their expectations.

Retailers should use the concept of relationship marketing to ensure that customers become their advocates. Once the buyers intend to and actually visit the mall, retailers
need to play an active role in persuading customers for making some purchase from the mall before reaching the exit point.

Every Day Low Pricing strategy reduces the need for sales promotion. Sales promotions, howsoever important these may be to the customer, should be used cautiously mainly because this attribute might only attract ‘cherry pickers’. However, retailers could negotiate with mall operators to run special campaigns and provide special schemes. For instance, a particular amount of purchase could qualify for a gift, lucky coupon, free samples or even a free health insurance policy. A visit to any store inside the shopping mall during sales shows the impact of sales promotions to draw huge crowds. But, the idea is to ensure patronage during the normal season. To ensure the success of this strategy, retailers should place brands on sale in specific locations in the store. This would help the customer to plan purchase of these brands and to compare and contrast with brands ‘not on sale’.

Companies must also use loyalty cards to reward loyal customers. Loyalty cards are one of the most effective relationship marketing tools. Loyalty rewards programs provide an opportunity to build longer, stronger, and deeper relationships with customers. The store can identify slow moving brands and styles and plan promotional activities at the point of purchase. This would ensure that an optimal promotional plan is worked out and to-be-promoted brands get enough visibility without any major clashes (between the brands).

To make search easy, complimentary products or products belonging to related categories should be kept together and signs and directions should be displayed at appropriate places. This particular factor attains more significance in light of the Do-It-Yourself (DIY) format of modern shopping malls. The shopping mall layout should ensure that customer traffic flow is smooth and the customer visits all parts of the shopping mall at least once. There should be sufficient payment counters so that shoppers can avoid long queues for clearing their bills.

The shopping malls usually advertise for the entire mall highlighting its anchors and other offerings based on allocated budget such as Mall Talk– Flyer distribution. Electronic media is gaining importance these days as younger and upcoming
generation feels more comfortable in using this mode of communication. The celebrities should be invited at special occasions such as opening of the mall. During the promotion of popular and a hit movie titled ‘Ek Tha Tiger’ in Ambience Mall in Gurgaon, the hero of the film ‘Salman Khan’ was invited along with other celebrities. During the event, the footfall created new records. Sometimes, full page advertisement could be given in leading dailies in promoting ‘brands, and not the mall’ during advertisement in radio and television. But above all, the advertisements are shopper-centric.

Advertisements can play an important role in building the mall brand, promoting private labels and manufacturer brands, and communicating the shopping mall’s competitive advantage. For large malls, a mix of national and local advertising is needed; while for small malls, local media could be used. Retailers must also give high importance to in-mall advertisements as this would increase impulse purchasing. Mall operators and retailers could join hands to give combined advertisements on expenses-sharing basis.

5. **Convenience Strategy:** The convenience in shopping act is a major area of concern of shoppers. This might be due to continually improving buying power, increase in working population, better job opportunities. As a result, there is occurring change in lifestyle and rapid increase in emergence of nuclear families.

Malls could be centrally placed either in ‘Heart of the City’ adjoining residential areas or in pleasant and peaceful environment, surrounded by major corporates.

One more aspect taken into consideration by both buyers and sellers is the security arrangements for providing protection against any kind of danger, damage, loss and criminal activity from unknown persons in the parking area, inside the mall including lifts, basement etc. To overcome the problem of shrinkage, retailers could use hi-tech machines at exit gate. This might help them win faith of buyers in enjoying safe, hassle-free shopping in the mall(s) of their choice.

Buyers have limited time to spend in making purchases such as groceries, FMCG products, electronic goods, furniture, jewelry and luxurious items. Here, convenience basically refers to location of the mall where customers feel
convenient to reach and enjoy hassle-free shopping. Malls targeting middle to upper middle class consumers have to provide adequate parking for visitors. Since buyers prefer to use personal vehicle to reach the mall of their choice, parking is another area of concern especially during weekends. Hydraulic parking and Multi-Level Parking could be designed to resolve parking issues such as Ambience Mall, Gurgaon has three basement levels for parking.

The attribute ‘Shopping Hours’ was dropped in the factor analysis stage due to technical reasons (mean score 2.87).

Customers prefer to visit the shopping malls that are easily accessible as they have limited time to spend. For this, the location of the mall, distance travelled, time taken to reach there, on-road traffic, mode of transport, fuel expenses, in case, using their own car are equally important and all these are adding to overall cost of the merchandise to be purchased or services to be availed from customer’s point of view. They also seek shopping hours convenient enough to make purchases during their way back to home after office hours and also to spend weekends with the family or friends. After reach the mall, they want to save time to maximum possible extent such as while entering the mall, during shopping and while leaving the mall.

