Chapter 6

Emergence of Mall Culture in India

6.1 Introduction to Mall Management

6.2 Mall Management Strategies

6.3 Effect of Mall Culture in India

6.4 Effect of Mall Culture on Consumer psychology

6.5 Indian Mall Culture in the economic slowdown

6.6 Problems of Mall Developers in India

6.7 Limitations and Criticism of Mall

6.8 Primary survey on growth of Mall culture.

6.9 Conclusions
Chapter 6

Emergence of Mall Culture in India

6.1 Introduction to Mall Management

- Background of the Study

The real estate market in India continues to be on its buoyant growth trend. The entry of global players and international equity management firms into the sector points to the abundance of enthusiasm and confidence that the investors have towards the potential and prospects of the sector in the years to come. The demand for commercial space for organized retailing is expected to reach 200 million sq. ft. by 2010\(^{303}\). The retail sector in India, which is dominated by small and unorganized entrepreneurs consisting of standalone stores, boutiques and kirana stores, is radically changing its face.

There has been a massive development of new retail formats such as malls, hypermarkets, supermarkets and lifestyle stores. The organized sector represents a mere 2 per cent share of this market. It is very low as compared to other developed economies of the world\(^{304}\). However, as the spending power in the


economy is growing fast, this development has gained importance not only in the metropolitan cities but also in the Tier II and III towns. These upcoming formats are giving consumers a lot to spend on, especially with existing players such as Pantaloon, Shopper’s Stop and the Tata and RPG Group scaling up fast and the new players such as Birlas and Sunil Mittal investing a lot in the retail market. With this transition taking place, the shopping behaviour of consumers is likely to change as these formats were not in existence in the country until recently305.

In these circumstances, in which these new retail formats are growing at a rapid pace in India, there remains a need among Indian businesses to understand the changing behaviour of consumers towards shopping in these organized retail outlets. Also, due to the limited success of these outlets, it is necessary for retailers to be aware of shoppers’ motivations and to understand ways of attracting the consumers306. Till date, there has been very limited research on the shopping habits of consumers in the less developed economies of the world, India being one of them. In this research paper, an attempt has been made by the researcher to fill these gaps, thereby investigating the shopping behaviour of the Indian consumers, particularly with the new retail formats emerging. This study would concentrate on the behaviour the consumer exhibits while visiting or making purchases in the newly opened malls. It would explore the purpose and motive behind the Indian consumers’ visit to these newly established shopping malls, the values they derive from the shopping trip and their shopping behaviour in terms of impulse purchases, time and money spent at the shopping mall, etc. A final objective is to establish a baseline for examining changing behaviour in future as developments continue307.


“A shopping mall (or simply mall), shopping center, or shopping arcade is a building or set of buildings that contain stores, and has interconnecting walkways enabling visitors to easily walk from store to store. The walkways may or may not be enclosed.”

The above mentioned definition can be explained as

A shopping mall is typically, a shopping complex connected by walkways. It provides shopping as well as entertainment options to the target consumers. It generally, contains one anchor store, which consumes twenty five percent of its retail space. In addition a mall contains specialty stores for clothes, accessories, home needs, books, as well as food court, multiplexes and entertainment zones.

A Shopping Mall or Shopping Center is a building or Set of buildings that contain retail units, with interconnecting Walkways enabling visitors to easily walk from unit to unit.

Mall is generally used to refer to a large Shopping area usually composed of a single building which contains multiple shops. Usually anchored by one or more department stores surrounded by a parking lot. Therefore mall can refer to a place where a collection of shops all adjoins a pedestrian area that allows shoppers to walk without interference from vehicle traffic.

- In most of the world the term shopping center is used in North America and large extent in Asia it is called as Shopping Mall.
- Malls in Ireland are pronounced as “Maills”, are typically very small shopping centers placed in the center of town.
- Shopping centers in the United Kingdom can be referred to as shopping centers, shopping precincts or just precincts.

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There has been an increasing saturation of markets in developed countries like the United States and Europe. Luxury brands are targeting markets with huge potential like the emerging markets of China, India other Asian economies. These countries have grown to be an exciting market for luxury brands of the world. The Government of India granted foreign companies to own a controlling interest of 100 percent in operating single brand stores. India’s changing demographics and fast growing economy provides an excellent opportunity for existing luxury brands in the Indian retail market.

The term, ‘Mall can mean market for all’. The first mall was constructed in Canada and was known as West Edmonton mall. A mall comprises of Shopping complexes, food courts and retail outlets. Malls usually cater to ‘Shopatainment (Shopping and Entertainment). Today malls are gaining importance as the disposable incomes of consumers are increasing. Consumers visit malls to pass time shop and also to dine at the restaurants located in the malls. There is development of rich in mall segment, which is catering to particular segment of people, they are meant for specific types of products which are called as specialty malls.

6.1.1 History of Malls

The concept of shopping malls first appeared in 1950s. The credit towards invention of modern mall goes to Australian born architect and American immigrant Victor Green.

- The first generation of malls was set up in North gate Mall, US in 1950.
- Northland Shopping Center was constructed by Victor Green in the US in 1950.
- Gulf gate Mall in Houston was an open air shopping center for customers.

Later as time passed the malls were then shifted from the crowded commercial areas to the residential suburbs. These malls were accessible only through automobiles and therefore gradually became a famous destination for retailers across the world.
• **Concept of Malls**

The concept of Retail as entertainment ‘came to India with the advent of malls. Mall fever has touched every facet of Indian society. Whatever is the income stratum of consumers, malls make no distinction in proffering most-revered national and global brands. Shopping Mall refers to a set of homogenous and heterogeneous shops adjoining a pedestrian, or an exclusive pedestrian street, that make it easygoing for shopper to walk from store to store without interference from vehicular traffic. Malls are incorporated with a whole bank of lifts and escalators for smooth transit of shoppers. Malls are located in proximity to urban outskirts, and ranges from 60,000 sq ft to 70,000 sq ft and above. The future of organized retailing is largely in the hands of mall where the shoppers get quality, quantity, aspirational appeal, recreation facilities and ambience. Under one roof, the flashy malls promises just about everything under the sun, from foreign gizmos to the very desi, virtually an airbus full of national and international brands, to say the least. Malls offer a plethora of attractions- high profile shopping, impulse eating establishment, a glitzy and glamorous environment… to discerning shoppers of more refined tastes, who are more concerned with quality and fashion and less concerned with budgets. Mall reveals six factors namely comfort diversity, luxury, mall essence, entertainment, and convenience which are a source of cynosure.

