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To the Graduate Council:

I am submitting herewith a dissertation written by Melody Lanette Adkins LeHew entitled "U.S. regional and super-regional mall attributes and their relationship to retail productivity : an exploratory investigation." I have examined the final electronic copy of this dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy, with a major in Educational Administration.

Ann Fairhurst, Major Professor

We have read this dissertation and recommend its acceptance:

Nancy Fair, Susan Dillard, Schuyler Huck

Accepted for the Council:

Carolyn R. Hodges

Vice Provost and Dean of the Graduate School

(Original signatures are on file with official student records.)

To the Graduate Council

I am submitting herewith a dissertation written by Melody Lanette Adkins LeHew entitled "U.S. Regional and Super-Regional Mall Attributes and Their Relationship to Retail Productivity: An Exploratory Investigation." I have examined the final copy of this dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy, with a major in Human Ecology.

Ann Fairhurst, Major Professor

We have read this dissertation
and recommend its acceptance:

Accepted for the Council:

Associate Vice Chancellor and
Dean of the Graduate School

U.S. REGIONAL AND SUPER-REGIONAL MALL ATTRIBUTES AND THEIR RELATIONSHIP TO RETAIL PRODUCTIVITY: AN EXPLORATORY INVESTIGATION

A Dissertation

Presented for the

Doctor of Philosophy

Degree

The University of Tennessee, Knoxville

Melody Lanette Adkins LeHew

August 1996

DEDICATION

This dissertation is dedicated to my family

Robert and Isaak LeHew,

for their patience, encouragement, love and belief in my abilities;

and

Paul and Chris Adkins,

for allowing me to dream big and teaching me to work hard.

ACKNOWLEDGMENTS

I would like to thank my major professor, Dr. Ann Fairhurst, for getting me through the process. I would also like to extend my gratitude to the rest of my committee: Dr. Nancy Fair, Dr. Susan Dillard and especially Dr. Schuyler Huck. Thank you Sky for giving me guidance and encouragement when I needed it most. A special thanks to Dr. Mary F. Drake for being a mentor, believing in my abilities and providing guidance during those first three years. In addition, I would like to thank all my fellow graduate students, especially Scarlett, Linda, Tanya, Jill and everyone who contributed to my enjoyable interim at The University of Tennessee and to the memories that I will treasure. I would like to express my eternal appreciation to my family, especially Bob, for enabling me to fulfill a dream and providing encouragement along the way. And a great big hug for Isaak, my sunshine, who was very patient and understanding when hearing "mommy needs to work for awhile, so I can get that piece of paper".

ABSTRACT

The current retail environment is characterized as fiercely competitive due to surplus retail space coupled with decreasing consumer spending. These conditions have been especially detrimental to the performance of U.S. regional and super-regional malls. Decreasing performance, changing trade area demographics and outdated facilities have been the impetus for several successful mall renovations and repositionings. Due to the success stories, a major shopping center trade association supported investigation into successful repositioning strategies so that recommendations could be made to low performing malls. Methods were to be sought that would allow "B" and "C" malls (average to low performers) to be analogous to "A" malls (high performers). The researcher identified a problem associated with the performance classification system. It was subjective and inconsistent. This study was an attempt to identify "A" mall specifications, to determine attributes of successful regional and super-regional malls and investigate their relationship to productivity. A self-administered survey was employed to gather information about mall characteristics along five dimensions. Descriptive and inferential statistics were used to analyze the data. Results indicate that "A" malls are larger and located in densely populated trade areas that have a large segment of consumers earning high income levels. The market strategy attributes, the elements within the control of the marketing manager, did not distinguish the high and low performing regional and super-regional malls.

TABLE OF CONTENTS

CHAPTER I: INTRODUCTION 1

Statement of Problem 6

Research Objectives 9

Justification 10

Definitions 11

CHAPTER II: REVIEW OF LITERATURE 14

Market Strategy and Performance 15

Retail Market Strategy 19

Shopping Centers as Retail Outlets 35

Shopping Center Evolution 37

Shopping Center Retail Market Strategy 44

Shopping Center Research 53

Summary 65

CHAPTER III: METHODOLOGY 68

Survey Instrument 69

Instrument Refinement 78

Sample Selection 78

Data Collection 80

Data Analysis 82

CHAPTER IV: ANALYSIS AND RESULTS 86

Objective 1 86

Objective 2 88

Objective 3 114

CHAPTER V: DISCUSSION 129

Summary and Conclusion 131

General Conclusions 153

Implications 154

Limitations 156

Recommendations 158

LIST OF REFERENCES 164

APPENDICES 182

APPENDIX A: Mail Survey Instrument 183

APPENDIX B: Descriptive Statistics 192

APPENDIX C: Summary of Non-Significant Results 194

VITA 197

LIST OF TABLES

Table 1. Percentage Frequency Distribution of Response to History of Mall Attributes 89

Table 2. Percentage Frequency Distribution of Response to Characteristics of the Trade Area. 93

Table 3. Percentage Frequency Distribution of Response to Characteristics of the Mall. 100

Table 4. Percentage Frequency Distribution of Response to Characterictics of Market Strategy. 104

Table 5. Percentage Frequency Distribution of Response to Characteristics of Respondent. 111

Table 6. Profiles of Regional and Super-Regional Mall Attributes. 115

Table 7. Summary of Regression Analysis for Productivity and Population Within Primary Trade Area. 118

Table 8. Summary of Regression Analysis for Productivity and Population Density Within Primary Trade Area. 118

Table 9. Summary of Regression Analysis for Productivity and Largest Segment's Disposable Income Level Within the Trade Area. 118

Table 10. Summary of Analysis of Variance for Productivity and the Largest Segment's Education Level Within the Trade Area. 120

Table 11. Summary of Regression Analysis for Productivity and the Number of Regional Malls Within or Near a Mall's Trade Area. 120

Table 12. Summary of Analysis of Variance for Productivity and Respondent's Perception of Mall's Classification by the Industry. 122

Table 13. Summary of Regression Analysis for Productivity and the Number of Full Time Marketing Personnel. 122

Table 14. Summary of Regression Analysis for Productivity and the Amount of Gross Leasable Area. 124

Table 15. Summary of Regression Analysis for Productivity and the Number of Parking Spaces. 124

Table 16. Summary of Regression Analysis for Productivity and the Percentage of Vacant Space in Mall. 124

Table 17. Summary of Analysis of Variance for Productivity and Usage Frequency of Advertising Media. 126

Table 18. Summary of Analysis of Variance for Productivity and Service Offerings. 126

Table 19. Summary of Analysis of Variance for Productivity and Current Plans for Expansion. 126

Table 20. Summary of Regression Analysis for Productivity and the Number of Years Marketing Manager Held Current Position. 128

Table B-1. Descriptive Statistics for Continuous Independent Variables 193

Table C-1. Summary of Regression Analysis for Productivity and Non-significant Independent Variables. 195

Table C-2. Summary of Analysis of Variance for Productivity and Non-significant Independent Variables. 196

LIST OF FIGURES

Figure 1. Frequency Distribution of Retail Sales Per Square Foot of Gross Leasable Area for Survey Respondents. 87

CHAPTER I

INTRODUCTION

Shopping centers today are faced with an increasingly complex competitive environment. In the past, a shopping mall's major competitor was the downtown business district. Today, intratype and intertype competition are both of great concern as the U.S. retail marketplace becomes thoroughly overstored (Berry, 1995; Carn, Rabianski, & Vernor, 1995; Macdonald, 1993a, 1993b;Turchiano, 1990a, 1990b). "Shopping center owners and developers today face a new reality, one where there is far too much square footage chasing too few shoppers" (Macdonald, 1993a, p. 93). In the six years between 1986 and 1992, retail trade increased from approximately 1.85 trillion dollars to 1.95 trillion dollars: a 5% increase. Whereas, shopping center leasable square footage during the same period increased from approximately 3.5 billion square feet to 4.7 billion square feet: a 25% increase (Morgenson, 1993). The amount of retail space during this period was growing at a more rapid rate than the amount of retail sales. A retail consultant for Management Horizons suggests "that just to get back to the sales-per-square-foot productivity levels of the 1970's, square footage in the nation's 35,000 shopping centers and 1,800 larger regional malls will have to shrink by 10%, or 450 million square feet" (Rudnitsky, 1992, p. 46). Zinn (1990) reports that in the United States there is "more than 18 [retail] square feet for every man, woman and child, more than double the figure of 1972" (p. 135) and sales per square foot figures have begun declining in the 1990s.

Over saturation of the U.S. retail marketplace impacts the performance of retail firms competing in these markets. "The central implication of overstoring is that the level of retailing effectiveness required for survival continues to rise" (Berry, 1995, p. 1). Retail outlets need to be more efficient and more productive just to remain open for business. Mistakes in forecasting customer wants and needs may lead to offering the wrong product, in the wrong place, at the wrong price or at the wrong time. These mistakes are harder to recover from during periods of extreme competition that characterizes the current environment.

Malls not only compete against other regional and super-regional malls, but also strip centers, power centers, festival marketplaces and even factory outlet centers which are encroaching ever nearer to metropolitan areas (Tash, 1993). Regional and super-regional malls have confronted acute competition from a relatively recent retail format: power centers (Argianas, 1993; Carey, 1995; Carn, et al. 1995). This format appeals to U.S. consumers who are currently value-oriented and are attracted to the large discount powerhouses, such as Wal-Mart, Toys-R-Us, Target, etc. ("Consumers, feeling hassled", 1996; "Corridors of Power", 1994). Power centers bring one or more of these retail outlets together in a strip center and that center becomes a destination center, drawing consumers seeking convenience and value (Argianas, 1993; ICSC Research Quarterly, 1994). In many cases, these power centers are located very near to regional and super-regional malls.

In addition to the problems associated with fragmenting the market into smaller pieces due to increasing competition, are problems resulting from changes among consumers that affect retail performance. Some of the most evident changes are occurring in customer

demographics, shopping habits, and values (Carn et al., 1995; Stoltman, Gentry & Anglin, 1991).

The United States consumer market is fragmented and can no longer be considered a mass market (McKenna, 1988; Rosenbloom, 1980a, 1980b). Spurred by several demographic trends, consumers should be viewed as a heterogeneous market, one composed of numerous homogeneous segments. These trends include increasing ethnic diversity, increasing proportion of elderly, smaller households due to lower birth rates and higher divorce rates, and greater incidence of two income families (Hines, 1988). In order to reach the new consumer, retailers and shopping center managers need to replace their mass market strategies with strategies that split the market into segments grouped according to some similar characteristic(s) (Turchiano, 1990a, 1990b). Advertising, promotions and the retail tenant mix should be geared toward the targeted segments.

Shopping habits of the American consumer are also changing largely due to the new consumer demographics. Consumers are less willing to shop around for goods (Blischok, 1995; Reynolds, 1993; Zinn, 1990). American consumers perceive themselves as time poor. "Consumers ...have less and less time to get more and more done" (O'Connor, 1994). Many households require support from two incomes just to subsist, or to maintain a similar quality of life enjoyed in the recent past. With the increase in two income households the amount of family leisure time decreases, and as household chores are pushed to the weekend, shopping becomes perceived as another chore to be completed quickly ("Consumers, feeling hassled", 1996; Kaufman & Lane, 1994; Loeb, 1994; Reynolds, 1993; Wortzel, 1987). Single family households are experiencing similar pressures and may also be shopping less

often. To combat the decreasing amount of time spent for leisurely shopping, retailers and shopping center managers must offer convenience as a part of their retail mix (Eure, 1991). "One stop shopping is appealing to all segments of the population" (Hines, 1988, p. 48) and can be a strength of shopping centers with appropriate tenant mixes meeting the various needs of their target customer.

The value system of the U.S. consumer has shifted away from materialism, and time management/stress reduction is becoming the new status symbol (O'Connor, 1994; Zinn, 1990). Consumers are spending less in general, but are specifically spending less on non-essential, luxury products. Consumers are demanding basic goods, even in fashion oriented product lines. "The vast majority of consumers say that being fashionable no longer squares with their value system" ("Consumers, feeling hassled", 1996, p.1). Additionally, time management concerns are also leading consumers to shop less. "The middle-class American typically rejects the wasting of [time], and yet shopping is one of the greatest time wasters in the lives of Americans" (O'Connor, 1994, p. 50). Retailers and shopping center managers must offer convenience in the form of easy accessibility, desired assortments and immediate dissemination of product knowledge.

Increasing competition in the environment coupled with a rapidly changing customer environment drastically affect the retail industry (Ingene & Lusch, 1980). A decreasing number of shoppers combined with more choice in retail outlets result in lower customer traffic for all outlets, with all things being equal. Although, in business things are not always equal. Thus, retailers attracting those customers in the marketplace should become the dominant players in that market. A "shake-out" is occuring, as more and more retailers file

Chapter 11, merge, or sink into obsolescence (Zinn, 1990). Some experts predict that the number of retail organizations remaining in business during the next millennium will be reduced by fifty percent (Zinn, 1990). The retail industry has been faced with decreasing sales, productivity and profitability. The difficulties experienced by retailers have been transferred to the shopping centers where they are located. When the retail stores located in a mall experience declining sales, mall profitability is affected. Rental income, collected by mall management from retailers, is a minimum rent amount, plus a percentage based on the level of sales. As sales per square foot for each retail store increases, so does rental income. Regional and super-regional malls have also experienced a "shake-out" (Turchiano, 1990a, 1990b), with performance of many properties declining and an increasing percentage of U.S. malls becoming owned by a smaller number of developers. "For U.S. shopping centers struggling in an industry that is undergoing major restructuring, survival will depend on their ability to redefine their place in American culture" (Macdonald, 1993b, p. 93). Several industry and academic experts have expressed a need for targeting specific consumer segments, positioning or repositioning the mall to attract those segments and differentiating the merchandise (retail) mix accordingly (Alexander & Muhlebach, 1992; Berry, 1996; Doocey, 1993; Turchiano, 1990a, 1990b; Zinn, 1990). "Retail market segmentation is necessary and often critical to the development of effective marketing strategies in today's competitive marketplace" (Segal & Giacobbe, 1994, p. 38).