Malls should have standard opening and closing times for all tenants except entertainment and food zones.

Hi-tech and hassle free entry and exit arrangements with full security, backed by sufficient manpower to be concentrated.

Mall management also needs to manage mall-wide tenant behaviour. A mall strategy might also include zoning of tenants, mall maintenance strategy, competitive positioning, and promotion and marketing strategy for the entire mall during festival and off seasons.
Step 4: Proposed Retail Formats

Guy (1998) discussed dimensions used in retail classifications on the basis of function-general, specialist, and ancillary. A mall visit is about spending time rather than only money. The positioning to target segment allows mall managers to create a destination through their tenants, public spaces and entertainment mix (cedar-consulting).

Based on findings and analysis, the existing retail formats consisting of, in some measure, ‘shopping mall enjoyment motivators/ shopping mall loyalty enhancers’ are identified as:

Suitable Retail formats for Mall Shopping

MEXL was used to discover consumer’s evaluation of shopping malls along two major dimensions of:

a) Enjoyment-centric Shopping Malls: Such malls that typically carry major components of the dimension of entertainment consisting of multiplexes, food courts and games for children. The Great India Place, Noida, a world-class integrated retail and entertainment complex with multiple theme parks, cinemas, shops and restaurants, outlets of well known brands, is one of India's biggest malls. Competition between malls and newer forms of shopping centers led mall developers and management to consider alternative methods to build excitement with customers (Wakefield & Baker, 1998). Entertainment seeking is an experiential activity occurring within the shopping centre environment (Sit & Merrilees, 2005). A balance between entertainment, food and retail space is essential as it may influence mall selection decision of shoppers to a great extent.

b) Value-centric Shopping Malls: Such malls that are in accordance with the type of image the mall is trying to project in the society. The majority of buyers belong to middle class, and evaluate the products and services to be availed in monetary terms, before taking the final decision to purchase. This gives an indication that the retailers’ USP lies in reasonable pricing of the products and services. Apart from this, the buyers also take into consideration the facility to make use of credit card and discounts offered before spending anything. Sahara Mall, Gurgaon, India’s first Brand Super Mall, has Haldiram’s family restaurant, Big Bazaar and Odyssey
restaurant and Bar as major mall attraction. These types of malls have a limited variety of apparels at very competitive prices, frequent schemes, for various categories of goods such as food, cosmetics, books, luggage, and kitchen tools. These malls could have a section for fresh semi-processed ethnic food such as pulses paste, spices, dough, dosa mix, chopped vegetables; self-service food store selling fresh grocery, dry groceries, packaged food, branded food products; FMCGs and non-food items such as cosmetics and general home-improvement goods. These should have a dedicated parking area and should be located near major public-transport stations. These could also have fast food joints, ATMs and a small play area for kids. Another practice is of discounting for youths, students or senior citizens. The ‘discount orientation’ or ‘at-the-market’ pricing strategy goes well with a low to medium-frills store ambience format inside the shopping mall. However, pricing should be reviewed from time to time to ensure stock movements and to maintain profitability. The major benefit of high-low strategy is better profitability and store loyalty across a wide cross-section of income groups.

Ievuta (2012) highlighted the purchasing power of the target market, followed by the prices charged by competitors, determines the medium price positioning for all of the formats. This is considered as the approach with the lowest risk in the current market conditions in Romania. The components of the image correspond, from shopping center managers’ perspective, to the various elements of the marketing mix.

Despite the growing importance of planned, centrally managed and enclosed shopping centres in the retailing sector, the understanding concerning sources and outcomes of customer satisfaction with this kind of shopping malls is limited (Anselmsson, 2006).
CONCLUSION

Formulating effective strategies followed by realistic implementation are one of the most effective activities in marketing management. The ultimate objective of any shopping mall is ‘image building’, resting on a specific set of attributes. These days malls are primarily focusing on the dimension of ‘Entertainment’ along with focus on other dimensions viz. specialty, value, one stop shop and convenience. The objectives contributing to image building include creation of brand equity, sales increase, new product acceptance, positioning, competitive retaliation and creation of a corporate image. All historical trends for different segmentations and their standard of living may be helpful in developing customer retention strategy. Lifestyle is a very powerful tool and can be used for better customer retention and in knowing their needs in better way.