In India, malls have transformed shopping from a need driven activity to a leisure time entertainment. The quality mall space which was just one million square feet in 2002 has accomplished new milestones of 40 million square feet and 60 million square feet in 2007 and 2008 respectively. There is a paradigm shift in the mall scenario, from just 3 malls in the year 2000; the country witnessed 220 malls in the year 2006. Exhibiting signs of further enlargement India is likely to have more than

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311 Retail Management Practices in Indian Industries.
600 in 2010 and 715 malls in 2015, with an estimated cumulative retail space of 100 million sq. ft\textsuperscript{313}. Shopping malls in India are reckoned to worth Rs.38,447 crore by the year ending 2010. Real estate corporations like DLF and Unitech are coming forth with the plans catering the ever-escalating demand of shopping malls. In the next four to five years Rs 65,000 is budgeted to be invested in retail real estate development\textsuperscript{314}. In most of traditional Indian malls, around 30 percent of space is allocated to apparel retailers while 12-20 percent space is dedicated to Food and Beverages. Indian malls vary between 35,000 sq ft to 10,00,000 sq. ft. while U.S. version is between 4,00,000 sq ft to one million sq ft. The largest malls in Indian metropolitan cities enjoy 25,000 footfalls per day which hikes to an average of 40,000 on weekends\textsuperscript{315}. Due to radical revival of shopping and consumerism shopping mall syndrome has hit India in all earnest. Even though the malls are mushrooming from metros and mini metros to tier III cities, the spread of malls is highly concentrated in India. North Zone is having the peak attractiveness with 39 percent while South, East, and West Zone respectively holds 18 percent, 10 percent, 33 percent of total malls pie\textsuperscript{316}. Creating artificial product scarcity, cheap imitation, and taking customer for granted are the talks of yesteryears, thanks to the mall culture. Further, shopping mall is the paradise where various shopping motives like peer group association, impulse shopping, hedonic, status consciousness, market mavens, economic motive, utilitarian motive etc. can be fulfilled in one shot.

- Sourcing

Indian Malls can grow like anything, if proper attention is paid to the demands of international customers. After the expiry of Multi Fibre Agreement in 2005, the apparel market gets a shake-up. India is emerged as a hot spot for sourcing textiles

\textsuperscript{312}Arora A and Rahate V., Mall Culture, \textit{Effulgence}, Vol.6, No.1, pp. 1-5, 2008.


\textsuperscript{315}Basu B., India’s mall explosion: Sense and direction, \textit{Images Retail}, pp. 6-9, 2006.

\textsuperscript{316}http://www.indiahousing.com/shipra-group.html.
and apparel in the post–quota regime. As Indian Retailers uses private labels along with branded products they can become the major supplier of high quality apparels. While on the other hand, Indian retailers are busy in global sourcing to attain sustainable competitive advantage. Like, Godrej Nature’s Basket is working to start global sourcing directly. Subhiksha formed a different department, which continuously chalks about best prices in groceries around the world\textsuperscript{317}.

Table 6.1

<table>
<thead>
<tr>
<th>S.No</th>
<th>STRENGTH</th>
<th>WEAKNESS</th>
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<tbody>
<tr>
<td>1</td>
<td>Skyscrapers with perfect blend of shopping, eating and entertainment, in short “shoppertainment”</td>
<td>Mall developers are enacting as mall managers Retail not accredited as an industry in India Complicated taxation system</td>
</tr>
<tr>
<td>2</td>
<td>Developed in contemporary style, these flashy malls promises just about everything under the sun, from foreign gizmos to the very desi brands.</td>
<td>Lack of adequate infrastructure including supply chain, parking facilities</td>
</tr>
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<td>3</td>
<td>Attractive destinations for civic and official meetings, hang out, reducing stress.</td>
<td>Unavailability and skyrocketing prices of prime catchment’s areas</td>
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<td>4</td>
<td>Procure goods directly from factories and farmers in case of lifestyle and food/beverages respectively</td>
<td>Poor positioning and zoning of malls</td>
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<td>5</td>
<td>Bouquet of value propositions like value for time, value for quality, value for experience, value for money</td>
<td>Shortage of qualified human personnel in the area of facility management, creative firms, and design houses.</td>
</tr>
<tr>
<td>6</td>
<td>High quality shopping environment quality assortment at variant shopping format.</td>
<td>Lack of differentiated offerings i.e. same mix of shopping, foods and films</td>
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</tbody>
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\textsuperscript{317} http://thirdeyesight.in/articles/indias_retail_revolution_begins.html
<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
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<tbody>
<tr>
<td>1 Tier II and Tier III cities are still untapped</td>
<td>Non availability of adequate finance</td>
</tr>
<tr>
<td>2 Growing urbanization and increase in purchasing power of consumers</td>
<td>Undeveloped supply chain</td>
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<td>3 Outsourcing from other developed retail market</td>
<td>Vigorous competition from unorganized retailers Keeping up brand loyalty</td>
</tr>
<tr>
<td>4 Progressive growth of apparitional consumer class</td>
<td>Disturbance in income strata of consumers greatly influence malls growth</td>
</tr>
<tr>
<td>5 Believing more in spending than savings, as most of the population is youth (with median age 24 and 35 percent of population below 14 years)</td>
<td>Threat from online players, (even though internet penetration is low in India)</td>
</tr>
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6.1.2 Types of Malls

The malls basically are classified on the basis of their Merchandise orientation means types or Goods and Services sold and their size. The trend towards differentiation and segmentation will continue to add new terminology as the industry matures. Following are the different types of malls.

(i) **Regional Malls**: According to International Council of Shopping Centers a regional mall is a Shopping Mall which is designed to service a larger area than a conventional Shopping Mall. It is typically larger than 400,000 square feet to 800,000 square feet gross leasable area with at least two anchors and offers a wider selection of stores.

(ii) **Super regional malls**: This is a mall which is almost similar to a regional mall, but it is larger in size than a regional mall. It has more anchor stores, a deeper selection of Merchandise and draws from a larger population base. A super regional mall is according to International Council of Shopping Centers, a Shopping Mall with over 800,000 square feet (74000 m$^2$) of gross
leasable area and which serves as the dominant Shopping venue for the region in which it is located.

(iii) **Outlet Malls:** An outlet mall or outlet center is a type of shopping mall in which manufacturers sell their products directly to the public through their own stores. The other stores in outlet malls are operated by retailers selling returned goods and discontinued products often at heavily reduced price. In India these outlet stores are not shopping malls, they are called generally called as factory outlet shops because they generally call general products directly offered by the company.

(iv) **Vertical Malls:** Vertical Malls are the malls typically multistory building. The vertical mall is common due to the high land price in densely populated and the higher yield on retail property. The concept of the vertical mall departs from the common Western model of the flat shopping mall in which space allocated to retail is configured over a number of storeys accessible by escalators linking the different levels of the mall. The challenge of this of mall is to overcome the natural tendency of shoppers to move horizontally and encourage shoppers to move upwards and downwards.

(v) **Lifestyle Centers:** Lifestyle Center is new designated that has a loose definition. Generally, it’s a center that does not have on anchor tenant in the classic sense that is, department store. Lifestyle centers have a cinema as a major tenant.