In recent years, some malls have begun to reposition and renovate in an attempt to remain competitive and to increase performance (Adler, 1993; Doocey, 1992; McCloud, 1994; Sicard, 1994b). "More and more malls are employing an overall theme as a way of

handling... [the mall sameness] issue as well as providing a way to distinguish a center from its competition" (McCloud, 1994, p. 32). Along with the repositioning and renovating trends, regional malls across the country have been expanding (Curtis, 1995; "Mall Morphing", 1996). Current strategies being utilized to increase the performance of malls include adding a new anchor, reducing the square footage per store to create space for more tenants (Adler, 1994b; Curtis, 1995; "Mall Morphing", 1996; Shermach, 1996), or adding entertainment facilities such as The Forum Shops in Las Vegas which is a mall anchored by a gambling casino (Lemmons, 1994).

Statement of Problem

A leading trade association for shopping centers, The International Council of Shopping Centers (ICSC), is aware of the problems being experienced by regional and super-regional malls and the current strategies being used by some to combat competition. They have identified a primary concern related to the performance classification system for regional and super-regional malls: how can "B" and "C" malls reposition themselves to be high performance centers like "A" malls (International Council of Shopping Centers Educational Foundation, 1995)? After reviewing this trade association's literature (International Council of Shopping Centers Educational Foundation, 1995) it became apparent that the shopping center industry has a system for classifying the performance of regional malls and that lower performing malls should strive to improve, to become analogous to higher performing malls.

This issue is interesting because, with further investigation, it was discovered that the trade association, as well as the shopping center industry at large, cannot provide a definition or explanation as to what is a high performance or "A" mall. When asked, an ICSC representative could not specify performance measures utilized to gauge the success of a mall. There was no concensus concerning the characteristics that distinguish "A" malls from "B" or "C" malls. When industry experts were questioned about how they know which malls were "A", the responses were basically: one just knows, or it depends who you ask, or "A" malls have the popular stores, more square footage, modern design and very strong trade area demographics (Musho, personal conversation, February, 1995; Casey, personal conversation, May 24, 1995). It appears that this performance classification system is highly subjective and therefore inconsistent. To clarify, practitioners were asked how mall performance was measured and how one would compare the performance of their mall with another mall. The response was consistently sales per square foot, but there was little agreement concerning typical figures for the three classifications. According to industry experts, the classification system is used by the industry as a general way of defining malls, used by owners when trying to sell a property, buy a property or for tenant leasing (D. Kutyla, personal conversation, May 14, 1996). The initial investigation launched to gain a better understanding of the classification system resulted in the generation of more questions about "A", "B" and "C" malls, and a desire to answer some of them.

Considering the lack of an objective classification system, the usefulness of this system, utilized by industry practitioners, becomes questionable. If the ranking of "A", "B", and "C" malls is used, as suggested by practitioners, for comparison purposes and to present "A"

malls as having desirable performance levels, how can suggestions for increasing "B" and "C" mall performance levels be made when the industry cannot explain what factors influence mall performance or even which attributes are inherent to "A" malls?

Industry experts have encouraged the discovery of successful repositioning strategies, to provide recommendations for market strategy adjustments and to provide actionable tactics permitting "B" and "C" malls to become analogous to "A" malls. However, before suggestions for improving regional mall performance can be given to low performing malls, a better understanding of those attributes associated with "A" malls should be attained.

A problem in the shopping center industry has been identified: poor performing regional malls need to reposition in order to maintain or increase competitiveness. However, which repositioning strategies will be successful remains indeterminate. The fundamental question underlying the identified problem must be answered first: How do "B" and "C" malls differ from "A" malls? Before expensive, and potentially detrimental decisions concerning repositioning strategies are made, current market strategies of "A" malls must be determined.

The purpose of this research is to identify attributes of highly productive and successful regional and super-regional malls. It is imperative that elements of "A" malls' market strategies, trade area characteristics and other influential attributes contributing to higher performance be determined. This determination may provide enlightenment as to what these malls may be doing differently. Are there basic similarities shared between "A" malls? More importantly, if common elements are present, can they easily be transferred to or adopted by "B" and "C" malls?

Research Objectives

This research study had three objectives:

Objective 1: To define "A", "B" and "C" malls using a productivity measure: sales per square foot.

Objective 2: To determine the attributes of "A", "B" and "C" malls, identifying similarities and/or differences along five dimensions.

Objective 3: To isolate the attributes that are associated with or explain high productivity.

Due to the exploratory nature of the study, five research questions guided this investigation:

1. Do the following characteristics related to a mall's history influence productivity?
    a. Age of the mall.
    b. Number of ownership changes.
    c. Number and recency of renovations and expansions.
    d. Number of renovations.
    e. Number of repositionings.
2. Do the following characteristics inherent to a mall's trade area influence productivity?
    a. Size of trade area.
    b. Size of population in trade area.
    c. Population growth trends.
    d. Population demographics.
    e. Location of trade area.
    f. Perceived competition.
3. Do the following characteristics of a mall's organizational structure and facilities influence productivity?
    a. Owner classification.
    b. Operation responsibility.
    c. Decision-making format.
    d. Perceived mall classification.
    e. Number of marketing personnel.
    f. Size of the mall.
    g. Percentage of vacant space.
4. Do the following characteristics that are a part of a mall's market strategy influence productivity?
    a. Strategic approach.
    b. Segmentation bases.
    c. Source of customer information.

d. Differentiation bases.
e. Merchandise orientation.
f. Method of promotions planning.
g. Tenant placement.
h. Services offered.
i. Usage frequency and preference for advertising media and promotional events.
j. Plans for renovation.
k. Plans for expansion.

5. Do the following characteristics of the marketing manager influence productivity?
   a. Demographics.
   b. Certification.
   c. Experience.
   d. Responsibilities.

Justification

One of the major contributions of the present applied research study is its relevance to practitioners, designed to provide recommendations for mall marketing managers. With a better comprehension of the essential attributes that together comprise a successful and dominant regional mall, managers will have the ammunition needed to compete in the marketplace. The results of this study attempts to provide actionable tactics that lead to increased performance. The underlying dimensions of the performance classification system are explored, providing groundwork for a tangible and objective explanation of the dimensions associated with "A", "B" and "C" malls.

This research explores a neglected area of the retail discipline, the shopping center industry (Stoltman et al, 1991). Past research has focused on shopping centers as real estate, instead of retail facilities. There has been limited research conducted in this area from a strategic retail marketing approach. Most empirical and conceptual reports have focused on

developmental issues, such as leasing and financing. Some posit that focusing attention on retail stores is ineffective, that shopping centers are the critical component. Green and Huntoon (1981) state that "with a reasonable and attractive tenant mix, the presence of the center is the important message, more so than any single retailer within it....that retailers will be on short-term leases and will remain within the center only if they meet the consumers' expectations, and will be eliminated or precluded from new centers if they fail to keep up with the changing desires and wants of the marketplace" (p. 61).

Definitions

Shopping Center: "a group of retail and other commercial establishments that is planned, developed, owned and managed as a single property. On-site parking is provided. " (ICSC Shopping Center Definitions, 1994), and in the present study is used interchangeably with mall, regional center and super-regional center.

Mall: a shopping center that is "typically enclosed, with a climate-controlled walkway between facing rows of stores. The term represents the most common design mode for regional and superregional centers and has become an informal term for these types of center" (ICSC Shopping Center Definitions, 1994).

Regional Center: provides general merchandise (a large percentage of which is apparel) and services in full depth and variety; anchors are usually traditional, mass merchant or discount department stores or fashion specialty stores; typically enclosed, with an inward orientation of stores connected by a common walkway, and parking surrounding outside perimeter, with gross leasable area in the range of 300,000 to 750,000 square feet (ICSC Shopping Center Definitions, 1994; Shopping Center Directory, 1995; Dunne, Lusch & Gable, 1995).

Superregional Center: similar to a regional center, but larger with more anchors, a deeper selection of merchandise, and larger population base; the typical configuration is enclosed mall, frequently with multilevels, with gross leasable area more than 750,000 square feet (ICSC Shopping Center Definitions, 1994; Shopping Center Directory, 1995; Dunne, Lusch & Gable, 1995).

Shopping Center Retail Market Strategy: a statement summarizing management decisions that identify (1) the shopping center's target market, (2) the format that shopping center management plans to use to satisfy the target market's needs, and (3) the bases upon which shopping center management plans to build a sustainable competitive advantage (adapted from Levy & Weitz, 1995).

Target Market: the market segment(s) toward which shopping center management plans to focus its resources and retail mix (adapted from Levy & Weitz, 1995).

Retail Format: the shopping center's type of retail mix (adapted from Levy & Weitz, 1995).

Retail Mix: the factors used by shopping center management to satisfy customer needs and influence their purchase decisions: includes tenant mix and placement, services offered, advertising and promotions, and shopping center design (adapted from Levy & Weitz, 1995).

Sustainable Competitive Advantage: a distinct competency of a shopping center relative to its competitors that can be maintained over a considerable time period (adapted from Levy & Weitz, 1995).

Segmentation: is the investigation of a heterogeneous market and finding actionable properties for dividing the market into smaller, more homogeneous segments and proceeding to target these groups with different marketing programs, thereby providing a marketing mix that best satisfies the wants and needs of these consumers (Foote, 1972; Frank, 1972; Hiam & Schewe, 1992; Mahajan & Jain, 1978; Weinstein, 1987; Winter & Thomas, 1985).

Positioning: the design and implementation of a retail mix and promotional program to create an image in the customer's mind of the shopping center relative to its competitors (adapted from Levy & Weitz, 1995).

Image: the way a shopping center is defined in a shopper's mind. The shopping center image is based on the shopping center's physical characteristics, its retail mix and a set of psychological attributes (adapted from Levy & Weitz, 1995).

Tenant Mix: "refers to the combination of business establishments occupying space in a shopping centre to form an assemblage that produces optimum sales, rents, service to the community and financiablility of the shopping centre venture" (Abratt, Fourie, & Pitt, 1985, p.19).

Percentage Lease: "a lease that relates the amount of rent to a retailer's sales or profits" (Levy & Weitz, 1995, p. G-14).

Overstored: "a description of an area that has too many stores to profitably satisfy demand" (Levy & Weitz, 1995, p. G-14).

Trade Area: "a geographic sector that contains potential customers...can be divided into two or three zones" (Levy & Weitz, 1995, p. 188). The zones are labeled primary, secondary and tertiary.

Productivity measure: the ratio of an output to an input determining how effectively a shopping center uses a resource (adapted from Levy & Weitz, 1995). Sales per square foot is the productivity measure utilized in this study.

Gross Leasable Area: (GLA) is the total floor area designed for tenant occupancy and use, the area on which tenants pay rent, and the area that produces income (Flynn, 1987).

Sales Per Square Foot: a measure of space productivity (Levy and Weitz, 1995): Sales per Square Foot = Retail Sales of Tenants / Gross Leasable Area.

Anchor Store: "a large and well-known retail operation located in a shopping center and serving as an attracting force for consumers to the center" (Levy and Weitz, 1995, p. G-1).

Tenant store: a retail operation leasing space in a shopping center that is smaller than an anchor store and located within the center, typically between anchor stores.

"A" Mall: very successful malls that are dominant in their trade area (ICSC Educational Foundation, 1995).

"B" Mall: those malls having passable performance levels, but have greater potential (ICSC Educational Foundation, 1995).

"C" Mall: those malls which may not survive (ICSC Educational Foundation, 1995).

CHAPTER II

REVIEW OF LITERATURE

The purpose of this research was to detect regional and super-regional mall attributes associated with high productivity levels; those characteristics of "A" malls leading to trade area domination. Additionally, answers were sought to the questions: what can marketing managers of "B" and "C" malls do to increase productivity in their respective malls? In what manner can this improvement be attained?

Once location decisions are made and development completed, regional and super-regional malls operate within a geographic trade area that has specific environmental characteristics. These trade area characteristics are taken into consideration when planning a new mall, but a majority of malls have been open for many years and trade area characteristics can change over time. From a marketing perspective, a successful business is one that can meet the needs of its current customer base. To continously generate sales volume needed to be successful, a mall must adjust to a changing environment.

Marketing managers of malls cannot manipulate the environmental variables in their trade area. They are limited to controllable factors such as retail mix and positioning strategies (Nylen, 1990; Pessemier, 1980). According to Nylen (1990), "environmental variables are forces that influence the market, but are external to the marketing decision maker and outside the individual decision maker's control....[they] are the context within which the marketer creates a marketing strategy through decisions about the positioning and

the marketing mix" (p. G-35). By tailoring the goods and services offered to customers in the trade area, a shopping center may increase the likelihood that those customers will shop the stores within that mall (Alexander & Muhlebach, 1992)

Since environmental variables such as population characteristics and economic trends cannot be altered by mall marketing managers, strategic decisions regarding mix of tenants, advertising and promotion frequency (etc.) become essential ingredients for improving performance. "Managerial actions determine actual profitability within the constraint imposed by store location. Wise managerial actions can ameliorate, but cannot eliminate the effects of poor locational decisions (Ingene & Lusch, 1980, pp. 21-22). Therefore, the conceptual framework for this research is retail market strategy, more specifically, shopping center market strategy. A review of retail market strategy is provided, followed by some specific concerns related to regional and super-regional malls. However, before reviewing the components of retail strategy, consideration must first be given to the relationship between market strategy and performance.