As far as customers’ perspective is concerned, they rate dimension ‘Entertainment’ comprising attributes ‘multiplexes, food courts and games for children’ the high importance; besides due importance to other attributes ‘full department store, choice of stores, well known brands and anchor stores’ under the dimension ‘specialty’; and attributes ‘value for money, utility based and credit terms’ under the dimension ‘value’. These are followed by other dimensions viz. ‘one stop shop’ comprising attributes ‘visual merchandising, atmospherics, personnel services, guarantee policies, loyalty cards’; and the dimension ‘convenience’ (Ghosh et al., 2010) comprising attributes ‘security, parking and proximity to home’ (as per the study undertaken). These attributes play a major role in building a specific mall image, thus, facilitating prospects in choosing a mall.

This research consisted of four objectives. The first objective was ‘to identify shopping malls attributes in mall selection’. This objective was met by testing the hypothesis that ‘different shopping mall attributes have different importance as perceived by customers’. The hypothesis was tested by subjecting the ratings of the shopping mall attributes to factor analysis (PCA). In retail management, shopping mall attributes (collectively termed as shopping mall image) are the substitute of the marketing mix. The 20 shopping mall attributes included in this research have given rise to five different factors. These factors have different statistics and have proved, similar to other studies, that different shopping mall attributes rate differently on shoppers’ evaluation.
The second objective was to categorize various shopping malls according to customer perceptions. This objective was met by testing the hypothesis that ‘categorizing shopping malls on the basis of customer perceptions is different from the traditional classification based on location’. The hypothesis was tested by evaluating the customers’ perceptions towards major shopping mall dimensions (obtained by factor analyzing the attributes in shopping mall selection) and the respective shopping malls (selected under the study). Positioning of such shopping malls was done using MEXL. The generated positioning map(s) consists of one map to retain two dimensions (X-Y). The research discovered a new shopping mall categorization based on Positioning Analysis and Perceptual Mapping Model. Resting on the perception of malls shoppers towards the attributes in mall selection, the shopping malls have been categorized as: (1) Enjoyment-centric and (2) Value-centric Malls. Whereas, the traditional classification based on location reveals the dimensions used in retail classifications as town centre, edge of town (Guy, 1998); and malls from the inner and peripheral zones (Ertekin et. al., 2008).

The third objective was to profile mall shoppers on the basis of demographics and behavioural variables. This objective was met by profiling the two clusters obtained (Shopping Visitors and Shopping Shirkers) on select demographic and shopping behaviour variables. The research showed that there is a significant relationship between shopping motivations based clusters (Shopping Visitors and Shopping Shirkers) and selected variables for mall shopping viz. mall loyalty, gender, age, occupation, education, average household income, shop-with preference, shopping trips and expenditure.

This objective was met by administering the respondents to an ‘Hedonic Shopping Motivations’ instrument consisting of eighteen questions measured on a 5-point Likert type scale. This scale was used to measure general shopping motivations and perceptions for mall shopping. The responses to the questions were cluster analyzed to obtain a two-cluster solution. The solution thus, obtained resulted in cluster 1 consisting of respondents who avoid shopping and respondents in cluster 2 indicating that they enjoy going for shopping. These findings confirm the earlier ones, in Indian as well as in the international context, that is, the bi-polar shopping orientation concept of Hedonic-oriented and Utilitarian-oriented. The respondents in cluster 1 have been named Shopping Mall Shirkers and those in cluster 2 have been termed Shopping Mall
Visitors. The findings of this research indicate that shoppers with a positive motivation towards mall shopping believe that: (1) To me, shopping is an adventure, (2) I find shopping stimulating, (3) Shopping makes me feel like I am in my own universe (Adventure Shopping); (1) I go shopping when I want to treat myself to something special (Gratification Shopping); (1) I go shopping with my friends or family to socialize, (2) I enjoy socializing with others when I shop, (3) Shopping with others is a bonding experience (Social Shopping); (1) I go shopping to keep up with the trends, (2) I go shopping to keep up with the new fashions, (3) I go shopping to see what new products are available (Idea Shopping). This shows that Shopping Shirkers exhibit lower shopping mall loyalty probably because they do not like to be tied down to one shopping mall. They tend to indulge in more exploratory shopping.