(vi) **Dead Malls:** The dead malls are those which have failed to attract new business and often set unused for many years until restored or demolished. Interesting example of architecture and urban design, these structures often attract people who explore and photograph them. This phenomenon of dead and dying malls is examined in detail by the website Deadmills.com which hosts many such photographs as well as historical accounts.

(vii) **Strip Mall:** Strip mall also called Shopping Plaza or Mini mall. It is an open area shopping center where the stores are arranged in a row with a sidewalk.
in front. Strip malls are typically developed as a unit and have large parking lots in front. They face major traffic arterials and tend to be self contained with few pedestrian connections to surrounding neighborhoods.

(viii) **Outlet Mall:** Outlet Mall is a type of Shopping Mall in which manufacturers sell their products directly to the public through their own branded stores. Clothing, sporting goods, electrical products, cosmetics and toys are among the types of items sold at outlet malls. Outlet malls first appeared in the United States as a development of the traditional factory outlet a store attached to a factory or warehouse. An outlet mall places several such outlets under one roof in a convenient location, usually an out of town site. The out of town site minimizes overhead costs.

(ix) **Luxury Malls:** Luxury Mall is mall which only house luxury brands. The mall in India luxury malls have been planned to be built soon, most of the tenants are expected to be the best brands in the world such as France’s Louis Witton, Greece Dunhill Fendi Mont Benc, Van Clef and Arpels Rolex and Omega.

6.1.3 Mall Management: A Mall functions in Five Phases

i. **Phase I: Mall Ideation**

This is the first stage in the mall functions. It is an ideation stage where the retailer’s builder will select the following real estate (on the basis of a locational analysis and catchment area analysis), the target group mall format mall positioning, branding etc.

ii. **Phase II: Mall Construction**

Mall construction is a very crucial phase in this phase. For this the retailer needs to understand construction then he himself will be able to construct the mall. But by any chance if he is not well versed then he would go for outsourcing. In India these days’ malls are going for international look and are outsourcing the architecture to international players. The complete mall construction will take two to four years.
iii. **Phase III: Mall Marketing**

Once the mall is constructed and ready for operation, the owner has to aggressively market the mall and search for tenants. For this a separate marketing department is required to be floated for this purpose. At this stage negotiations on rentals/lease periods and contracts or even ownership of the store would be finalized. To popularize the mall there should be publicity drives for this various trade promotions need to be used.

iv. **Phase IV: Mall Operation**

The mall is finally ready for the operation and the day it is launched it would be marked as a big event. It would indulge in aggressive public relations activities, marketing activities, events management etc. There also is special events like DJ wars fashion shows, dance and songs shows, etc. This entire activity is conducted to increase footfall and result in more conversions. High footfalls can be achieved through cross branding with the existing stores/brands in the mall or even brands that do not have a presence in a mall.

v. **Phase V: Mall Maintenance**

This is also known as housekeeping. It is usually outsourced. It includes cleaning the floors, keeping the washrooms clean, providing drinking water facilities, operating security systems for surveillance. It also includes maintenance of escalators and lifts electrical systems, physical security, the surroundings of the mall and parking facilities.

6.1.4 **Youth Orientation**

The migration of youth is significant in metro cities from rural and semi urban areas. Youth come for higher studies and jobs. According it is seen that single, young recruited, unmarried youngster is one of the best prospects for retailers because they have high income and very less expenses. They can spend enough to enjoy a good shopping experience and malls make it happen.
• Scope of Mall Management function

Debaprita Roy and Nikita in their article gave a comprehensive discussion about the scope of Mall management. They also gave a diagrammatical presentation and showed the mall management functions at a glance.

**Figure 6.1**

**Scope of Mall Management functions**

1. **Trade area and Site Selection**: A trading area is defined as a geographical area containing the customers of a particular firm for specific goods or services. Trade area analysis is a methodology a process a technique that provides a basis for understanding, visualizing and quantifying the extent ok known approximated trade areas. Selection of mall site therefore requires a sound area analysis which include local market opportunities competing business and barriers that would discourage consumers from visiting the site.

2. **Tenant Mix Decision**: Tenant mix refers to the combination of retail shops occupying space in a mall. A right tenant mix would form an assemblage that produces optimum sales rents service to the community and financialbility of the shopping mall ventures. A mall depends on the success of its tenants which translates to the financial feasibility of the tenant in the mall. Generally it is seen that there are two types of consumers visiting malls. They are (1) focused consumers (2) Impulse buyers. Therefore the relative and quality time is spent by the focused buyers.
3. Mall Promotions: Promotion activities and events in a mall form an integral part of mall management. The malls should emphasize on the following promotional activities.

(i) Activities like food festivals, handicraft exhibitions and celebrity visits increase the footfalls and ultimately in turn increase sales volume and revenue.

(ii) Organizing cultural events helps the mall in attracting consumers to a mall.

(iii) Developers can also work on drafting marketing strategies for individual malls so that they can meet the needs of the local consumer base and the challenges of local and regional competitors.

e.g. Nirmal Lifestyle (Thane), 101 Growels in Mumbai (Kandivali E) is a good example of a successful mall which is led by good promotions and introduction of Marketing Mall Practices.

4. Facility Management: This refers to the integration of people, place, process and technology in a building. It also refers to optimal utilization of resources to meet organizational needs. In a broader sense this refers to inclusion of infrastructure ambience and traffic management.

a. Infrastructure Management: - Infrastructure Management refers to the Management of facilities provided to the tenants within the mall. This includes to the adequate power supply safety issues in case of emergency and miscellaneous issues related to signage, water supply, sanitation, etc. Infrastructure management also includes risk management issues like measure asset liability and environmental and emergency and evacuation training.

b. Ambience Management: The overall shopping experience provided for consumes becomes an important factor for the success of any mall ambience management. This includes management of parks fountains and overall look of the mall. The management should know that, a mall
not just a place for shopping but it is also a place where people spend their leisure time in favourable, lush green landscaping with seating faculties and the with the presence of food and beverage inside or outside the mall. This in turn will increase the footfalls.

c. **Traffic Management:** Traffic Management includes managing foot traffic into the mall and parking faculties. Foot traffic management involves crowded management inside the operational area of a mall. The flow of people is related to the design of the mall and the spatial distribution of its tenants.

5. **Financial Management:** Professional financial management of a mall as a business venture is a must mall management also covers financial management, which involves monitoring and controlling of various issues such as cash receipts and collection of income including rentals, service charges, car park receipts, electricity and other utility income developing accounting system to track the ageing of debts payment delay patterns, bad debts and payment of all invoices and expenses developing standard financial templates so that a detailed annual property is prepared at times.