Market Strategy and Performance

For decades, marketing scholars (Bartels, 1968; Day, 1994; Day & Wensley, 1983; Hunt, 1976, 1992; Jaworski & Kohli, 1993; Kernan, 1973; Kohli & Jaworski, 1990; Kotler, 1972; Lazer, 1969; Narver & Slater, 1990; Sheth, Gardner & Garrell, 1988; Slater & Narver, 1994 Wind & Robertson, 1983;) have expounded the importance of the marketing concept. The marketing concept approach "directs the marketer to develop the product offering, and indeed the entire marketing program, to meet the needs of the customer base" (Jain, 1993,

p.2). It requires a customer focus instead of a product focus. Instead of asking, what products can we make, a firm should ask what products do our customers want and need. Likewise, all strategic decisions should be formulated with the customer in mind. According to several scholars (Day, 1994; Jaworski & Kohli, 1993; Kohli & Jaworski, 1990; Narver & Slater, 1990; Slater & Narver, 1994), adopting this normative business philosophy leads to increased performance.

In the last decade a new term has been coined for the customer driven focus: market orientation. Market orientation is the embodiment of the marketing concept. According to Kohli and Jaworski (1990) "we use the term 'market orientation' to mean the implementation of the marketing concept" (p. 1). As a result of their extensive review of extant literature, coupled with field interviews of management in diverse organizations, Kohli and Jaworski (1990) define market orientation as "the organizationwide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organizationwide responsiveness to it" (p. 6). In order for performance to be affected, positively, market orientation must be present throughout the entire organization. Further interpretation is provided by Narver and Slater (1990) "market orientation consists of three behavioral components - customer orientation, competitor orientation, and interfunctional coordination - and two decision criteria - long-term focus and profitability" (p. 21). Operationalization of the market orientation construct allowed empirical testing to proceed.

Recently, empirical research has begun to verify the positive relationship between market orientation and performance (Day, 1994; Jaworski & Kohli, 1993; Narver & Slater, 1990; Slater & Narver, 1994). Findings include: "for both the commodity and noncommodity businesses, market orientation is an important determinant of profitability" (Narver & Slater, 1990, p. 32); and the "linkage between a market orientation and performance appears to be robust across environmental contexts that are characterized by varying degrees of market turbulence, competitive intensity, and technological turbulence" (Jaworski & Kohli, 1993, p. 53).

Why does a market orientation lead to higher performance? A market orientation "creates sustainable superior value for its customer" (Narver & Slater, 1990, p. 21) and it is this sustainable superior value that is the key to a firm's advantage over competitors. A market oriented firm can create customer value in one of two ways: "increasing benefits to the buyer in relation to the buyer's costs and by decreasing the buyer's costs in relation to the buyer's benefits" (Narver & Slater, 1990, p. 21). The market oriented firm not only must keep the customer's current and future needs in focus, but must also understand competitors: "the short-term strengths and weaknesses and long term capabilities of both the key current and the key potential competitors" (Narver & Slater, 1990, pp. 21-22). The last key ingredient is the support and coordinated efforts of the entire organization; being market oriented does not mean that the marketing department is customer focused, it means the organization is customer driven and competitor aware.

Even though "market orientation" is a relatively new term, the philosophy behind it stems from other constructs such as, strategic marketing and strategic market management. Strategic marketing "is concerned with the issues of defining the broad structure of the marketing mix in the context of the long-term competitive position of the organization...[it] is a process,...whereby the organization arrives at its basic orientation that guides the organization in the more traditional implementation actions to achieve a particular competitive position" (Thomas & Gardner, 1985). Strategic market management incorporates an environmentally responsive planning process into strategic marketing. Strategic market management argues "that strategy development needs to be driven by the market and its environment rather that being internally oriented. It also serves to underline the fact that the process should be proactive rather than reactive, and the task should be to try to influence the environment in addition to simply responding to it" (Aaker, 1992, p.12). Just as market orientation leads to a focus on customers, competitors, and internal competencies, strategic market management requires an analysis of customers, competitors, market environment and self before strategies are formulated. There has been normative and empirical support for the positive relationship between performance and market strategy.

Why is market strategy so important? In today's competitive marketplace, market strategy is imperative for survival. This was not always the case. "When markets are stable or slowly evolving in predictable ways, and the rules of competition are accepted by all the players, it is possible to prosper with a trial-and-error approach" (Day, 1990, p. 19). Reactive strategies are acceptable when the market environment is not changing rapidly, thereby allowing firms to adapt to evolutionary change (Day, 1990), but in a turbulent

environment reactionary responses are fatal. Hunt and Morgan (1995) added the process of systematic planning and monitoring the environment for opportunities or threats to the definition of market orientation: "(1) the systematic gathering of information on customers and competitors, both present and potential, (2) the systematic analysis of the information for the purpose of developing market knowledge, and (3) the systematic use of such knowledge to guide strategy recognition, understanding, creation, selection, implementation, and modification" (p.11).

Manipulation of market strategies are within the control of shopping center management and become the impetus for improved performance. Market oriented managers should have a superior grasp on the market conditions and can therefore propose effective strategies, according to the findings discussed above (Day, 1994; Jaworski & Kohli, 1993; Narver & Slater, 1990; Slater & Narver, 1994). Therefore, the focus of this research project becomes the retail market strategy of regional and super-regional shopping centers.

Retail Market Strategy

Retail market strategy is defined by Levy and Weitz (1995) as "a statement summarizing management decisions that identify (1) the retailer's target market, (2) the format that the retailer plans to use to satisfy the target market's needs, and (3) the bases upon which the retailer plans to build a sustainable competitive advantage" (p. 129). This definition emphasizes three components necessary for successful implementation of retail strategy: target market, retail format, and competitive advantage. Following is a brief review of each component and their important theoretical and empirical foundations.

Target Market

As mentioned in the previous chapter, the consumer market is fragmented and heterogeneous. The mass market has disappeared and gone are the days when retailers could reach and serve this large entity (Day, 1990; Edelman & Silverstein, 1993; Shani & Chalasani, 1992). Today, retailers are realizing the efficiency and effectiveness of targeting one or a few segments. A target market is the segment(s) identified by the retailer as the consumer group toward which resources and retail mix will be focused (Levy & Weitz, 1995; Nylen, 1990). Target marketing has several benefits in terms of the consumer, the market, the competitive environment and the focus of resources (Nylen, 1990).

Mass marketing asks the consumer to accept whatever product and retail mix that is offered. Whereas, target marketing encourages retailers to develop a retail mix focused on the wants and needs of their customers, leading to tailored product/service offerings, and promotional messages. "Although there are fewer of them, the consumers in this smaller target market will be more likely to buy the product, will be more satisfied after using it, and will more likely become loyal customers" (Nylen, 1990, p. G-128).

Likewise, the matching of retail offerings to customer wants and needs brings about additional benefits: a market with an inelastic demand curve. Prices can be higher, resulting in higher profit margins, "if the costs of customizing the product to the target market are not excessive" (Nylen, 1990, p. G-128). Social trends suggest that today's consumer is more value-conscious. Finding the lowest price is not as important as finding a quality product, with services sought, at a reasonable price.

Target marketing also bestows a more secure position in the competitive marketplace. Consumers become loyal to those retail outlets that tailor assortments and services to them, making it harder for competitors to entice them away. On the other hand, mass marketers "tend not to fully satisfy anyone" (Nylen, 1990, p. G-128) and their customer base may be less secure.

The final benefit that arises from selecting a target market addresses the core of the marketing concept. When smaller, homogeneous segments are targeted, the firm can focus on these segments, producing efficient and effective use of limited resources (Engel, Fiorillo & Cayley, 1972). "Without firm market focus, the firm lacks the insights and commitment to be innovative. The total result is one of competitive weakness" (Nylen, 1990, p. G-129). Even large, national chain merchants such as J.C. Penneys and Sears have realized that to be successful a firm cannot be all things to all people and have changed their strategies accordingly.

Before target markets can be selected, first the market must be segmented into meaningful groups that can be realistically reached with communications and the marketing mix. The reward for finding segments that are attractive and a good fit with organizational resources is a competitive advantage (Aaker, 1992; Day, 1990). Segmentation is the antecedent of target marketing and the basic concepts and empirical findings may shed some light on the importance of this procedure. Therefore, a brief review of literature is completed in respect to segmentation bases and criteria.

Several definitions of market segmentation have been offered in previous literature (Foote, 1972; Frank, 1972; Hiam & Schewe, 1992; Mahajan & Jain, 1978; Weinstein, 1987; Winter & Thomas, 1985). For the purposes of this study, the definition is adapted from these authors:

> Market segmentation is the investigation of a heterogeneous market and finding actionable properties for dividing the market into smaller, more homogeneous segments and proceeding to target these groups with different marketing programs, thereby providing a marketing mix that best satisfies the wants and needs of these consumers (Foote, 1972; Frank, 1972; Hiam & Schewe, 1992; Mahajan & Jain, 1978; Weinstein, 1987; Winter & Thomas, 1985).

Segmentation Bases. The classification of segmentation bases has been explained by various methods (Aaker, 1992; Hiam & Schewe, 1992; Kotler, 1991; Weinstein, 1987). Segmentation bases add dimensionality to the consumers residing within a firm's market. A brief review of several of the segmentation bases investigated empirically and conceptually follows.

Descriptive segmentation bases include demographic, socioeconomic, geographic, personality, life style, product usage and brand loyalty characteristics of consumers in the market (Aaker, 1992; Beane & Ennis, 1987; Engel, Fiorillo & Cayley, 1972; Nylen, 1990). There has been empirical support for the validity of using descriptive segmentation bases (Bass, Tigert, & Lonsdale, 1968; Frank, Massy & Wind, 1972; Plummer, 1974). Demographic and socioeconomic bases, such as age, gender, income, education, marital status, and life cycle stage, have been utilized most frequently.

Geographic bases are employed when there are regional differences that set consumers apart from the total market. Retailers typically "focus on the customer segment reasonably

close to the [retail] outlet" (Levy & Weitz, 1995, p. 115). There has not been as much research into geographic segmentation, until recently, with the introduction of geodemographics. Geodemographics "is the classification of people by the neighborhood in which they live rather than by conventional socio-economic criteria..." (Johnson, 1989, p.11). With the advent of geographic information systems and data base marketing, this segmentation base may gain additional use.

Of the psychographic segmentation bases, lifestyle has been thought to be the most useful. "Retailers today are placing more emphasis on life-styles...than on demographics to define a target segment" (Levy & Weitz, 1995, p. 118). Segmenting the market by a product usage base entails grouping consumers into high, medium and low user segments (Beane & Ennis, 1987; Nylen, 1990). After segmentation, the demographic or lifestyle characteristics of the consumers within each group are assessed, with the marketing mix decision based on the heaviest users (Bass, Tigert & Lonsdale, 1968; Beane & Ennis, 1987; Nylen, 1990). Brand loyalty/store loyalty segmentation is similar to product usage. The market is divided into loyal and non-loyal consumers of a firm's brand or retail outlet, and then characteristics of both are determined (Frank, Massy, & Wind, 1972; Nylen, 1990).

In recent years, researchers have discouraged marketers from utilizing demographic characteristics as a base for segmentation. Characteristics such as income, age, and gender are useful to describe the identified segments, and very useful in the selection of communication media (Engel, Fiorillo & Cayley, 1972; Nylen, 1990). However, these characteristics do not provide information concerning consumers' motivation for purchasing products and patronizing specific retail outlets. If feasible, causal segmentation bases are the

preferred methods.

Causal segmentation bases include: self concept, attitudes/preferences/perceptions, benefits, and usage situation. These bases are preferred over descriptive bases because of their link to the actual behavior of the consumer. "Causal segmentation bases use dimensions that are the reasons, or are closely related to the reasons, why consumers respond to marketing mixes" (Nylen, 1990, p. G-123). There has also been empirical support for causal segmentation bases (Calatone & Sawyer, 1978; Dickson, 1982; Finn & Louviere, 1990; Green, 1977; Haley, 1968; Kopp, Eng & Tigert, 1989; Peltier & Schribrowsky, 1992; Steenkamp & Wedel, 1991; Yankelovich, 1964). The premise behind self concept as a segmentation base is that consumers are more likely to choose products and retail facilities based on the congruence with their self-image. Attitudes, preferences and perceptions as a segmentation base "relies upon the presumption that consumers' product evaluations are consistent with the stated judgment dimensions and their product choices are consistent with their stated preferences" (Nylen, 1990, p. G-124). Attitudes toward products or stores are formed over time and hard to change.

Benefit segementation is also a type of attitude segmentation that has been used extensively by market segmentation researchers (Nylen, 1990). The aim of benefit segmentation "is to try to determine why a person buys a product and, therefore, why similar people might buy the product if the benefit is communicated to them" (Beane and Ennis, 1987, p. 23). The final causal segmentation base is an extension of benefits segmentation. Usage situation segmentation extends benefits sought into a contextual arena. It tries to uncover the "benefits desired under different usage situations. The results can give strong

marketing mix directions" (Nylen, 1990, p. G-125).