The fourth and the final objective was to devise appropriate retail marketing strategies for building shopping mall loyalty among shoppers. To meet this objective, a retail marketing strategy is proposed, to be adopted by shopping mall managers in order to create shoppers’ loyalty i.e. to ensure repeat and dedicated patronage. The retail marketing strategy should be based on an earlier model proposed for the Indian market. For mall shopping, the retail marketing mix has been classified into: (1) Shopping Enjoyment Motivator(s) and (2) Shopping Mall Loyalty Enhancers. The shopping mall categorization has also been proposed. For mall shopping, the Shopping Enjoyment Motivator(s) identified is ‘entertainment’ whereas the Shopping Mall Loyalty Enhancers identified are ‘specialty, value, one stop shop and convenience’. The findings and analysis of the research revealed the dimensions used in retail classification as ‘Shopping Enjoyment Motivator(s) and Shopping Mall Loyalty Enhancers’. The traditional classification based on location revealed the dimensions as town centre, edge of town (Guy, 1998); and malls from the inner and peripheral zones (Ertekin et. al., 2008).

In conclusion, retailers provide place, time, possession, and sometimes form utility for their suppliers and their customers by actively performing transactional, logistical, and facilitating functions. Retailers would also have to move consumers through the relationship marketing process to include trust, commitment, satisfaction, and perceived quality, thus leading ultimately to the capstone feature of lifetime value and loyalty. For ultimate consumers, the retailers anticipate their product and service needs, provide
product storage and delivery, break product bulk into acceptable size, provide credit, provide product and service information, and assume risk by giving guarantees and after sale service. For retailers to ensure shoppers’ loyalty, they need to understand that retailing evolves over a period of time and various environmental factors may bring about changes in consumer perceptions and hence, the evaluation of different store attributes. This would mean that retailers must change to stay current.

The attributes play a major role in building a specific mall image, thus, facilitating prospects in choosing a mall. The mall managers and retailers might focus on the said attributes to propose appropriate customer loyalty strategies for mall promotion and mall positioning. These strategies could be devised at various stages viz. shopping mall level and retailer level.
RECOMMENDATIONS

The shopping mall industry provides for a combination of different kinds of shopping mall, from the small local convenience shopping malls to the large high shopping malls. A mall can include an amusement park. The concept of change and survival are as important to small malls as to larger malls as Ambience or The Great India Place. The change would occur with increasing speed and would become the most predictable aspect of business life. It would be beneficial to become familiar with the underlying trends and forces of change that impose upon shopping mall business activities, enabling the management to change towards desired objectives. The success of marketing strategy relies on creating the right shopping mall marketing mix strategies for achieving the objectives. The mall operators/ managers need to focus on mixing of various ‘Ps’ i.e. Product, Price, Place, Promotion, People, Process and Physical Evidence and their sub-elements effectively to achieve the highest expected probability of meeting the plan’s objectives, which ultimately target the elusive shoppers’ loyalty. This should be done effectively in a manner contributing to enhancing the faith of the shoppers in the respective shopping mall. The mall operators/ managers may focus more on the specified set of attributes while formulating strategies for creating shopping mall loyalty (Majumdar, 2005). The strategies need be formulated at various levels viz. corporate level, SBU-level, functional level (Kazmi 2009) in a shopping mall during planning and for effective implementation in case of upcoming, existing and future malls, while keeping in view the rapidly changing preferences of buyers of today. Shoppers’ loyalty is important to mall managers/ operators as well as retailers because of its many advantages such as assured returns, low cost of operations, opportunities to scale up and so on.

Another very significant pointer from this research, as well as previous research, is that in shopping mall buying, the factors that emerged were different from the factors that emerged in other shopping mall buying situations both in terms of importance and composition. It can thus, be concluded from the present research as well as earlier work on shopping mall attributes, that: (1) findings from one region are not, necessarily, applicable to another; and (2) shopping mall attributes of the shopping mall usually have different importance ratings and are considered as different variables by shoppers.
No doubt, shopping mall attributes play a major role in mall selection and different mall attributes have different importance as perceived by customers. Relative importance of these attributes varies from country to country. Hence, mall operators and managers need to focus on the practices and parameters from the United States, test them with Indian shoppers and come up with India-specific models and prototypes (Singh & Bose, 2008).

The shopping mall owners and managers in Delhi and NCR need to focus more on positioning/ re-positioning of their shopping malls in the highly competitive scenario and for the long-run success of their shopping mall(s). This can be further strengthened by research activities in determining the rapid shift in buyers’ perceptions of existing shopping malls (and new concepts) along various attributes and their preferences for shopping malls, and measures of the behavioral responses of customers toward the shopping malls. Thereby, formulating innovative marketing practices well in time before another shift occurs in the customer behaviour and that too in accordance with international standards.