6.2 **Mall Management Strategies**

Strategy is a special course of action. It is a long term plan of action designed to achieve a particular goal. The strategies are always designed to gain a competitive advantage. Mall Management Strategies focus on the business benefits that can accrue out of collaborated business management between the mall developers and the retailers. Therefore there should be structured and formal way of collaboration between the Retailers and Mall and the entire process should enhance customer traffic saving costs and increasing the profit margins.
6.3 Effect of Mall Culture in India

The mall boom in India began with Cross roads which was constructed in 1991 and was owned by Nichlos Piramal Pharmaceuticals. It is located near Haji Ali, Mumbai and is spread across 1, 50,000 square feet. The mall was a culmination of two offices which were:

a. The office of Nicholas Piramal

b. The office of a famous MNC pharmaceutical brand

The initial mall in India was a huge failure.

- In the West malls are located on the outskirts of cities so as to offer entertainment with shopping.
- Malls in India are located in the heart of the cities, making parking a nightmare for shoppers. These malls however are mostly constructed by
- The malls in India are of box like structures which are not massive in size.

6.3.1 Major Indian Malls

- Gurgaon has 95 operational malls and therefore it is known as the mall capital on India. E.g. Ambience mall spread across 6 kilometers, Citi center, Central, etc.

- The National Capital Region (NCR) also has a place Noida which is like Gurgaon has good number of malls, e.g. The Great India Place.

Today, there are 350 operational malls in India and this number is estimated to reach to 750 malls by 2015.

- Mall of India in Gurgaon is being constructed by DLF India, this will be the largest mall in the years to come.
In the future India will have malls coming up in India basically specialty malls. For e.g. Joy alukkas is a specialty mall exclusively for jewellery, ishania mall in Pune is exclusively for hardware products. Atria mall emporio and UB city are mainly for luxury products.

Modernistic outlook, Ultra hip architecture, air-conditioned interiors, this is the battleground of the brands and lifestyle fighting for consumer attraction, this is the world of the all new mega mall culture in India. This is the present Indian retail scenario that is attracting both the domestic and international investors to capitalize on this great Indian market scene, its ever growing customer base and their spending potential, and the customers never ending pursuit of good things in life controlled by a major limiting factor: time, makes the mall culture more acceptable. The purchasing power of the consumer is on a constant rise (maybe on a decline now due to world financial crisis), this in turn leads to a better adaptability of the people to the one roof multidivisionary market place which is presented in the form of these malls. It is not only the metros that boasts of these malls but the majority of the mall presence is seen in the once village pockets present around them. The once quite cities of gurgaon, noida, pune are now the leading centres for malls because of their close proximity to the metros and also because of the major contribution from a steady population of rich agrarian community. These once small farmlands are now the main centre for educational institutions and IT parks and has huge potential of accommodating the SEZs, this popularity rings a winning bell for the mall culture as the youth consider it as a good, trendy place to hang out and the brands displayed their directly or indirectly influence their purchasing choice, whereas the working professionals prefer the mall as it fits in their time frame and increases their accessibility to different products in a short period. Malls, the new playground of consumerism are cropping up almost everywhere. These malls are redefining the old ways of shopping. Gone are the days of compromises and pseudo satisfactions. Now comfort, luxury, satisfaction and a happy shopping experience are the few main factors which all the malls are building their motto on. The dazzling discounts, the larger than life feel and the comfortable bargains ensure the satisfaction of the typical Indian shopper, leaving both the parties satisfied. The choice of quality and quantity is what keeps the
customer involved in shopping, this basic principle is applied in the malls where the choice between the products is always maintained by the already established and accepted brands and the wannabe brands, in the end of the day the key to market success lies in the hands of the customer and from the customers point of view the mall represents a battlefield for the various brands which ultimately works towards his own maximum satisfaction. Hence the promotion of the mall culture is good in terms of brand promotion also. While the new age consumer is slowly getting accustomed to the mall culture, the owners of the malls are also busy planning the erection of the glass and steel futuristically designed malls. The commercial as well as the residential real estate business is also following an upward trend, thanks to the popularization of malls. The range and scope of the economic activity generated from mall culture promises many things to many people. But still there is a majority of public which believes in the traditional way of shopping and is not comfortable with the idea of mixing shopping with entertainment. A large majority consider malls as a place to buy just sophisticated apparels and not a place to buy bulk materials like for weddings etc, traditional markets are preferred by loyal customers who form a large percentage of the consumer group. The second major issue is the current global financial crisis which may have an effect on the spending potential of the customers and effect the malls indirectly. There might be few drawbacks but the popularity of the mall is increasing everyday creating an integrated shopping cum leisure culture. Acceptance of this system in the Indian economy was considered a major obstacle, but the present scenario proves its ideal position. The skyline is filled with boxes built of mirrored windows, skeletons of new malls and billboards promising a better life for the country’s modern maharajas. Shop at Tommy Hilfiger and eat at Pizza Hut. The toilets flush automatically, The floors are spotless. “There’s a new culture coming now,” said Pawan Sharma, sitting at McD in Globus Mall, which opened last year. “The Western culture, the mall culture is coming. This is not really the traditional India.” This is closer to the opposite of India. In this country, people traditionally shop at local markets, where vegetables are sold in one tiny shop and milk in another. Shoppers go from one store to the next, buying flowers here, chicken there. They bargain for better deals. The markets often are filthy, littered with garbage. But the malls offer everything under one roof, even stores such as Big Bazaar, a smaller, more
chaotic version of Wal-Mart are out of fashion now. There is central air conditioning, a novelty. Signs tell people how to ride the escalators, still new to India. Songs by Depeche Mode and Radiohead blare over mall loudspeakers. People speak to each other in English instead of Hindi.

Reasons for growth of Malls in India

- Fast growing middle class with higher discretionary income.
- Emergence of youth as an independent shopper with a lot of disposal income.
- Rogerness of Indian shoppers for a new shopping experience.
- Ability of Mall developers to make shopping an enjoyable experience.
- Presence of factors like cost effectiveness, convenience wide variety of products with the fun element entertainment and good time pass plus shopping on weekends.
- Influence of media and marketing communication resulting in changing aspirations, lifestyle orientation and change in consumer perceptions about shopping.

Mall Culture in India

Culture could be defined as the set of learned beliefs and values and mall culture is learned shopping experiences. This culture is different from the typical Indian Shopping Culture (i.e. convenience/Kirana shops or Mom and Pop stores). The mall culture in the society is created due to shopping, roaming, enjoying movies and entertainment and also making routine to visit a mall. In India all this has happened rapidly but there is still a huge potential market remains untapped. The malls developed in India due to many reasons. Some are listed below:

- Population Density: Market is the sum total of existing and potential customers. Prominent cities of India cover a huge part of population. A huge percentage of population lives in these areas. This gives developers a very big market to serve.
High income: These cities are known as industrial hubs. Here the income level of people is higher than the level in rural and some urban areas. People have more money to spend on good shopping experience they can think more than bread and butter and also are ready to spend for entertainment.