Segmentation Criteria. Once a segmentation decision has been made, a detailed evaluation of each segment is needed to ease the selection of one or more optimizing segments to target. Each segment should be rated on the following dimensions: actionability, identifiability, accessibility, size and potential growth, stability over time, and accordance with firm objectives and resources (Calantone & Sawyer, 1978; Doyle & Hutchinson, 1976; Engel, Fiorillo & Cayley, 1972; Frank, 1972; Hiam & Schewe, 1992; Kotler, 1991; Levy & Weitz, 1995; Peltier & Schribrowsky, 1992; Rudeleus, Walton & Cross, 1987 Segal & Giacobbe, 1994; Weinstein, 1987; Wind, 1978). Actionability can be characterized as homogeneity within each segment, and heterogeneity between the segments. (Doyle & Hutchinson, 1976; Frank, 1972; Green, 1977; Hiam & Schewe, 1992; Levy & Weitz, 1995; Wind, 1978; Young, Ott & Feigin, 1978). Identifiability requires individuals within each segment to be aggregated along some socio-economic or behavioral characteristics. Without identifiability the firm cannot determine the size and composition of the segments, thereby nullifying the benefits of target marketing (Levy & Weitz, 1995). Accessibility indicates that the identified segments can be reached through available media (Engel, Fiorillo & Cayley, 1972; Levy & Weitz, 1995). The right size of a market segment is relative to the firm and a very important attribute to be evaluated (Hiam & Schewe, 1992; Weinstein, 1987). Each segment should be analyzed in terms of stability, to facilitate selection of the most efficient segment (Calantone & Sawyer, 1978; Rudelius, Walton & Cross, 1987; Wind, 1978). The final segmentation criteria evaluates congruence with the firm's objectives and resources (Kotler, 1991; Wind, 1978). If a segment(s) satisfies these requirements, a firm has a viable

target market.

Retail Format

The format a retailer chooses to satisfactorily meet their target market's wants and needs is a distinctive strategic blueprint. No two retail organizations are identical, due to numerous variations arising from manipulation of the various retail mix elements. The retail mix consists of elements that can be controlled by the retailer and are used to create a unique offering targeted to specific consumer segments. The basic retail mix elements are: merchandise assortment, services, pricing, advertising and promotion, store design and visual merchandising, and location (Levy & Weitz, 1995). "The interdependence of marketing mix elements means that marketing mix decisions cannot be independently made, but must be coordinated" (Nylen, 1990, p. G-203). A brief review of each element is provided to emphasize the functionality of the retail mix and its relationship to retail strategy.

Merchandise Assortment. One of the fundamental decisions a retail organization must make concerns the type of products that they will make available to the market. "The store's merchandise is its primary means of satisfying customer needs" (Ghosh, 1990, p.290) and is a key ingredient leading to target market perceptions of store image and positioning.

Many retailers are classified by the merchandise they sell. Not only is the type of merchandise important for delineation of a retailer's particular retail format, but also the level of merchandise variety and assortment. Variety refers to the number of different merchandise categories a retailer offers, whereas, assortment is the number of different items in a merchandise category (Levy & Weitz, 1995) and a retailer can choose any combination

of the two. Some common choices include: high variety and high assortment as found in department stores; high variety and low assortment utilized by discount or close-out retailers; and low variety and high assortment characteristics of specialty stores. The possible combinations are numerous, and many new retail formats have been developed to fill perceived gaps on the continuum.

Services. Another fundamental strategic retail mix decision pertains to services offered. This retail mix element also influences store image and positioning perceptions in the mind of the target market. "Stores provide widely different levels and types of services. The appropriate level and mix depends on the store's...target market needs" (Ghosh, 1990, p.480). Customer service is defined by Levy and Weitz (1995) as "the set of activities and programs undertaken by retailers to make the shopping experience more convenient and rewarding for their customer" (p. 495). The intangible nature of services makes the evaluation of customer response to them difficult to measure (Levy & Weitz, 1990) and even difficult for the customers to articulate.

Pricing. Pricing policies should reflect objectives set forth in the overall retail business strategy as well as the retail market strategy. Not only must "management... decide whether financial goals will be achieved by higher margins on merchandise and thus lower turnover, or lower margins and higher turnover" (Mason & Mayer, 1987, p.482), but also consider the influence each alternative may have on the image perceived by the target customer. For instance, low margins and high turnover are associated with discount retailers, if the target market is upscale this alternative may not be appropriate. Ghosh (1990) summarizes the relationship by stating: "Different consumer segments expect different things of retail stores

and their willingness to pay also differs. The type of merchandise a store carries and the prices it charges must reflect those expectations. Otherwise the store's image will be confused and it will fail to attract customers" (p. 428).

Advertising and Promotion. Traditionally, components of the promotion mix included advertising, sales promotions and publicity (Dunne, Lusch & Gable, 1995), but other communications may also be considered promotional in nature: personal selling and store atmosphere (Levy & Weitz, 1995). Regardless of the definition, retail organizations must ensure that all communications send a consistent message, one that is congruent with the other retail mix decisions and resulting store image (Dunne, Lusch & Gable, 1995; Levy & Weitz, 1995; Mason & Mayer, 1987). "If these programs aren't used consistently, customers may become confused about the retailer's image and therefore may not patronize the store" (Levy & Weitz, 1995, p.401).

Store Design and Visual Merchandising. These two elements of the retail mix contribute to store atmosphere. Retail store atmosphere "is the psychological effect or feeling created by a store's design and its physical surroundings....these emotional reactions...influence consumer behaviors within the store..." (Ghosh, 1990, p. 465). Creating an atmosphere that will draw in customers, especially targeted customers, is essential for store retailers. Initial reactions, just like first impressions of a stranger, are lasting and hard to change. Therefore, "the store's design must attract shoppers and project the desired retail image..." (Ghosh, 1990, p. 465).

Store design is used to pull customers into the retail facilities. Visual merchandising is used to keep them inside by stimulating their senses and communicating merchandise availability. "The visual presentation of merchandise is an important part of the store's overall ambience. It must present merchandise visually in a way that relates to customer lifestyles and expectations" (Ghosh, 1990, p. 477). Satisfaction with visual merchandising relies on the match between expectations and realities.

Location. Store location is an integral factor in the success of a retailer. Retailers need to establish a location policy that enables them to locate in geographic areas and types of locations that give them access to a substantial number of their targeted customers and is consistent with their overall retail strategy. The retailer must consider which type of location is most appropriate considering their retail format: central business district, strip center, regional mall, freestanding facility etc. Location decisions are risky because they are not easily altered, thus decisions should be made only after considerable market analysis.

The choices made in the selection of a retail mix will determine a retailer's overall image (Ghosh, 1990). If all elements work together to communicate a consistent and valued image, a retailer can achieve competitive advantage. Differentiation along any of the retail mix elements may lead to an advantage over those competitors targeting the same market.

Competitive Advantage

The final element in formulating a retail market strategy is developing sustainable competitive advantage, defined as "a distinct competency of a retailer relative to its competitors that can be maintained over a considerable time period" (Levy & Weitz, 1995,

p. G-20). Although the conceptual framework places the three elements sequentially, in reality, such is not the case. Competitive advantage should be the intent of targeting specific segment(s) of consumers and of establishing a particular format. Likewise, retailers must keep in mind organizational strengths and resources, in regards to the retail mix, when determining an appropriate target market. The elements of retail market strategy are interrelated, and should only be separated for purposes of explication.

Thus, the stage is set for competitive advantage when a target market is identified and an appropriate retail format is chosen. Whether a sustainable competitive advantage is achieved not only depends on the congruence between target customers wants and needs and the retail format offered, but also on the targeted customers' awareness of the match. Therefore, communicating the retail strategy and swaying the perceptions of potential customers is essential when seeking competitive advantage. Three constructs become important vehicles for gaining competitive advantage: differentiation, image and positioning. These constructs are tightly interwoven, but a brief review of each is provided, followed by a discussion of their interrelationships and importance to retail market strategy.

Differentiation. "The key to successful retail strategy is differentiation" (Davies & Brooks, 1989, p. 213). The concept of differentiation has been borrowed from the manufacturing discipline and product differentiation. It is a marketing approach that includes promoting the differences of a product, real or imagined, in order to encourage customers' perceptions of the product as different from any competitor's offerings (Kotrba, 1972). Retailers have adopted this concept and applied it toward their retail facilities. In order to gain competitive advantage, a retail outlet must be perceived as different from other

retail outlets (Davies & Brooks, 1989), and also viewed as a potential source for need satisfaction. "As retailers jockey for a competitive edge they must search the retail formats for areas of distinction. It is no longer enough just to be different than competitors...the points of difference must fill a distinctive customer or market need" (Stewart, 1995, p.1).

Image. The impression or overall image of a specific establishment is the result of various store attributes as perceived by the consumer. A retailer with a strong, positive image directed toward a certain segment of the population has a better chance of attracting consumers who are a part of that segment than a retailer with no definite image.

The notion of retail stores conveying an image to potential and current customers was first addressed by Pierre Martineau in his seminal article, "The Personality of the Retail Store" (1958). Martineau postulated that a retail store's personality can be a determinant of its success. Store image can be defined as a combination of functional qualities such as merchandise mix or store location, and psychological qualities such as the consumer's perception of friendliness of the salesforce or attractiveness of the decor (Martineau, 1958).

This concept gained increasing importance due to the fragmentation of the mass market which encouraged usage of a target marketing approach. According to Martineau, "different classes and different types of shoppers have different psychological outlooks on the world and different ways of life. Each segment of the market looks for a different emphasis" (1958, p. 50). Store image is derived from a multitude of retail mix attributes, evoked emotions and learned behavior (Berry, 1969; Oxenfeldt, 1974-1975; Zimmer & Golden, 1988). A consumer absorbs tangible and intangible communication cues from the store's physical facilities, employees, promotional strategies and other elements of the retail mix.

Store image is a result of a consumer's total experience with a retailer (Kunkel & Berry, 1968).

The strategic effectiveness of store image as a component of market strategy can be lessened if the image does not fit the target market's store choice evaluative criteria (Rosenbloom, 1983). Evaluative criteria are the combination of store characteristics, tangible or intangible, and store offerings that are valued by a particular segment of the marketplace. According to Rosenbloom (1983), the store image effectiveness can be diminished in three ways due to an incongruent fit between image and evaluative criteria: (1) reduced flexibility which limits retailer's ability to tailor the image to the markets served and promotes image sameness among competing stores; (2) less innovative and unique images that may lead to differential advantage; (3) reduced customer satisfaction due to the customer's inability to find a store with which they identify.

Positioning. The concept of positioning a store in the marketplace evolved from the concept of market segmentation. Market segmentation is a customer focused perspective of the marketplace. Positioning extends this approach, adding a competitor focus. A retailer identifies and occupies an available position in the marketplace, one that satisfies the wants and needs of customers not currently being served by competitors (Berry, 1982).

This concept emerged as marketers realized the inadequacies of just segmenting the market. "A marketer might properly select a target market and then develop a marketing mix to meet the needs of that target market only to fail in the marketplace because a competitor was already perceived as satisfactorily meeting the needs of that target customer group" (Nylen, 1990, p.G-113). Therefore, development of a differentiated retail mix that clearly

communicates a store image may be inadequate without considering the retail mixes and images of competing retailers. Positioning a store in relation to competition becomes the key to sustainable competitive advantage.

Interrelationships and Importance. There is a strong relationship among the three concepts of differentiation, image and positioning. Differentiation is utilized in developing an appropriate retail mix for the target market. Then store image is employed to communicate the appropriateness of the retailer's offerings to the target market. And finally, a positioning statement identifies the retailer's uniqueness and superiority in comparison to other retail outlets competing in that marketplace. "Strategic positioning involves selecting and then bringing to bear an integrated set of tools and communication techniques that identify and explain the store to the customer" (Wortzel, 1987, p. 47).

The importance of differentiation, image and positioning to retail market strategy is considerable. In the current competitive marketplace, characterized by overstoring and a relative sameness in retail offerings, the successful retailer is one that evokes an immediate and clear image within the mind of the potential customer (Ghosh, 1990; Wortzel, 1987). If a customer is uncertain about what a retail outlet has to offer, that outlet will not be the customer's first choice for patronage. "In a cluttered marketplace, the well-positioned retailer is distinctive; it is a first-choice outlet" (Berry, 1982, p. 45). If there is not a sizable group of consumers aware of the unique benefits offered by a retailer (in comparison to competing retailers), sustainable competitive advantage is not attained and that retailer will not succeed (Ghosh, 1990). Michael Porter (1985) summarizes the importance of differentiation, image and positioning by stating: "Being all things to all people is a recipe

for strategic mediocrity and below-average performance, because it often means that a firm has no competitive advantage at all" (p. 12).

Thus, retail market strategy is imperative for survival in the fast-paced retail environment of the 1990's. Industry experts have extolled the need for strategic planning in the retail industry (Alexander & Muhlebach, 1992; Day, 1990; Dunne, Lusch & Gable, 1995; Levy & Weitz, 1995). Strategic planning is "the process of thinking systematically about the future, defining a retailer's intended position in that future, and making current decisions to effectively move the retailer to the intended position" (Taura, 1982, p.58). Adopting this perspective has been hard for retailing executives because they "by tradition and experience tend to be oriented to the very short term. They are used to reacting quickly and decisively to meet the problems of operating their businesses in a rapidly changing and highly competitive environment" (Rosenbloom, 1980b, p.107). It has been argued by academicians and strategic planning experts that such an unsteady environment requires a more formalized planning process (Day, 1990; Levy & Weitz, 1995; Mulligan, 1981; Rosenbloom, 1980b; Russell, 1983;Taura, 1982).