Retailers should, therefore, keep reinventing their shopping mall particularly when it comes to special occasions such as religious festivals, in-store promotions, displays. Shopping Visitors for mall shopping scenario also tend to be mainly females, homemakers and young. These shoppers prefer shopping in company of someone and also tend to make more frequent trips to the marketplace. They, however, may not spend upto 25 percent of their monthly budget as mall shopping expenditure. Shopping enjoyment for malls is also not education or income dependent.

The clusters formed were profiled for mall shoppers. The first aspect chosen for the profiling was shoppers’ loyalty. For this, Pearson Correlation Coefficient was used to check for a significant association between loyalty and shopping motives. This result clearly shows a significant association (positive correlation) between shoppers’ loyalty towards malls and their level of mall shopping motives. This means that the more the shopping motivation, the more the shopping mall loyalty. The next stage of profiling includes demographics and shopping behavior variables. The frequencies of mall shoppers’ are based on their responses to the questions on demographics and shopping behavior. However, shopper segments are similar in profile when it comes to business as
occupation and monthly income ranging between INR 15,001 to INR 25,000. Some of these findings are consistent with other studies both in Indian and international context.

The mall shopper clustering facilitates mall owners, mall managers and retailers to devise and propose appropriate mall promotion and mall positioning strategies by processing huge and complex information statistically. The mall shopper clusters so obtained, Shopping Mall Visitors and Shopping Mall Shirkers, help them know their clientele better by broadly clustering them in two categories. Bellenger et al (1977) categorized as convenience (economic) shopper and recreational shopper. Kuruvilla and Ranjan (2008) attempted to study the gender related shopping behavioral differences between cultures, income classes, age groups and other purchase categories. This information could be exploited to better serve the needs of the customers visiting the mall, which can improve sales, paving the way for higher profitability. For example, special marketing campaigns could be designed based on better understanding of those who visit the mall (e.g., special promotions for college students). This information could also be used to market store locations in the mall to prospective retailers who specifically cater to groups identified.

In general, the success of a retail enterprise rests on understanding the customers, and making necessary preparations to serve them in a better way. Jarboe and McDaniel (1987) focused on psychographic and attitudinal variables. The extent of browsing behaviour may differ from mall to mall, and malls may differ in terms of demographic groups attracted by them. Since this type of shopping strategy may affect different types of specialty shops differently, it may be worthwhile to include such measures in future studies of shoppers at major mall and shopping centers.

Such analysis guides retailers towards the current need to focus on promotional efforts, optimize pricing, follow product sales trends and build customer loyalty. It also helps them to replace cumbersome data with a single, organization-wide data warehouse that compiles customer purchase data and allows on-demand access to accurate, in-context information. Retail businesses that use the platform discover newfound analytics capabilities to increase store return on investment, improve accuracy of planning and forecasting and manage customer preferences in a better way. This may help
organizations achieve a fast return on investment and start viewing results in days or weeks, and not months.

For mall shopping, the Shopping Enjoyment Motivator(s) identified is entertainment whereas the Shopping Mall Loyalty Enhancers identified are specialty, value, one stop shop and convenience. Based on the findings and the analysis, the existing shopping mall formats consisting of the ‘shopping mall choice drivers/ shopping experience enhancers’ identified are Enjoyment-centric and Value-centric Malls.

The shopping malls are using extensive loyalty building initiatives viz. loyalty cards, discounts, coupons, lucky, draw discounts and other promotional techniques and strategies, leaving no stone unturned to retain customers for longer run but the customers, being educated, are also evaluating such initiatives carefully before making repeated purchases. Respondents’ demographic characteristics indicate that there may be a significant correlation between the demographic variables taken under study and shopping mall loyalty building initiatives/ promotional strategies. Changing gender role, age, occupation, education, income, expenditure encourages the modern retailers to monitor their customers regularly. A lot of women work outside of their house part-time or full-time especially in big cities and men help them in performing various routine activities effectively. The increase of the total income contributes to increase of personal asset belongings, which are related to the continuing mall loyalty.