Different buying habits: In metro cities shoppers are broader conscious. Malls collect these all of international brands of reputed companies are made available by malls. Change in culture again developed a situation where both husband and wife are working and they want all the required materials under one roof, this led to developing of more and more malls.

The great Indian mall boom:

It’s a revolution that’s fast changing the way of life for millions of shopping crazy citizens in India. Kanpur is way behind in this process but we can see the trends in NCR. From the days of mama-papa stores at the local marketplace, Delhi and NCR is now metamorphosing into the land of upscale shopping centers and malls, much on the lines of Singapore and Dubai. At last count, over four dozen shopping malls were operational in the region last year and another 140-odd new shopping arcades are set to dot the city landscape in days to come. Kanpur will follow same path in near future as Rave, Globus, Vishal mega mart are indications. Global estimates say India will be home to 36.2 million square feet of shopping malls in 2008 and the developers of these malls seem to have their finger on the pulse of discerning customer’s needs. That explains why special malls focusing on marriages, jewellery and on high-end brands are mushrooming all over the country. Take the example of Gurgaon, a sleepy little suburb of the Indian capital New Delhi. In a development that surprised many town planners, Gurgaon transformed itself overnight by first housing the headquarters of many multinational corporations and banks, and then calling itself the “shopping-mall capital of India”. So, friends Malls are here, kneel before them!

Mall: A natural phenomenon in late industrial society

We can clearly observe that malls are very much qualifying for the tag of flag holders of late industrial society. They pop up in America in late 70s, then in European
countries and in third world nations like India are undergoing same process. Let us find out how malls are representatives of late industrial society.

Malls are characterized by their smiling workers. All of them are dressed same way and they are trained to behave friendly and with curtsey. Many malls also give awards like “best employee of the month” to encourage them. An ever smiling worker of mall is now stereotype of modern culture. This is emotional labor, “the act of expressing socially desired emotions during service transaction” as said by Alan Bryman in his essay The “Disinitialization of Society”. Customer likes this feature and feels a bit respected in society.

• Flatter organization

This is phenomenon we observe in our group trip to rave three. In pantaloon there were no manager. All of employees were assistant trainee or security guard. Talking to a trainee, he told us that they have a boss in Delhi, who controls 4-5 malls same time by internet and often visits Kanpur. So there are effectively only two levels to run a mall.

• Mass Society

Mass society is a society in which concerns of majority plays a prominent role. Malls owners always take a deep interest in consumers need and then promote product for everyone which is well thought of and same in core but different in packaging. It gives consumer a false satisfaction that he is getting his choice but in reality he is getting same thing as someone else.

• Cultural industry and entertainment

Malls and various coffee chains have been claimed by the city’s youth as a space of their own. From the elitist literary coffee culture of Dryden and Pope in 18th century London, to the haunts of dedicated journos in the India of 1960s and 70s, the cuppa has had a long and varied history around the world. Every city provides a ‘chill out zone’ to its youth that insists on ‘value addition’ to simply sipping cola or a cup of tea. The air-conditioning, music, movies, scrabble and discs full of wisecracks, all add
up to an atmosphere that is probably a familiar, yet upscale version of the college canteen.

- **Knowledge becoming source of power**

Now knowledge of market can land you a great job because everybody is searching for the mood of customers. Advertising is a refined outcome of market knowledge. Mall is a place which promotes the centralized advertising. Advertisement in a mall itself guaranty reach up to a large number of customer. But due to malls reading habits are going to drain. This is a reverse thing from late industrial society. Books and the reading habit have not been able to survive the onslaught of, first, television and, now, the malls and Internet. Apart from the annual book fair, country does not see much happening in that front either. Though thousands flock the fair, few are book-lovers. Publishers also complain that “most only come to see the books, few to buy”. The message is loud and clear – books are still something people want to see and flip through, not buy because they have other time passes.

- **Use of technology**

Most of the small shopkeepers already feeling heat as malls are using new and good technology for food packaging and administrative task. Lifts, Escalators, air conditioners, electronic security system are few examples. Also now online malls are also in function in India.
While the mall culture in India is surely rising, the moot question is, how many of them succeed in what they set out for. As organized retailing in India grows, tier II and tier III cities, especially, are seeing hectic activity in the mall space. The Indian retail market, which is the fifth largest retail destination globally, has been ranked as the most attractive emerging market for investment in the retail sector, by AT Kearney’s eighth annual Global Retail Development Index (GRDI), in 2009. The share of retail trade in the country’s gross domestic product (GDP) was between eight to 10 per cent, in 2006. It is currently around 12 per cent and is likely to reach 22 per cent, by 2010.\textsuperscript{318}

The organized retail sector, which currently accounts for around five per cent of the Indian retail market, is all set to witness a surge in large-format malls and branded retail stores, in south India, followed by the north, west and the east, in the next two years. According to the report, ‘Mall Realities India 2010’, by leading property

consultants, Jones Lang LaSalle Meghraj and Cushman and Wakefield India, in association with Shopping Centres Association of India, over 100 malls with over 30 million sq ft of new shopping space, are projected to open in India, between 2009 and the end of 2010.

“Mall management isn’t just about controlling the crowds and security, but it starts right from the time when the mall is being designed. Before building a mall, it is very important to understand the demographics of the area. You cannot plan a super-luxury mall, in an area where the spending power is not much,” says T Anupam, associate vice-president, Korum Mall. Korum is a newly-opened mall in Thane, along the Eastern Express Highway. Location of the mall is one of the main factors that decide its success. Good visibility and access via roads are some of the main prerequisites for a mall. Zoning of the mall comes next. This essentially means, deciding which tenants would occupy what space and where. It is very important to have the right mix of tenants at the right place, so as to ensure smooth flow of customers.

It is very important to create visibility in the market, to get the desired footfalls. Timely events and promotional activities in the mall will make sure that the mall will remain in the news. Food festivals, exhibitions, film promotions, are some of the examples of promotional activities that malls often undertake. Today the challenge is to constantly keep the interest of the people high. Therefore it is essential to talk to the retailers on a regular basis, and also to know the consumer trends.

It is said that a well-managed mall will always attract retailers, as well as consumers. “The design of a mall also makes a lot of difference. There are two famous designs which have proven to be most attractive – ‘Racetrack’ (circular in shape) and ‘Dumble design’ (shops along the corridor),” he elaborates. Even simple things, like clean toilets, can make people come back to the mall.

It has been seen that during the upswing, many jumped on to the bandwagon to grab a share of the profits. However, they totally misunderstood the common man’s psyche. Just building a mall will not get the footfalls, what is needed is to have the right mix of everything that is from tenants, to design, to hospitality.
To understand this following affects can be checked:

1. It is the fact that all-in-one stores which is popularizing malls. With everything from groceries and vegetables to footwear, clothes, cosmetics, furnishings and electrical items available less than one roof, a growing middle class with higher disposable incomes is heading for the malls in droves.