Strategic planning is a process that ensures alternative strategies for alternative future realities; one that provides preparation for an uncertain future. A constant monitoring of current and potential competition, current and potential customers, and economic fluctuations allows a retail firm to foresee upcoming trends and to analyze implications (Rosenbloom, 1980b). "Changes in environmental variables create new threats and opportunities and call for adjustments in marketing strategy. Frequently, when marketing problems occur, analysis will determine that the underlying problem is a change in an uncontrollable [environmental]

variable" (Nylen, 1990, p. G-36). Industry experts and academicians have encouraged retailers to be proactive instead of reactive (Alexander & Muhlebach, 1992; Day, 1990; Levy & Weitz, 1995). Strategic planning encourages proactive responses to a changing environment. "Major challenges for any retail organization is to detect or anticipate structural changes in its market environment in order to make timely strategic adjustments. A failure to do so could mean long-term competitive disadvantages and even total demise of the organization" (Leibold, 1988, p. 51).

Shopping Centers as Retail Outlets

The elements of retail market strategy also apply to shopping centers, which can be considered a unique retail format. Over the years, retailers have borrowed applicable concepts from the marketing domain and applied them to the retailing discipline (e.g. product life cycle, marketing mix etc.). Perhaps it is time for shopping center owners and managers to borrow retail market strategy concepts from the retail domain, since they have become increasingly retail oriented (Alexander & Muhlebach, 1992; Flynn, 1987).

There are parallels between the goals of successful retail facilities and the goals of successful shopping centers, the most notable one being high sales volume. Like retailers, shopping center success stems from income generated by selling merchandise and services. Unlike retailers, the relationship is indirect. Shopping centers receive income from space leased to retail firms. An analogy, on a smaller scale, would be to compare the situation to the use of leased departments, such as cosmetics and jewelry counter, in traditional department stores. High volume leased departments bring higher profits to the department

store. Likewise is the case for shopping centers, where all "departments" are leased, but sales volume is still a top priority since rental fees are typically based on a minimum rent plus a percentage of sales. "The profitability of the center and individual tenants depends on the sales volume generated" (Hines, 1988, p. 194). Unlike other real estate properties, shopping center success is "measured in terms of sales volume, and this is expressed in dollars per square foot of GLA [gross leasable area]" (Alexander & Muhlebach, 1992, p. 172). From the trade industry literature, it appears that this new perspective, one that views shopping centers as retailers, is gaining support. Some of the comments from the industry include:

> To compete and prosper in the retail environment of the 21st century, shopping center management groups must see each of their centers as a single super-store - an integrated entity that competes with all other channels of distribution. Each center needs to be designed, leased, and marketed in a way that its target audience will find compelling and its competitors will find hard to duplicate (Turchiano, 1990, p. 38).

> The conception of a shopping center as a real estate venture is erroneous. The more intelligent developers view their centers as merchandising ventures (Smith & Bellenger, 1972).

Marketing managers of regional and super-regional malls are beginning to respond like retailers in consideration of current competitive forces. Due to the direct relationship between shopping center profitability and tenant productivity, mall managers and owners have become concerned with the number of stores experiencing declining sales volume and closures within the past decade. Shopping center managers/owners are beginning to realize that they must be retailers, and are educating themselves and their merchants in ways to increase sales (Flynn, 1987; Martin, 1985).

In addition to these trends, "consumers are tending to make more patronage decisions based on the shopping complex instead of the individual store or the product. Thus the positioning issue has moved to a higher level, from product to store to shopping complex" (May, 1980, p. 153). Shopping centers managers are discovering that malls need to be marketed toward potential customers in a trade area. Marketing goals of shopping center managers are focused on overall sales per square foot of the leasable area, market share, level of customer recognition/awareness of the center's attributes, as well as other customer related issues (Hines, 1988). "The specific marketing goals must be related to the market characteristics of potential customers within the primary and secondary trading areas...[and] are subject to change over time" (Hines, 1988, p. 197). Shopping centers need promotional strategies that will stimulate traffic inside the malls and increase retail productivity. Due to environmental changes, shopping centers can no longer maintain the "build it and they will come" (Turchiano, 1990a, p. 1) attitude prevalent in the 1970's and early 1980's. To survive, shopping centers need to adopt a market orientation, focusing on customers and competition, as they enter the competitive retail arena (Turchiano, 1990a, 1990b). To support the concept of shopping centers as retailers, a brief review of shopping center evolution, strategy and research follows.

Shopping Center Evolution

The explosive popularity of shopping centers (regional and super-regional), during mid-twentieth century, can be attributed to similar reasons department stores proliferated earlier in the century. Department stores brought together merchandise categories that traditionally

were sold in separate specialty stores, creating a convenient assortment under one roof. This convenience was combined with an exciting presentation and a social atmosphere. Likewise, shopping centers bring together diverse and complementary retail outlets, providing customers with added value (convenience and time savings) while presenting these outlets in an exciting, social atmosphere. A unified image is created for a shopping center through single ownership and management and through joint promotional efforts by tenants and owners (McKeever, Griffin & Spink, 1982, p. 2). "Binding many stores under one roof creates a synergy that attracts more customers than if the stores had separate locations" (Levy & Weitz, 1995, p. 196). The history of shopping centers in the United States is an interesting one. There were necessary demographic, technologic and economic factors that had to be in place before this retailing innovation could succeed.

Many retail scholars and experts argue that products and retail formats cycle through a human like lifecycle, experiencing inception, periods of growth, maturity, decline and eventually death (Brown, 1987; Davidson, Bates, & Bass, 1976; Davidson & Johnson, 1981; Nylen, 1990; Primeaux, Jr., 1985).

> When a retail institution endowed with significant competitive advantage over existing operators appears and achieves public acceptability, it enjoys a very rapid increase in sales. Success, however, breeds imitation, the technique proliferates and enters the growth or accelerated development stage. Its volume of trade, profitability and market share all increase dramatically, but by the end of the period these are counterbalanced by escalating costs, a corollary of overzealous expansion. The maturity stage, therefore, is characterized by a dissipation of the institution's earlier vitality - a 'shake out' often occurs - and the competitive assaults of new retail forms. Finally, the institution starts to decline. This is accompanied by a major loss of market share, reduced profitability and eventual withdrawal from the competitive arena (Brown, 1987, p. 12).

The literature concerning the retail life cycle have mainly focused on the various retail store formats (e.g. department stores, specialty stores, discounters), but regional and superregional shopping centers have also cycled through stages analogous to life stages.

The Genesis

What "began as an innovation in retail location" (McKeever, Griffin & Spink, Jr., 1982, p. 12), became a completely new form of retailing. The birth of shopping centers came in response to a changing economic and social environment. There were many factors influencing the development of shopping centers but two monumental changes have been given credit for their inception: increasing reliance upon the automobile and the mass exodus out of cities that occurred after World War II.

After automobiles were invented, they gradually became available to a majority of the U.S. population, thereby increasing mobility, traffic and need for adequate parking facilities. Customers of central business districts, the traditional retail facilities, began experiencing automobile congestion and parking problems. With mobility came the possibility of living outside of city limits, away from the crowded masses, but also away from traditional business districts.

The migration to the suburbs increased after World War II, encouraged by government home loan programs and a surge in construction of affordable housing outside city limits (Alexander & Muhlebach, 1992; Hines 1988; McKeever, Griffin & Spink, Jr., 1982). The population shift to areas surrounding major cities and the increasing parking restrictions in central business districts brought about the need for and acceptance of a new type of

retailing--the shopping center (Ghosh & McLafferty, 1991; Hines, 1988).

The end of the war also brought about an increase in demand for consumer products. U.S. citizens went from an economic depression straight into a period of wartime restrictions and when culminated, consumer demand became profuse. Retailers recognizing the growth potentials followed their customers out of the city and into newly developed shopping centers that provided on-site parking. Increased mobility, migration out of the cities into suburbs, and an overabundance of demand spurred the phenomenal growth of shopping centers that was to come.

The earliest example of an "architecturally unified building for stores" (McKeever, Griffin & Spink, Jr., 1982, p. 12) in the United States, was built in Baltimore, Maryland in 1907, but it was not until 1931 when the first shopping center, considered to be the model for planned centers today was built in Dallas, Texas (McKeever, Griffin & Spink, Jr., 1982). Dallas's Highland Park Shopping Village was the first time a group of retail outlets "were turned inward,....the site all in one piece...and managed as a unit with a unified image, under single ownership control and with ...on-site parking determined by parking demand" (McKeever, Griffin & Spink, Jr., 1982, p. 14).

In 1950 the first shopping center in the United States classified as a regional mall was developed in Seattle, Washington. It included the first suburban branch of a full-line department store and the "first central pedestrian mall" (McKeever, Griffin & Spink, Jr., 1982, p. 15). The first enclosed shopping center was built in Minneapolis, Minnesota in 1956 (McKeever, Griffin & Spink, Jr., 1982). The fifties produced many innovations and established successful practices in the new shopping center industry that are still in use

today in shopping center planning (McKeever, Griffin & Spink, Jr., 1982, p. 15).

As the shopping center became recognized as a distinct building and land use type and the industry continued to expand, a trade association was established to foster continued growth. The International Council of Shopping Centers (ICSC) was organized in 1957 with the following objective "improving operating practices among shopping center developers, owners, managers, and tenants" (McKeever, Griffin & Spink, Jr., 1982, p. 16). The new shopping center retail format was different than any other type of retail facilities. Instead of a mixed assortment of stores, characteristic to central business districts, a shopping center was planned, with retail stores housed and marketed as a single unit. The mix of retailers and the image communicated to potential customers were controlled by the developer (Ghosh & McLafferty, 1991).

The Ascent

The 1960's and 1970's were a time of rapid growth for the shopping center industry. An accurate figure for the number of shopping centers is unavailable, but it has been estimated that in 1960 there were 4,500 planned shopping centers, by 1970 the number had increased to approximately 12,500, and in the following decade the number of shopping centers were estimated at 22,000 (Ghosh & McLafferty, 1991; McKeever, Griffin & Spink, Jr., 1982) The number of centers more than quadrupled in number during a span of twenty years and regional centers were emerging as the dominant form. Enclosed, weather-controlled malls with department store anchors were being developed in increasing numbers, either by new construction or by converting open centers to this format (Alexander & Muhlebach, 1992;

McKeever, Griffin & Spink, Jr., 1982). Regional malls were expanding across the United States in a hierarchical diffusion pattern, first developing in large cities, then spreading to smaller and smaller markets (Ghosh & McLafferty, 1991), until practically every major city in the United States was penetrated and could claim the presence of at least one mall, and perhaps two or three.

The Maturation

By the early 1980's traditional regional shopping center development had stabilized, but new development was still considered the route to increased profit and growth. At this time a modified regional center came about in response to changing market conditions (Ghosh & McLafferty, 1991) The regional mall format was diversifying, with specialized centers gaining popularity:

> Chief among these new forms was the fashion center, which housed primarily high-quality, higher-priced apparel stores. Later developments included specialty centers such as 'factory outlet' malls, 'off-price' centers, and auto-care malls....This reflected the growing trend toward market segmentation and targeting by retailers and mall developers (Ghosh & McLafferty, 1991, p. 256).

This was a period of increasing sales and high productivity for malls and retailers in general. Consumer spending reached an all time high in this decade, due to the self-indulgence of baby boomers which is the largest group of consumers in the United States. "The frenzy seemed to peak on 1987. That year, shoppers bought more apparel than ever, and store construction seemed to be the road to riches" (Zinn, 1990, p. 135).

Currently, the marketplace is saturated, with most major metropolitan areas ringed with regional and superregional malls (Hines, 1988). "Between 1986 and 1989, the number of malls increased 22%, to 34,683. But the number of shoppers going to malls every month rose only about 3%" (Zinn, 1990, p. 135). The retail space in most metropolitan areas is much higher than necessary, and with the slower population growth rate, will continue to be so for quite some time (Rudnitsky, 1992)

The shopping center industry, indeed the entire retail industry, is overstored. Overbuilding leads to high vacancy rates, low cash flow and declining sales (Ghosh & McLafferty, 1991; Hines, 1988). Development of regional and super-regional malls has slowed. "Development is down due to department store consolidation and over-saturation in many markets, slacking retail sales and difficulties getting financing" ("Main Street USA", 1995, p. 8), and "with saturation of even the Sunbelt...new locations for large regional centers are difficult to find" (Ghosh & McLafferty, 1991, p. 256).

The Descent?

Retail experts are predicting a troubled future for retailing, more specifically shopping centers. Two trade publications cite a leading retail consultant:

> "By the end of the '90s", predicts Carl Steidtmann, chief economist for retail consultant Management Horizons, "half of the nation's current retailers will be out of business" (Zinn, 1990, p.134)

> "In a word, the regional mall is sterile," said Carl Steidtmann.... "It is a place where all the stores look alike, all the merchandise is roughly the same and everything is controlled"....Steidtmann's projection for regional malls is bleak... "relics of a bygone day" ("Main Street USA", 1995, p. 8).

Many proponents of retail life cycle as a theory of institutional change posit that obsolescence is inevitable, and perhaps this is true, but just as humans can attempt to prolong their own lifespan by making a strategic decision to change to a healthier lifestyle, retail managers have some control over the future of their business. Granted, if regional mall managers ignore warning signs, such as decreasing profitability, productivity, traffic, and increasing vacancies, it is likely that obsolescence will occur. Typically, that is not the case. Strategically, there has been a trend of renovations, expansions and repositionings of regional shopping centers, begun in an attempt to prolong and revitalize existing malls in the United States (O'Connor, 1994; Sicard, 1994b; Tash, 1993; Turchiano, 1990a, 1990b).