Customers’ demographic changes could influence the retailers’ business activities. By having the knowledge about the customers’ demographic factors, modern retailers could update and adjust their business strategies. Various demographic factors influencing mall shopping are identified. These provide mall operators, managers and tenants with useful information for adopting such shopping mall loyalty building initiatives/ promotional strategies that help customers evaluate shopping mall(s) in a manner they feel motivated to shop continuously from there. These correlates have different statistics and proved, similar to other studies, that different loyalty building initiatives/ promotional strategies rate differently on shoppers’ evaluation. An understanding of ‘how companies could improve the retailing mix’ emerges from the evaluation of consumers’ perceptions towards mall image. The majority of participants in the current study indicated that they
were most concerned about loyalty building initiatives/ promotional strategies adopted by shopping malls when considering actual purchase and re-purchase decisions to be made.

The shopping mall manager should take into consideration the local conditions and insights into the local buying behavior before shaping the format choice. Considering the diversity in terms of taste and preferences existing in India, the retailers may go for experimentation to identify the winning format suited to different geographies and segments.

Customer Loyalty is an attitude. Attitude changes over time (temporal effect).
FURTHER SCOPE OF STUDY

The study could support an ‘individualized’ customer management in acquisition and establishment of a strong relationship and prevention of attrition and winning back of lost customers.

The primary research covered mall shoppers. The customers were divided demographically in the age groups of 18-30 years, 30-45 years and 45 years and above. The sample size taken was 400 mall shoppers in Delhi and NCR. The data was collected making use of structured questionnaire by intercepting mall shoppers when they came out from a particular store inside a mall i.e. via mall intercept survey research method.

The findings of the first objective of the study provide the basis for further research to be carried out in the same field with larger sample size, larger area, might be expanded across the boundaries, or could be applied to stores. It can be used to analyse the underlying perceptions, attitude and behavior of buyers as well as retailers (Kar & Sahoo, 2007). It can further help categorise malls on different basis, typology of shoppers as well as strategies to enhance loyalty among customers towards a specific mall (LeHew et al., 2002). Some are inculcating ‘Buy the Class’ attitude (DLF Emporio, Delhi); some focus on ‘Customer Loyalty Concept’ by providing ‘at home’ feel to customers; some on Entertainment Shopping (The Great India Place, Noida); some focusing on Utility (Sahara Mall, Gurgaon); some on ‘everything under one roof’ (Ambience Mall, Gurgaon). ‘How malls sustain’ is another relevant area that needs to be explored further.

As ‘A’ Class cities are reaching the stage of saturation; ‘B’ and ‘C’ Class cities including are at growing stage, possess good economic strength and real estate value; there are immense opportunities to grow any further. Organized retail may reach 14% of GDP by 2015, as predicted by Govind Srikhande, CEO, Shopper’s Stop and major players like Reliance, Birla on the basis of experience.

The findings of the second objective provide insights to check how customer perceptions of client shopping mall compare to perceptions of competitors; identify shopping mall strengths and weaknesses, select competitors to compete against, determine how much change is needed on key shopping mall attributes to move shopping mall to more favorable positions, time constraint, resources constraint.
The findings of the third objective indicate that mall shopper clustering in business intelligence can be implemented successfully in many related fields to process and analyze data and to formulate strategies in effective inventory management, order, re-order, exploring innovative strategies to persuade the prospects to develop long-term relationship. Researchers as well as retail and mall managers should focus on ethnic identification and personal values when targeting consumers of all ethnic backgrounds (Shim & Eastlick, 1998). It is observed that the already time-pressed U.S. shopper made fewer trips to the mall, but spent more dollars per visit. There was a marked divergence between spending and shopping time (Soriano, 2007). Chebat et al (2008) investigated the mechanism by which the mall atmosphere affects the mall perceived value through self-congruity and merchandise perceived quality and, compared the results obtained with teenage and adult consumers. They observed self-congruity positively affects teenagers’ perceptions of quality and quality positively affects adults’ experience of self-congruity.

Kar, Sahoo (2007) observed that the culture and behavioral pattern of consumers and the local conditions play a vital role in the design process of any retail format. The bigger and the larger issues are to manage these malls efficiently and effectively. For this, the developers need to invest heavily on market-feasibility studies.

The findings of the fourth objective indicate that by identifying relationship between demographic variables and loyalty building initiatives/ promotional strategies, we can conclude whether the relationship is significant or not. This does not indicate the strength and direction of relationship. By applying suitable statistical measures, further research could be carried out. Kuruvilla and Ranjan, 2008 indicated that an evaluation in another period of time of the year would result in a different selection of respondents having different shopping tasks and may respond to our queries in a different way.

The study also helps in investigating the top challenges for mall managers in Asia who need to focus on running their properties in a perfect condition and operating using best practices and international standards. All activities in shopping centre management need to be directed at increasing the value of the centre through strong merchandising and great marketing.