2. People can shop at stores selling U.S. brands. But they also can buy expensive pillows from Indian stores, statues of Hindu gods and fancy outfits. They can watch movies, eat Indian “street food” from the food court or have their pictures plastered on Coca-Cola cans at a promotional stand. At night they can dance and drink in the mall’s swanky nightclubs, and also relatively be in India.

3. The malls are another sign of the new, prosperous India, of call centers, outsourcing and more disposable income, of fashionable young people who look as though they belong on MTV. Although much of rural India remains in deep poverty, many urban Indians are becoming richer. The country’s economy is forecast to grow up to 6.9 percent this year due to the malls.

4. The anchors that first pull the crowds here and at other malls all over the country are as varied as they come. There are the US and European chains such as McDonald’s, Lacoste, Pizza Hut, Benetton, Subway, Marks and Spencer and Mango. Their success has spawned the emergence of successful Indian chains such as Pantaloon, Globus, Shoppers Stop, Giant, Lifestyle and Big Bazaar. Stores named after popular branded merchandise also act as effective anchors. These include the likes of Tommy Hilfiger, Swatch, Arrow, Louis Vuitton and Nike.

5. Foreign mall operators cannot enter India as foreign companies are not allowed to own real estate in India. Companies like Nike, McDonalds and Reebok sell at mall outlets through their Indian subsidiaries or franchisees. McDonalds, for example, has appointed two master franchisees in India, and these in turn have appointed numerous sub-franchisees all over the country. A sub-franchisee,
therefore, could open a McDonalds outlet either as a stand-alone store or as one of the many stores in a mall.

6. On festivals, the malls can undoubtedly compete with a mela what with the carnival-like atmosphere and no elbow room for the visitors.

7. Earlier, a large majority of Indians believed in the Spartan asceticism of the Father of the Nation, Mahatma Gandhi. But the new generation of shoppers like their contemporaries worldwide believes in living for today and splurging at the mushrooming malls over the weekends. These consumers, many of whom have been exposed to shopping trends in the West, are also more aware and discerning.

8. The mushrooming of the Indian malls is being followed by a process of segmentation, each trying to project a particular environment, a specific image. In Mumbai, for instance, is Crossroads, the country’s first mall (opened in 1999), a chic, ultra-modern collective of international brands including Swarovski, Lactose, Tag Heur and Marks and Spencer and eat-outs such as Pizza Hut, Subway and McDonald’s. At the other extreme is R-Mall in suburban Mulund, proudly displaying homegrown retail labels such as Big Bazaar (household items), Hakoba (ladies’ wear), Planet M (music), Food Bazaar (groceries), Weekender Kids (children’s wear) and Pantaloon (men’s readymades).

9. According to a survey conducted by global property consultancy firm Cushman and Wakefield, not all mall operators are likely to benefit equally. “Only the ones in favorable locations and having the right format and suitable strategies are likely to remain long-term players”. But Indian businessmen are known for their sheep mentality. A single success in any new field spawns many me-too imitators. However, as is evident from Indian business history, many private airlines, courier companies and granite exporters have bitten the dust.
6.4 Effect of Mall Culture on Consumer Psychology

Consumers’ shopping behaviors and mall preferences will empower international retailers, domestic retailers, and mall operators to market their products and services more effectively. Research on retail patronage has been conducted in various cultural contexts, but limited empirical studies have been conducted on Indian consumers and their preferences for retail formats—specifically malls. A thorough understanding of Indian consumers’ motivations and their mall-patronage intentions would benefit mall managers in drawing practical and constructive lessons on strategies to meet the needs of consumers in India. Consumer’s evaluation is affected by design characteristics of mall as well as physical services. Mall design must be consistent with the consumers’ expectations and experience at other malls (Burke, 2005). Howard (2007) described that music, color, intricacy of the mall layout and products arrangement are elements of mall environment that can be used by retailers to effect consumer behavior. He also discovered direct relationship of music and layout with consumer desire to stay.

6.5 Indian Mall Scenario in the Economic Slowdown

6.5.1 The Economic Meltdown

But then the US went into recession and India tried its best not to succumb to the global crisis created by the flight of capital of the FIIs. To curb the liquidity crunch the government designed stimulus fiscal packages which was expected to expand disposable income and generate demand. Despite such initiative to contain the impact of the global slowdown, economy-wide data revealed that quarterly growth plummeted from 6.6 percent to 5.3 percent in 2008. The stock market slumped and the rupee too devalued. Companies initially planning on lay-offs and job-cuts subsequently settled for salary cuts or re-allocation of human resources, after encountering stiff opposition. Industrial output in October 2008 was below its level a year ago, an unprecedented occurrence since 1993. There had been a sharp fall in production of consumer durables and non-durables and consumption growth is at a 4-year low. Global consultancy firm KPMG says that India's retail sales fell to 11 percent in December 2008 from 34 percent in December 2006. Presumably in this
scenario, the assumed, GDP growth of 8 percent to 10 percent during 2007-2010 mentioned in ICRIER’s report to Union Commerce Ministry and 2008, leading to 45 percent-50 percent growth in organized retail that was revised in 2010 seems to be little waving and uncertain. To analyse this the researcher tried to find out the impact generated due to economic meltdown on:

1. The Consumers.
2. The Retailers.

6.5.2 Impact on Consumers

Malls as a single-point destination for shopping, food and entertainment appeal simultaneously to the browsing, the brand-conscious, the quality-conscious, the ambience-seeking, the discount-seeking and the impulsive buyers. Studies reveal that when a shopper has a planned list, there is a difference between the list and the products bought – reasons for which can be attributed to the factors in the store. In the malls, along with the air-conditioned shopping ambience, quality products, service, convenience and comfort, consumers are offered in-house parking, coffee shops, entertainment in multiplexes, gaming facilities, play areas for children and food courts; which have transformed the mere activity of shopping, movie-watching or dining, to an experiential, lifestyle activity. But amidst growing fear of a severe slowdown that will threaten future earnings, urban consumers have become apprehensive. Though they are buying the day-to-day essentials, it’s the impulse buying that is minimal, with consumers preferring only compulsory purchases as per predetermined list. So the volumes have gone down as shoppers are choosing to spend less. Customers have become price-conscious due to weak market sentiments and are not willing to buy anything overtly expensive. In some cases shoppers are shifting back to traditional stores to get assurance of quality at reasonable pricing.

A curious trend has been observed among consumers of luxury goods in "Luxury Considered", a global report by Ledbury Research for the De Beers Group. As the global economic climate worsens and consumer-fatigue with mass-marketed luxury products escalates, there is a shift from conspicuous consumption governed by status
and prestige needs to discerning consumption marked by greater scrutiny of product quality, craftsmanship, preference for exclusivity and heightened awareness of social and environmental responsibility – so consumers gravitate towards fewer but better things that represent genuine value. A study by Rural Marketing Association of India shows that spending on marriages and travel for pilgrimages also has not shown any reduction. Weddings and celebrations account for 58 percent of non-routine expenditure. Thus requirement-based shopping does not reflect any decrease.