> Retailing will continue to be a free-for-all. The industry will continue to be driven by market share battles, with the best operators in the best locations surviving. Both retailers and shopping center will need to develop and refine strategies to survive. Shopping centers will need to find new ways to attract and retain customers. Commitment to the right strategy and execution of that strategy will be critical to the success of both retailers and shopping center owners and managers. Above all, the retail industry will need to vigilantly monitor consumers and their changing preferences (Carlson, 1994, p. 16).

Shopping Center Retail Market Strategy

Shopping centers serve two customers: retailers and consumers (Alexander & Muhlebach, 1992). Marketing programs are developed and directed to both clients. For the purpose of the present research, only shopping center market strategy directed at the consumer client is relevant. Similar to the conceptual framework - retail market strategy, shopping center market strategy consists of three components: identification of a target market, development of an appropriate retail format and creation of sustainable competitive

advantage. A brief review of current shopping center market strategies and trends occuring in the industry is completed, followed by a review of strategic imperatives identified by industry experts in trade publications. The review of shopping center market strategy relies heavily on trade publications from industry experts, because this topic has not received much research attention from retail academicians. Immediately following the review of market strategy literature is a summary of the extant shopping center research.

Target Market

Information provided by shopping center development handbooks and trade publications did not present a general guide for segmenting a market, but did suggest shopping centers analyze the trade area and target neglected segments (Alexander & Muhlebach, 1992; Flynn, 1987; Macdonald, 1993a, 1993b; McKeever, Griffen & Spink, 1982; Turchiano, 1990a, 1990b). Most of the target market information in the shopping center literature pertained to identifiying characteristics of the marketplace by completing a trade area analysis.

There are some general characteristics of a trade area that should be analyzed before and after developing a shopping center: population demographic and socio-economic characteristics, consumer expenditures and buying power and competition (Alexander & Muhlebach, 1992; Flynn, 1987; McKeever, Griffin & Spink, Jr., 1982). Population variables to be considered include: current size and potential growth; age, sex, and ethnic composition; levels of income, education and household ownership; and types of occupation. Developers and owners of proposed centers must also consider the level and nature of expenditures in the trade area, as well as the nature of competition. All of these variables will influence the

character (retail format) of the center under consideration. Monitoring of these variables throughout the operation of a shopping center is also important. "An understanding of the ongoing changes in the demographic profile of the trade are will help the manager make the best decisions to keep the shopping center competitive and extend its useful life" (Alexander & Muhlebach, 1992, p. 5).

Strategic Imperative. A monitoring system and proactive response to identified changes in the target market are strategic imperatives (Alexander & Muhlebach, 1992; Flynn, 1987; McKeever, Griffin & Spink, Jr., 1982). Since a majority of regional and super-regional malls were built during the 1960's and 1970's, original trade area demographics may have shifted over time (Alexander & Muhlebach, 1992). Many of the problems associated with shopping centers today are attributed to changing demographics and consumer values in the trade area. Two current trends confronting shopping centers are the increasing proportions of minority groups, such as African-American, Hispanic and Asian consumers (Berry, 1996; Carn, Rabianski & Vernor, 1995; Doocey, 1993; Eure, 1991; "Preparing for the New Millennium", 1995; Turchiano, 1990a) and a growing elderly population (Balazs, 1994; Turchiano, 1990b). Ethnically diverse groups have diverse wants and needs. Thus, if one of these segments is well represented in a shopping center's trade area, a shopping center's market strategy (e.g. merchandise and service offerings, promotions) should cater to this group (Turchiano, 1990b). Those malls that cater to localized wants and needs of specific trade area segments will be successful (Alexander & Muhlebach, 1992; Turchiano, 1990a, 1990b). "People aged 50 and older control at least half of the nation's discretionary income. Yet few shopping centers know how to respond to an aging population" (Turchiano,

1990b, p. 38). The consequences of ignoring a viable segment such as the elderly market, may be a continual decline in sales until obsolescence is reached . An exploratory research study investigating the viability of a niche mall catering to older consumers found tenatative support (Balazs, 1994). Likewise, there have been a few "real world" success stories associated with niche marketing of regional malls (Doocey, 1993; Lustigman, 1995; Shermach, 1996). South DeKalb Mall has evolved into an ethno-center, catering to a large African-American customer base (Doocey, 1993) and in Atlanta there is a Health and Fitness Mall that caters to sport and nutrition enthusiasts (Lustigman, 1995).

> The best shopping center will survive and prosper in the 1990s by providing their customers with the merchandise, service and experiences they seek. In ethnically diverse markets, mall directories and signs will be multilingual. In markets with large older populations, directories will be in large type. In markets with significant Asian populations, more small-size apparel will be available....In family-oriented markets, a wide assortment of low-priced children's apparel will be available....The need of shoppers, not financial managers, will dictate what businesses and services are available at the mall (Turchiano, 1990b, p. 39).

Retail Format

Regional and super-regional centers have a distinctive retail format. Even though United States consumers have complained that malls appear to be the same in every city (McCloud, 1994), regional and super-regional malls are not identical and have many marketing variables available for manipulation. These elements that are within the control of shopping center owners and managers comprise the retail mix. The most common retail mix variables for shopping centers are: tenant mix, service offerings, promotional and advertising programs, and tenant placement. Tenant mix can be considered the merchandise assortment/pricing

policy for shopping centers and tenant placement should be considered as layout.

Tenant Mix. There is not a ideal tenant mix for shopping centers, the key is to create synergy between merchants occupying space in a shopping centre, forming a tenant mix "that produces optimum sales, rents, service to the community and financiablility of the shopping centre venture" (Abratt, Fourie, & Pitt, 1985, p.19). The proper mix depends on the composition of the trade area, its population profile and the presence of competitors (Alexander & Muhlebach, 1992). Regional and super-regional malls historically have limited the selection of tenants to traditional regional department stores, large chain retailers, discount department stores and fashion specialty stores and related service retailers (Dunne, Lusch & Gable, 1995; Flynn, 1987; ICSC Shopping Center Definitions; Shopping Center Directory, 1995;Levy & Weitz, 1995).

Service. Shopping centers offer customer services in addition to those offered by their retail tenants. Frequently, centers offer services such as staffed information booth, stroller and wheelchair rental, gift certificate sales, senior citizen programs, frequent shopper programs, holiday programs, community services, and on-site parking (Alexander & Muhlebach, 1992). Services provide a means of meeting target market wants and needs and creating a positive image and added value. "Shopping center services and programs that benefit individuals generate goodwill in the community at large" (Alexander & Muhleback, 1992, p. 111).

Promotion and Advertising. "The center must be stocked with goods and services that fit the needs and desires of the trading area. But the existence of the center and its store rooms filled with goods and services would not be known to prospective customers if the

center and its tenants were not marketed and promoted" (Hines, 1988, p. 217). The role of promotional and advertising programs is twofold: to increase traffic within the mall and to communicate the chosen image to the target market (Alexander & Muhlebach, 1992; McKeever, et al. 1982).

According to Alexander and Muhlebach (1992), promotions can be collapsed into four basic types: sales events (e.g. sidewalk and after Christmas sales); entertainment activities (e.g. boat, bridal, and antique shows, Santa Claus); educational promotions (e.g. local firefighter's safety fair, local hospital's health fair); and community events (e.g. charity bazaar, Girl Scout cookie sales). Recent trends show a decrease in many traditional promotional events such as antique and craft show, and a new emphasis on events that are merchandise oriented for example manufacturer exhibits of toys, porcelain or home furnishings (The ICSC Guide, 1985). Promotional events are still being used to increase traffic, but also to stimulate merchandise purchases.

Another change occurring in the shopping center industry is the method of planning promotion and advertising. The traditional method, a merchant association, is considered a joint method of planning between mall management and mall tenants. Whereas, the marketing fund method is controlled by center owner/manager with tenants in an advisory role (Alexander & Muhlebach, 1992; Flynn, 1987). By giving the control to center management, a unified shopping center image can be generated and friction among retail managers can be lessened (Alexander & Muhlebach, 1992).

> Marketing plans absolutely should be developed with the input of shoppers and merchants, but they should not be dictated by them. The owner directs the focus through a marketing fund. The marketing director is able to plan

> with a big-picture perspective in mind, develop long-term strategies and execute proactive programs vs. reacting to short-term trends (Withers, 1995, p. 85).

Tenant Placement. There have been various methods suggested for tenant placement, the most popular is to spread complementary tenants throughout the mall so customers will be exposed to the maximum number of store fronts as they wander from one end of the mall to the other to complete their shopping (Alexander & Muhlebach, 1992; Rothenburg, 1986). Other placement patterns include grouping tenants with similar types of merchandise together to facilitate cross-shopping (Alexander & Muhlebach, 1992); and grouping tenants that appeal to targeted segments together (Levy & Weitz, 1995). Ideally, placement decisions are made in consideration of the target market preferences. Even if this is the case, an interesting situation may occur over time, that is the tenant placement that best satisfies the target market may change. This could be due to changes in customer preferences or lifestyles, or to a new group of customers inhabiting the trade area. Placement decisions cannot be modified immediately, leases must expire or poor performing tenants must go out of business. This situation highlights the need for constant monitoring of the trade area, so timely tenant placement changes can be made, if needed.

Strategic Imperative. Regional and super-regional mall owners and managers are urged to examine their retail format, come up with innovative tenant mixes and promotional campaigns to remain competitive (Alexander & Muhlebach, 1992; Hines, 1988; The ICSC Guide, 1985; Turchiano, 1990a, 1990b). From the trade literature, several format trends can be identified.

Regional and super-regional malls are becoming analogous to town centers; a place where the population can meet and at the same time utilize the merchandise and services provided. Industry experts have suggested that more service oriented businesses should be included in the tenant mix, such as dentists, a library, doctors, a post office, spa facilities, food courts, or dry cleaners, increasing customer convenience (Balazs, 1994; Macdonald, 1993a, 1993b; Rudnitsdy, 1992; Sicard, 1994).

Another format trend is the incorporation of non-traditional retail stores as key tenants. Historically, regional and super-regional malls have been anchored by traditional department stores. In recent years these department stores have been in financial trouble, with many mergers, aquistions and bankruptcies shaking out the number of competitors. Across the country several malls have been left with an empty anchor store, and as the main draw for customers, this situation threatened the viability of the entire center (Carn, Rabianski & Vernor, 1995). Confronted with a large amount of non-productive square footage, some malls have repositioned into a value oriented center by re-tenanting with discounters or category specialists, such as Wal-Mart, Target, Toys-R-Us, Sports Authority, or Old Navy Clothing Co. (Edelson, 1995). These big box retailers are typically found in power centers, the major competitor of regional and super-regional malls. "Ironically, what appears threatening to department stores may end up benefiting them in the long run: Observers see the big box invasion as creating a hybrid retail environment that could reverse negative traffic patterns at malls across the country" (Edelson, 1995, p. 8). Other non-traditional anchors being added to the tenant mix are temporary kiosk tenants (Adler, 1994; "Opportunities for Temporary", 1995), and entertainment tenants (Macdonald, 1993d):

movie theatres, laser gamerooms, and virtual reality facilities.

A frequent complaint heard about regional and super-regional malls is that they all look alike, and are referred to as "cookie cutter" retail facilities (O'Connor, 1994; "Opportunities for Temporary", 1995; Ping & Carusone, 1994; Tash, 1993). Experts suggest shopping centers should rely less on national chain retailers as tenants in order to differentiate the tenant mix (Kirkup & Rafiq, 1994; O'Connor, 1994).

The majority of trade publications reviewed emphasized that successful shopping centers are the ones that create a retail format focused on target market preferences. In order to gain competitive advantage, shopping centers must differentiate their offering and build an image that gives them a unique position in the competitive marketplace.

Competitive Advantage

The last component of shopping center market strategy is creating sustainable competitive advantage, the vehicles for competitive advantage are the interrelated concepts of differentiation, image and positioning. Like traditional retailers, shopping center owners and managers establish a retail format that differentiates their facility from competitive facilities; develop a promotional campaign that communicates the format to the target market; creating a clear image in consumers' minds. This image is based on valued characteristics and expectations of the target market and fills a position within the competitive marketplace by satisfying the target market's unmet wants and needs. These concepts form the basis of retail market strategy as applied to shopping centers.

Strategic Imperative. Many U.S. regional malls were built in the 1960's and 1970's, and currently need updating. There have been renovation and repositioning trends occuring in the shopping center industry (Carn, Rabianski & Vernor, 1995). Renovating a center benefits tenants as well as mall owners and managers. Sales volume and market share improves; typically gross leasable area increases allowing increased occupancy; tenant morale and productivity climbs higher and the tenant mix can be improved (The ICSC Guide, 1985). Repositioning requires a change in the retail format either to target a new group of customers, or to respond to the demographic/socio-economic changes in the current target market. According to Macdonald (1993d):

> the survival of shopping centers will depend upon their positioning and their transformation from housing traditional retail to becoming emporiums of service, novel products, experiential retail, entertainment and education (p.16)

Shopping centers are no longer just considered a real estate property with tenants to be managed. In the current competitive marketplace, shopping centers are retail facilities which are concerned with increasing retail sales by satisfiying consumers in the trade area. Shopping center market strategy, as reviewed in trade publications, has been identified as the key to survival. In the following section shopping center research is reviewed and links to market strategy discussed.