It’s being revealed that consumers who have been directly hit by the slowdown have tightened their belts and are re-evaluating their buying patterns. The rest, though aware of the economic environment, report no significant deflection in consumption pattern. Thus when previously every weekend in a month meant a visit for the whole family to the mall for shopping or watching a movie in a multiplex, it has now been curbed by giving one or two weekends a miss. What earlier constituted unpremeditated purchases like apparel, gifts and other non-essentials without prior planning presently requires a month's budgeting and scheduling of the purchase. Its further echoed by maximum consumer to be the weaker consumer sentiment which states that this cautious attitude towards shopping is augmented by a growing fear of a sharp crisis in the future, which with a further decline in international trade and commerce, may affect the employment of maximum consumers. Therefore the consumers have started curbing the impulse buying habit and are deferring unscheduled purchases.

6.5.3 Impact on retailers

In the face of deteriorating consumer sentiment, malls are finding it difficult to attract footfalls and occupancy rate is also slow. With dipping sales figures, retailers’ profits have gone down by over 35 percent as compared to last year. Even during the festive season from October-December 2008, when consumers loosen their purse-strings, products usually in high demand have not seen enough takers. Cheaper items are selling more as compared to expensive items. Same-store sales have contracted. Retailers are scaling down expansion plans or shelving them temporarily to minimize immediate capital-intensive ventures. India Retail Biz reports that Pantaloon Retail
India Limited is adding 2.5 million sq.ft. of retail space instead of 4 million sq.ft., originally planned for next financial year beginning 1st July, 2013. To optimize cost, they are integrating management, marketing, human resource and IT departments of units into one. Shoppers Stop is also studying options for cost rationalization. Spencer's Retail has closed 56 stores and while focusing on large format stores, plan to add 15 Hyper stores in the next two years. Vishal Retail has closed large warehouses in Kolkata and Mumbai until current situation of economic slowdown reverses. Adidas, Raymond Apparel, The Mobile Store, Gini and Jony and Crossword are closing down stores, re-locating and expanding where business is viable. One of the chief reasons for closing stores is that real-estate rentals had doubled in the last three years constituting up to 35 per cent-40 per cent of operating costs in high-end locations. Retailers are re-negotiating rentals to 15 per cent-20 per cent or proposing rentals on a revenue-sharing basis. Where such negotiations fail, decreasing footfalls coupled with sky-rocketing operating costs render the business proposition unviable and they exit. Thus Tier–II cities where retail real-estate has not reached unrealistic proportions, are noting rapid growth in organized retail as compared to urban cities. Ancillary to stores facing severe cash crunch, retailers are delaying payment to suppliers and with stores finally downing shutters, staff requirement is declining resulting in jobs becoming redundant.

So rather than open more stores, retailers have shifted their focus to consolidate and improve operations by enhancing efficiency and profitability through effective supply chain management, to save inventory and logistic cost and check on wastages. To build up customer loyalty, renewed efforts are being made to undertake intensive relationship marketing and improve in-store service. Retailers are also pushing private labels to protect their profit margins while promoting sales by offering special discounts or other value-for-money schemes.
6.5.4 Future Prospects

However with the subsequent revival of the boom period, growth of organized retail and consumption is expected to take a higher trajectory. Consumers presently conditioned into sparing behavior will eventually unleash their pent-up demand for preferred brands. So the present phase can be favorably construed as an opportunity for the retail industry to realign its operational structure, study consumer behavior and build consumer-centric strategies. On a greater platform, a mall leaves an indelible impression on its immediate catchment area and further. Apart from changing the physical skyline, it has a spill-over effect to the human web associated with the mall. Consumers change their consumption patterns, their lifestyle activities and inculcate the mall-culture – which provides further growth opportunities for the fledgling retail industry. Also the importance of the retail industry as a job and wealth creator cannot be undermined. This leads to a process where one generates the other and is simultaneously transformed, paving the way for the socio-economic revolution to gain greater ground in India.

6.5.5 Rising Scene of Malls India

In India rapidly developing mall environment is living investors, domestic and foreign to make a pitch for a portion of the great Indian market. It’s growing and every hungry consumers, their apparently installable demand for all the good things in life from groceries to vegetables to fancy gadgets to fancier cars. The malls have change the way people are shopping. Malls are teaching shoppers how to appreciate the good things of life. There are phrases like comfort, style, convenience and cool which the shoppers and retailers in mall culture are using. The consumers are happy due to mall culture, now they don’t visit mall only to purchase but shopping has become an entertainment and roaming in malls on occasions and weekends.

The encouraging mall culture in India has resulted in enthusiastic erection of new malls by the mall developers.
The range and scope of the economic activity generated from mall culture promises many things to many people. It not only offers shoppers more value for money but it also generates employment opportunities, direct and indirect for thousands of people.

6.6 Problems of Mall Developers in India

1. Lack of Research Resources: Mall Management invites a huge investment. The developers need to analyze various factors so that adequate information is available and then set the malls because minute factors may become the cause of its success or failure. In India the status of retail research is not up to required standards.

2. Tenant Mix: A proper tenant mix contributes lot in the success of a mall. In India the mall developers face a problem of maintaining these tenant mix, where they can attract maximum traffic. Developers lease out retail space on a first come first served basis. This therefore creates a sub optimal tenant mix like a food and beverage outlet next to a designer apparel shop instead of an accessories or a footwear shop. If the developers think of making a tenant mix as per logical requirement of the mall, then some stores may not be lent out in time and developers incur loss of rent.

3. High costs of land and construction: In India the traffic in malls can be seen maximum in metro cities where the costs of land and construction are very high. If the developers do not find tenants in time, even the break becomes very difficult. Therefore this increases the cost and this rise in cost significantly increased the rents and this discourages retailers to have a space.

4. Facility Management and Parking: Good infrastructure or facility management of common areas becomes a problem in malls where retail outlets are sold as starta title. In India due to constraints of space malls are built in the city and due to which they do not have adequate parking as the developers provide basement parking facilities, where parking spaces are inefficient due to low ceiling heights, bad lighting and single entry and exit points.
5. Inadequate Promotional activities: Promotional activities are very much needed to communicate about malls to give them a brand. In India promotional activities are few in majority of malls, developers perceive that these events only help increase foot traffic and not revenues, but this is helpful and effective for the future perspective.

6.7 Limitations and Criticism of Mall

Every mall developers feel that the statement “They are not to criticize, they are to enjoy” should be felt by a shopper. Malls have really changed patterns of retailing but everything in the world has two aspects i.e. the advantages and limitations. Malls provide a great shopping experience but in a country like India where retail sector is still almost 97 percent unorganized, malls have to do lot. There are certain limitations and criticisms of malls which are as follows:

1. Limited to Metro Cities: The malls from the economic point do not contribute in balanced economic growth. Like any other business and corporate they are also clustered in metropolitan and big cities. Customers of rural and semi urban areas are still away from mall revolutions.