Shopping Center Research

In consideration of the quantity of retail and marketing research conducted in the last few decades, there has been relatively limited research focusing on shopping centers, and the

extant studies investigating shopping center market strategy are almost non-existant. The shopping center research completed has focused on two general areas: property management and patronage behavior. Property management research has concentrated on tenant leasing (Smith, Garbarino & Martini, 1992), mix (Abratt, Fourie & Pitt, 1985; Kirkup & Rafiq,1994), placement (Brown, 1992), and mortality (Gatzlaff, Sirmans & Diskin, 1994; Wenthe, 1987; Wenthe, Fredenberger & DeThomas, 1988); property valuation (Geisel, Narasimhan & Sen, 1993; Kenney, 1991; Okoruwa, Nourse & Terza, 1994), development, renovations (Wong & Norman, 1994), and financing (Chinloy & Musumeci, 1994; Gatzlaff, Sirmans & Diskin, 1994; Ownbey, Davis & Sundel, 1994; Ping & Carusone, 1994); recycling strategies (Fuller, 1994).

Patronage behavior has centered around three main issues: shopping center image (Bertsch, 1977; Burns, 1992; Cullen, 1989; Houston & Nevin, 1980; O'Neill & Hawkins, 1980), shopping behavior (Balazs, 1994; Bloch, Ridgway & Dawson, 1994; Brown, 1988; Brown, 1992; Eroglu & Machleit, 1990; Finn, McQuitty & Rigby, 1994; Jarboe & McDaniel, 1987; Kaufman & Lane, 1994; Lorch & Smith, 1993; Roy, 1994; Vitaska, 1980) and patronage models (Brunner & Mason, 1968; Bucklin, 1967; Cox, Jr. & Cooke, 1970; Finn & Louviere, 1990; Gautschi, 1981; Geisel, Narasimhan & Sen, 1993; Gentry & Burns, 1977-1978; Gripsrud & Oyvind, 1986; Howell & Rogers, 1980; Houston & Nevin, 1980; Huff, 1963; Meoli, Feinberg & Westgate, 1991; Nevin & Houston, 1980; Okoruwa, Terza & Nourse, 1988; Stoltman, Gentry & Anglin, 1991; Timmermans, 1982, 1991).

Few of the property management studies were pertinent to this research. Generally, the research topics concentrated on strategic issues related to retail merchants instead of consumers. Those studies that were useful to the present research were tenant mix, tenant placement and renovation research. The research results are briefly reviewed, as they relate to this study.

Tenant mix studies have become increasingly important due to the current retail environment of greater competition, and a changing consumer market. "It is widely recognized that tenant mix is a key factor in determining the image of a shopping centre and in attracting and retaining customers" (Kirkup & Rafiq, 1994, p. 17). Two research articles address this topic, one theoretical (Abratt, Fourie & Pitt, 1985) and the other empirical (Kirkup & Rafiq, 1994).

Abratt, Fourie and Pitt (1985) identify and discuss the major issue related to tenant mix theory: objectives of tenant mix, limiting and constraining factors, types of tenants and location within a center. The foundation of "tenant mix theory" is derived from industry experts and shopping center handbooks, and therefore is more realistically a normative model of tenant mix strategies, based on experience. The Kirkup and Rafiq (1994) study was undertaken due to "the absence of research on tenancy development" (p. 20). The purpose of the research was "to quantify the extent of problems and the nature of occupancy dynamics in new in-town shopping centres [in the United Kingdom], and to investigate any observable variations" (Kirkup & Rafiq, 1994, p. 20). Occupancy rates, measured in square footage of floorspace, was a key variable used to track the rate of occupancy at the end of the first month that a center was opened, up to three years. Data from the United Kingdom

suggest that occupancy occurs in three stages. The first stage is characterized by rapid leasing of space, up to 75% of floorspace leased soon after opening. The second stage has a decrease or flattened rate of leasing where the floorspace leased stays around 75% to 80%. The third stage is one of renewed growth, ending with approximately 95% of the floorspace leased (Kirkup & Rafiq, 1994). Reasons for variations in occupancy rates were investigated. It was determined that the year a shopping center opened influences the occupancy rate; those opening early in the study period had higher occupancy rates after the first month. The type of anchor tenant also influenced rate of occupancy, as well as location (Kirkup & Rafiq, 1994). The results of this study must be considered with caution, because the retail environment in the United Kingdom differs from that of the United States and these findings may not be relevant to U. S. shopping centers.

The placement or location of tenants within a planned center is considered to be instrumental to the success of a shopping center (Alexander & Muhlebach, 1992; Brown, 1992; Forgey, Goebel & Nixon, 1995;). Even though the importance of the tenant placement decision is acknowledged by members of industry and academia, once again, very little empirical research has been completed (Brown, 1992). A study completed by Brown (1992) used an observational technique to investigate the shopping patterns and behaviors in one shopping center in Ireland in order to determine implications for tenant placement. Results tentatively suggest that grouping compatible types of merchants together is the most efficient placement pattern, as one-third of shoppers tended to circulate in only half of the center's space (Brown, 1992). "The fact of the matter is that, with the exception of the service trades, similar types of retail outlets experience higher levels of customer interchange when located

close to one another than when spatially separated" (Brown, 1992, p. 399). Findings should not be generalized to other centers in the United Kingdom or the United States due to observing only one center.

Renovation of a mall was another property management issue of interest to this research. Renovating an outdated, deteriorating shopping center has financial as well as marketing implications: the additional sales generated must outweigh the costs incurred. Repeated failure to maintain and update a center can lead to obsolesence of the facilities (Wong & Norman, 1994). Wong and Norman (1994) investigate the optimal period for renovations. Results indicated that "the optimal renovation period must achieve a balance between the benefits of delaying renovation - savings on the capital costs of renovation net of the additional costs of renovation as the mall ages, and the costs of delaying renovation - the loss of net rental incomes from continuing with the unrenovated mall" (Wong & Norman, 1994, p. 34). The model developed can be used to identify the impact of changing market conditions on plans to renovate: if a change leads to an increased decline in rental incomes, the optimal period for renovation shortens (Wong & Norman, 1994).

Shopping center patronage behavior research accounts for most of the research associated with shopping centers. The three areas of concentration in shopping center patronage research: shopping center image, shopping behavior and patronage models, were reviewed and findings related to the current study are briefly reported.

While retail store image research has proliferated, image research at the shopping area level has developed to a lesser degree (Houston & Nevins, 1980). The image attributes developed for store image research have not easily transferred to shopping centers. Thus,

early studies focused on determining appropriate shopping center image characteristics (Gentry & Burns, 1977-1978; Vitaska, 1980) and investigated the consistency between different shopping areas: community, neighborhood and regional centers (Bertsch, 1977), and downtown facilities (Houston & Nevin, 1980).

Vitaska (1980) identified five attributes that influence patronage decisions: "price ranges, quality of goods, depth of merchandise, merchandise assortment, and cleanliness" (p. 73). Gentry and Burns (1977-1978) utilized dimensions from store image research, modifiying and deleting some items to make appropriate for shopping centers. A multi-attribute image model was used, but results did not strongly support its usefulness in predicting patronage behavior (Gentry & Burns, 1977-1978). Bertsch (1977) found that consumers' ideal images of regional, community and neighborhood centers was significantly different along three image dimensions: the number of stores, the amount of walking between stores and the frequency of public entertainment. Additionally, "evaluations of the ideal for regional centers differed significantly between groups of respondents" (Bertsch, 1977, p. xiii) based on their age, education, income, frequency of shopping and frequency of visits to the center where surveyed. Houston and Nevins (1980) used factor analysis to determine "the underlying structure of consumer images of shopping areas. Three major dimensions of shopping areas emerge: the assortment of benefits offered by an area, the facilitative nature of an area, and the market posture assumed by an area" (p. 681). The first two dimensions were stable across all shopping areas surveyed, the last dimension was not stable for the downtown shopping area (Houston & Nevin , 1980).

Two shopping center image studies were completed that extend beyond identification of image attributes. O'Neill and Hawkins (1980) investigated the congruence between store management and consumer perceptions of shopping areas, as well as the accuracy of management estimates of consumer perceptions. Findings suggest that manager's perceptions of their own shopping area was significantly different than consumer's perceptions, with management holding a more favorable image than consumers (O'Neill & Hawkins, 1980). Likewise, manager's perceptions of competing shopping areas were significantly different than the consumer's perception; they were more negative (O'Neill & Hawkins, 1980). O"Neill and Hawkins (1980) also found that "while the managers were accurate in their assessment of consumer perceptions of their own area, they were extremely inaccurate in predicting consumer perceptions of the competing area" (p. 427). These findings were pertinent to retail managers, when changes in a store's (or mall's) attributes are planned, the targeted consumer's perceptions must be accurately estimated (O'Neill & Hawkins, 1980).

Cullen (1989) hypothesized that shopping center patronage was determined by shopping center image, moderated by a consumer's level of shopping involvement. Results supported the hypothesis and four consumer segments were identified "that differed in the manner in which image influenced patronage" (Cullen, 1989, p. iii).

The results found in these shopping center image studies were relevant to the present research in an indirect manner. They both have managerial implications suggesting that knowledge of a shopping center customer's behavior and characteristics can influence the success of retail market strategies, which agrees with the conceptual framework of this study.

The second dimension of extant shopping center patronage research was focused on shopping behavior. Several studies investigated shopping motives (Bloch, Ridgway & Dawson, 1994; Roy, 1994; Stoltman, Gentry & Anglin, 1991), orientations (Bloch, Ridgway & Dawson, 1994), and needs (Balazs, 1994; Kaufman & Lane, 1994) of shopping center customers. The shopping behavior studies were reviewed and the results are summarized below.

In most cases, the shopping behavior studies reviewed were exploratory in nature, reporting tentative conclusions. For example, Stoltman, Gentry and Anglin (1991) provided evidence of underlying mall shopping behavior. They cite driving time as being significantly related to past shopping behavior for mall and downtown shoppers and impulse shopping as related to past behavior in the case of mall and plaza shoppers, but related to shopping intentions in the case of downtown shoppers.

Roy (1994) studied the relationships between frequency of mall shopping and demographic and shopping motivation variables, using a Poisson-gamma model to explain the distribution of mall visits over time. The model provided support for hypotheses which included: negative correlation between frequency and a shopper's functional motivation for visiting a mall; negative correlation between frequency and deal proneness; positive correlation between frequency and recreational motivations for visiting a mall; positive correlation between frequency and age of shopper; and positive correlation between frequency and family size (Roy, 1994).

Bloch, Ridgway and Dawson (1994) used an ecological perspective in analyzing shopping behavior in a shopping mall. These researchers posited that "consumers who enter a habitat seeking different benefits are expected to behave differently while in the habitat" (Bloch, Ridgway & Dawson, 1994, p. 26). A factor analysis identified four mall activities or behavioral patterns: consumption of mall (non-purchase activities); consumption of services; passing time; and consumption of products. The respondents were then "classified into habitat groups based on differences in behavioral patterns" (Bloch, Ridgway & Dawson, 1994, p. 31), those listed above. Cluster analysis revealed four groups: mall enthusiasts, traditionalists, grazers and minimalists. Benefits soughts by shoppers were also factor analyzed, resulting in six factors: aesthetics (appreciation of mall appearance), escape (relief of boredom), exploration (novelty seeking), flow (pleasurable loss of time), epistemic (gaining knowledge about new stores/products) and social benefits (socializing with others). Relationships between the clusters and these benefits sought or "orientation profiles" (Bloch, Ridgway & Dawson, 1994, p. 35) were tested and found to be significant. "Overall orientation profiles of the four clusters were significantly different. Clusters were also compared on the orientation dimensions individually. Scores on four of the six benefit dimensions differed significantly over the four clusters" (Bloch, Ridgway & Dawson, 1994, p. 35).

The last two shopping behavior studies to be reviewed reported ambiguous findings. Balazs (1994) completed an exploratory study investigating elderly shoppers retail format needs. The dependent variables were importance shoppers attributed to hypothetical mall innovations, and the likelihood of their patronizing a proposed Eldermall (Balazs, 1994).

The independent variables were not so easily identified. Results found no significant difference in the two dependent variables related to age or mobility. It was suggested that shopping orientation may provide an indication of the importance shoppers attributed to hypothetical mall innovations, and the likelihood of their patronizing a proposed Eldermall, because recreational shoppers rated six of the proposed retail format innovations higher than economic shoppers. The last study, conducted by Kaufman and Lane (1994), found discrepencies in shopping hour preferences between retailers and shoppers. "Retailers felt that their customers would not shop if earlier and later hours were implemented, yet some shoppers indicated they would go elsewhere or seek alternative methods of shopping when an errand could not be completed; the retailers, however, expected that their customers would return to their stores to complete the sale" (Kaufman & Lane, 1994, p. 83).

Gravitational patronage models have been well researched in the retail discipline, with many models tested for shopping center patronage (Brunner & Mason, 1968; Bucklin, 1967; Cox, Jr. & Cooke, 1970; Gautschi, 1981; Geisel, Narasimhan & Sen, 1993; Huff, 1963; Nevin & Houston, 1980; Okoruwa, Terza & Nourse, 1988; Okoruwa, Nourse & Terza, 1994). Gravitational models are used to estimate trading areas and sales potential, and also for locational decisions. The earliest retail gravitational model was proposed by William J. Reilly in 1929, labelled Reilly's Law (Huff, 1963). Reilly's Law was based on distance and population size and Huff's model was based on travel time (distance from retail outlet) and the amount of selling space in a given outlet (Brunner and Mason, 1968; Ghosh, 1990; Huff, 1963, 1964; Levy and Weitz, 1995; Mason and Mayer, 1987). The assumptions behind these two models were that customer patronage is swayed by those outlets that are closest

and have the most selling space (as an indicator of increased merchandise assortment) or highest population (also considered an indicator of increased choice). Successive gravitational model studies have attempted to include marketing variables into these basic gravitational models to provide better explanations and predictions of shopping center patronage.