2. Lose of Personal touch with Shop Owners: The growth of malls resulted in developing a certain feeling among customers, they say that they have lost a personal touch with the shop owners and a special relationship which was existing with the local kirana or Mom and Pop stores, since many years is lost. In malls the customers do get good services but they lack after sales services. Customers visiting malls lack personal touch with shop owners i.e. they feel even if visited regularly they still are treated like any other customer, whereas in the local kirana stores they are treated special and are known by their names, their tastes and preferences, buying habits, etc.

3. Unplanned Expenditure: Malls become a battlefield where the brands, small, medium and big the known and the not so well known fight. Out for the
customers attention. When customer see more they ask for more. This significantly increases their unplanned expenditure.

4. Prices: The customers shopping in the malls have a feeling that except for some products the prices are highly inflated. They also feel that while choosing a variety of products they end up in paying more price and also are very much limited to bargain, which they enjoyed at the local store on every single product.

5. Convenience: The shopping in malls gives a convenience experience, but while going to shop in mall the consumer first needs to design a plan and make a separate adjustment in the schedule. Shopping from malls consume huge time and the consumer specially has to take out time to shop

6.8 Primary Survey on Growth of Mall Culture

The researcher in order to understand the growth of organized retail outlets and its impact on the consumer behavior conducted a survey comparing four malls in the city. The tables present show the complete picture of the organized outlets in Mumbai and the impact due to the economic slowdown.

- Consumer Profile

The table below gives the profile of visitors in the four malls surveyed. In the mentioned malls the emerging picture is more or less the same.
### Table 6.2

**Customer Age Profile visiting Malls**

<table>
<thead>
<tr>
<th>Sr.No</th>
<th>Customer Profile</th>
<th>Age Group</th>
<th>Inorbit %</th>
<th>Growels %</th>
<th>Korum %</th>
<th>Nirmal Lifestyles %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>15-25</td>
<td>30</td>
<td>55</td>
<td>35</td>
<td>25</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>25-35</td>
<td>45</td>
<td>65</td>
<td>55</td>
<td>35</td>
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<tr>
<td>3</td>
<td></td>
<td>35-45</td>
<td>65</td>
<td>75</td>
<td>25</td>
<td>20</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>45-55</td>
<td>25</td>
<td>35</td>
<td>18</td>
<td>16</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>55 and above</td>
<td>17</td>
<td>10</td>
<td>12</td>
<td>15</td>
</tr>
</tbody>
</table>

Source: Compiled from the primary data.

### Graph 6.1

**Customer Age Profile visiting Malls**
Table 6.2 and Graph 6.1 present the profile of consumer age wise. It appears that in these malls the major crowds who visit them belong to the age group of 15 to 45, which means malls are more patronized by the youngsters and the middle age group. As assumed the people in the old age are visiting malls less frequently. This show that people basically, young generation and middle age are the once who prefer malls but the older generation, still follow the traditional way of shopping.

**Table 6.3**

*Average Footfalls during weekdays and weekends*

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>No of Footfalls</th>
<th>Inorbit %</th>
<th>Growels %</th>
<th>Korum %</th>
<th>Nirmal Lifestyles %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>During Weekdays</td>
<td>30000</td>
<td>20000</td>
<td>15000</td>
<td>20000</td>
</tr>
<tr>
<td>2</td>
<td>During Weekends</td>
<td>40000</td>
<td>30000</td>
<td>15000</td>
<td>20000</td>
</tr>
<tr>
<td>3</td>
<td>Conversion into Sales</td>
<td>80</td>
<td>60</td>
<td>30</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Compiled from the primary data.

**Graph 6.2**

*Average Footfalls during weekdays and weekends*
Table 6.3 and Graph 6.2 offer a varied description of average footfalls of customers during weekdays and weekends and its percentage of conversion into the sales. It shows that all four malls are in close competition with Inorbit converting maximum footfalls into sales (80 percent) followed by Growels (60 percentage) Nirmal Lifestyle (50 percentage) and Korum (30 percentage).

Table 6.4
Product Category displayed

<table>
<thead>
<tr>
<th>Sr.No</th>
<th>Product category</th>
<th>Inorbit %</th>
<th>Growels %</th>
<th>Korum %</th>
<th>Nirmal Lifestyles %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Branded</td>
<td>15</td>
<td>25</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>Ubranded</td>
<td>5</td>
<td>0</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>Private</td>
<td>50</td>
<td>40</td>
<td>20</td>
<td>30</td>
</tr>
</tbody>
</table>

Source: Compiled from the primary data.

Graph 6.3
Product Category displayed
Table 6.4 and Graph 6.3 show the distribution of product category emphasizing into three categories branded unbranded and private. It shows that all the four malls concentrates into two categories that is branded and private with only Inorbit and Nirmal Lifestyle maintaining all three category of branded (15,10) unbranded (5,6) and private (50,30). The maximum category in all the malls shows of private products.

6.9 Conclusion

In India, while organized retail has yet not been accorded the status of an industry, it is witnessing a large number of formats emerging in the market at a very fast pace. Indian organized retail is moving with an exponential rate that no other sector has witnessed. Ample opportunities are present as 94 percent of the Indian retail is still unorganized. Moreover, Indian retailers can learn from the mistakes committed by their global counterparts and fuel the tremendous growth of Indian organized retail sector.

In the present scenario, making the biggest malls with top class retailers is not the key to success. A cool and refreshing environment is required which makes the shoppers to forget all worries of the day. Malls are here for putting smiles on the face of shoppers. It is non-crucial whether a purchase is made or not, entry into the mall has given the right to courtesy. It should be the USP of the malls as the window shopper of today is the prospective customer of tomorrow. Further, malls should commune a feeling of oneness-with retaining the individuality of each store. Something fresh and novel always attracts shopper's attention but raises the bar for future innovation. Thus, malls should be designed in a manner that the new and innovative aspects can be added later on to keep up the consumer's delight. Successful malls are those that will adjust its mall culture with the consumer sensitiveness and preferences. Managing consumer attitude and innovation are the keys to stay afloat amid competition. Indubitably, malls have enlarged social fabric, cultural mixture and retail feasibility. And when the core focus is on higher conversion than footfalls, then mixed use and open malls is the way towards accomplishing the aforesaid goal. The
opportunities offered by young India exhibits a bright road for malls. These architectural wonders have changed the overall meaning of shopping, leisure and entertainment. Ensuring a relaxing ambience and facilities like seating arrangements for elders to babies is not a child’s play. But malls managers are performing the tasks with ease. Malls- with a bouquet of value propositions like value for time, value for quality, value for experience, value for money is boosting India in becoming a **SHINING STAR of GLOBAL RETAIL.**