Several researchers have extended the basic gravitational model proposed by Huff (1963) to include supply (characteristics of the shopping center) and demand (characteristics and behaviors of consumers) variables to improve the predictive powers of the model (Bucklin, 1967; Cox, Jr. & Cooke, 1970; Gautschi, 1981; Geisel, Narasimhan & Sen, 1993; Nevin & Houston, 1980; Okoruwa, Terza & Nourse, 1988). Bucklin (1967) added mass (retail square footage) and image to the conceptualization of shopping utility. Results supported that mass was a significant predictor of patronage, and its importance varies based on different segments of consumers perception (image) of mass (Bucklin, 1967). Cox, Jr. and Cooke (1970) found empirical support for adding location and attractiveness (included number of parking spaces, size of the center, and types of stores) of a shopping facility to the gravity model.

Nevin & Houston (1980) attempted to "determine empirically whether the addition of retail image component of attraction to the Huff model will improve predictions of the consumer's choice of intraurban shopping areas" (p. 80). Results did not support the addition of this component. The image component was significant, but did not improve the predictive powers of the model by a substantial amount (Nevin & Houston, 1980).

Gautschi (1981) surveyed consumer perceptions of retail center characteristics, or the shopping center image perceptions. He found support for including characteristics of retail centers (e.g. variety of merchandise, uncrowded, clean, low prices) and transportation modes into the gravity model. Since the characteristics of retail centers or shopping center image was found to improve the gravitational model, the findings in this study were in contrast to the lack of support for the predictive powers of an image component as reported by Nevin and Houston (1980).

Okoruwa, Terza and Nourse (1988) utilized a Poisson gravity model to extend the basic model to include shopper characteristics and mall attributes. Surprisingly, results indicated the number of department stores supplanted mall size as the influential attractiveness variable. In fact, a negative relationship between center size and patronage was found, which is opposite to Huff's model (Okoruwa, Terza & Nourse, 1988).

In consideration of the equivocal and contradictory results of early gravitational models, as well as the lack of attention given to qualitative aspects of consumer preferences, Meoli, Feinberg and Westgate (1991) proposed the reinforcement-affect model of personal attraction, which is also based on a gravity model.

> There is a basis for assuming that consumers may be attracted to a mall by feelings evoked by qualitative aspects of a particular amalgam of stores, rather than by the illusion of variety a large quantity of stores, with limited width and depth of merchandise, may present. Considering the generally homogeneous national chain stores common to most large malls, size and variety, as defined by the number of stores may not be a sustainable advantage. Mall choice may be a function of attraction to particular stores which consumers have identified as rewarding enclaves in an overwhelming stimulus environment (Meoli, Feinberg & Westgate, 1991, p. 441).

The theoretical basis for this model is learning behavior (Meoli, Feinberg & Westgate, 1991). Exploratory experimentation showed support for the model which suggest that tenant mix is the key to shopping center patronage behavior. Mall management should investigate targeted segments retail store preferences when making changes in the tenant mix.

Patronage behavior literature was moderately related to the present study. The many gravity models proposed to understand and predict the factors that draw consumers to one shopping center over another should be of interest to marketing managers, influencing the market strategies implemented. Likewise, shopping center consumer behavior literature was indirectly pertinant to this research. Successful regional and super-regional malls should have attributes, goods and services preferred by targeted consumers, and marketing managers cognizant of the peculiarities of consumer behavior. To date no shopping center research specifically addressing regional and super-regional mall market strategy and the relationship to shopping center productivity has been identified.

Summary

The purpose of this exploratory research was to identify the characteristics of successful regional and super-regional malls. Shopping centers operate within a geographic trade area, with specific environmental variables: population characteristics and degree of competition. These environmental variables cannot be manipulated, thus shopping center owners and managers utilize marketing variables to influence retail performance (Nylen, 1990; Pessemier, 1980). Market strategy and market orientation have been conceptually and empirically linked to firm performance (Bartels, 1968; Day, 1990, 1994; Day & Wensley,

1983, 1988; Hunt, 1976, 1992; Jaworski & Kohli, 1993; Kernan, 1973; Kohli & Jaworski, 1990; Kotler, 1972; Lazer, 1969; Narver & Slater, 1990; Sheth, Gardner & Garrell, 1988; Slater & Narver, 1994; Wind & Robertson, 1983). Literature pertaining to market strategy's influence on retail performance was briefly reviewed to introduce and support the conceptual framework of the study: retail market strategy. The link between strategy and performance emphasizes the importance of an appropriate market strategy for regional and super-regional mall success.

Retail market strategy literature reviewed focused on three basic components: identification of target market, development of retail format in consideration of the target market, and formulation of the bases of sustainable competitive advantage. This literature was reviewed to provide a general background of retail market strategy that would also apply to shopping centers.

The dimensions of retail market strategy were then extended to shopping centers, as centers are becoming recognized as a unique form of retailing (Smith & Bellenger, 1972; Turchiano, 1990b). In the current market environment, shopping center owners/managers no longer are facility managers, but have become marketers and merchandisers, becoming proficient retailers so that they may help merchants located within their facilities (Alexander & Muhlebach, 1992). Just like their tenants, the goal of center owners/managers is to increase retail sales, since there is a direct relationship between sales volume and rental income generated (Alexander & Muhlebach, 1992; Flynn, 1987; Hines, 1988). To reveal the similarities and differences between traditional retail outltes and regional or super-regional mall facilities, three shopping center related topics were reviewed: shopping centers as retail

outlets, shopping center evolution and shopping center market strategy. In the last section of this chapter, shopping center research was reviewed to emphasize the lack of theoretical and empirical attention to shopping center market strategy issues.

CHAPTER III

METHODOLOGY

The purpose of this research was to identify attributes of highly productive and successful regional and super-regional malls. To accomplish this end, the study had three objectives: (1) to define "A", "B", and "C" malls using a productivity measure; (2) to determine the attributes of "A", "B" and "C" malls; and (3) to isolate the attributes that best explain high productivity. A mail survey methodology was utilized to investigate pervasive characteristics of "A" malls. Survey research is the best method for describing characteristics of a large population, one that is too large for direct observation (Babbie, 1983).

The present research was exploratory in that research questions, instead of hypotheses (Dooley, 1995) were posed regarding the neglected topic of shopping center market strategy and performance. Due to a lack of previous research, a survey instrument had to be developed specifically for this project. This cross-sectional exploratory study was also descriptive. Descriptive research is used to determine "the frequency with which something occurs or the relationship between two variables" (Churchill, Jr., 1991, p. 128). The study is characterized as descriptive due to the second and third objectives: to build a profile of malls and identify those characteristics inherent to successful regional or super-regional malls. A review of the survey instrument follows, as well as a review of sample selection, data collection and data analysis procedures.

Survey Instrument

The instrument was developed by the researcher, utilizing regional and super-regional malls as the unit of analysis (Appendix A). Mall marketing managers were asked to respond to questions about mall attributes. Thus, answers to the survey questions relied on the personal knowledge of the respondent.

The survey was ordered into five sections, grouping by research questions. Sections were divided into the following dimensions: characteristics related to a mall's history; characteristics inherent to a mall's trade area; characteristics of a mall's organizational and physical structures; characteristics developed as part of a mall's market strategy; and characteristics of the respondent (marketing manager).

A combination of question structures were used. When possible, items were constructed as partially close-ended or close-ended with unordered response choices in order to create standardized data. Careful consideration was given to develop attributes for each variable that were exhaustive and mutually exclusive (Babbie, 1983; Dillman, 1978). Most close-ended questions were developed as single response items, but a few were constructed as multiple-response. Measurement of certain variables were structured as open-ended, used to "elicit a precise piece of information that respondents can recall without difficulty when there are a very large number of possible answers and listing all of them would increase the difficulty of answering" (Dillman, 1978, p. 87).

The questionnaire items in this study were developed from a review of academic and trade publications, shopping center management handbooks and, with permission, some questions were modified from the International Council of Shopping Centers' proprietary

documents. The variables of interest in this study were selected from the literature reviewed, and from industry experts and practitioners advice as to those characteristics influencing mall performance.

The questionnaire format was in a booklet form to facilitate response (Dillman, 1978). A business reply return address was printed on the back of the survey, with directions explaining how to fold, staple and mail. This method was used to facilitate ease of return and increase response rate.

The operationalization of the variables pertinent to this study follows. First, the dependent variable is discussed. Then the independent variables are operationalized, corresponding to the five research questions and the sections of the instrument

Dependent Variable: Retail Sales Per Square Foot

After consultation with mall management experts and practitioners and reviewing industry literature, the productivity measure, sales per square foot, was chosen as a surrogate measure for performance. "Linking strategy to business performance obviously requires that we specify how to measure performance. The simple answer, implied by the phrase 'bottom line' is that managers try to maximize profits" (Buzzell & Gale, 1987, p. 24). Profitability of regional and super-regional malls is dependent on the sales volume of the retail stores within the facilities (Hines, 1988). According to Carpenter (Flynn, 1974), "the economics of the modern shopping center are such that the rate of return on the investment is extremely sensitive to fluctuations in the sales volume of the tenants" (p. 8). Likewise, Alexander and Muhlebach (1992) suggest that "only in shopping centers is success measured in term of

sales volume, and this is expressed in dollars per square foot of GLA [gross leasable area]" (p. 172).

There is a direct relationship between retail sales and shopping center performance. Shopping centers owners receive their income through rents collected from retailers leasing space within the mall. Retailers' rental amount is based on a minimum rent, plus a percentage of sales. Therefore, as sales increase for retailers, income increases for mall owners/developers. Sales per square foot is calculated by dividing total retail sales volume of the mall tenants, excluding anchor stores (Alexander & Muhlebach, 1992), by the mall's gross leasable area. Using sales volume as a comparison measure is inadequate due to variance caused by differences in mall size. Therefore, a more standardized measure that takes size variance into consideration was utilized: sales per square foot. A smaller mall can have a similar sales per square foot figure even though there are fewer stores and less selling space. This productivity figure measures the efficient use of space: the more efficient the use, the higher the income generated. According to Bucklin (1978), productivity measures can be used to evaluate competitive positioning, provide motivational standards and determine marketing and distribution decisions. For the purpose of this study, the focus was on the comparative uses of productivity measures.

In addition to the review of pertinent literature relative to shopping center performance, the use of sales per square foot as a measure of mall performance was also supported by practitioners. During a pilot study, mall managers were asked how they compare the performance of their mall, with the performance of other malls. The response was consistent: sales per square foot.

Operationalization of the dependent variable included three items (3.6, 3.12 and 3.15 Appendix A): annual retail sales per square foot, square footage of the gross leasable area, and annual retail sales, respectively, one interval measure and two ratio measures. The last two items were to be used to calculate actual sales per square foot for each mall responding. The last item was included to compensate for corporate policies or other resistance to divulging sales figures; it provided sales per square foot ranges in ten incremental ranges of fifty dollars (Dillman, 1978).

Independent Variables

Age of Mall. Open-ended, ratio variable measuring the age (The SCORE, 1993) of a mall (item 1.1, Appendix A).

Ownership Changes. Open-ended, ratio variable measuring the number of ownership changes in a mall's history (item 1.2, Appendix A).

Renovations. Two open-ended, ratio variables (item 1.3a and 1.3b, Appendix A) measuring renovation frequency and number of years since last renovation (The SCORE, 1993; D. Casey, personal communication, May 24, 1995).

Expansions. Two open-ended, ratio variables measuring expansion frequency and number of years since last expansion (item 1.4a and 1.4b, Appendix A).

Repositioning. Open-ended, ratio variable measuring repositioning frequency (item 1.5, Appendix A).

Geographic Size. Close-ended, interval variable with eight categories: incremental ranges of five miles; measuring the radius of primary and secondary trade areas (item 2.1, Appendix A).

Population Size. Close-ended, interval variable (item 2.2, Appendix A) with eight categories: incremental ranges (Census of Population, 1990); measuring the number of people within the primary and secondary trade areas (D. Casey, personal communication, May 24 1995).

Population Growth Trends. Close-ended, nominal variable (item 2.3, Appendix A) with four categories: decreasing, stable, increasing, or do not know; indicating trade area population size trends (Alexander & Muhlebach, 1992).

Population Demographics. Six close-ended items, two interval variables (item 2.4 and 2.5, Appendix A) and four nominal variables (item 2.6, 2.7, 2.8 and 2.9, Appendix A). Demographic variables included age, income, marital status, ethnic origin, education level, and occupation classification of the dominant segment in trade area (Alexander & Muhlebach, 1992; Census of Population, 1990; D. Casey, personal communication, May 24 1995; Flynn, 1987; McKeever, 1982). These items were based on the personal knowledge of the respondent, the marketing managers' understanding of the demographics in their trade areas.

Trade Area Location. Close-ended, nominal variable with three categories: central city, suburb, or rural area (item 2.10, Appendix A); measuring the nature of the area where a mall is located (Demographics USA, 1993; The SCORE, 1993).

Competition. One close-ended, nominal variable with eight categories: regional malls, super-regional malls, neighborhood strip centers, community strip centers, power centers, theme centers, central business district; measuring the respondents perception of intra-type and inter-type competition (item 2.11, Appendix A). One open-ended, ratio variable measuring the number of intra-type competitors (item 2.12, Appendix A).

Owner Classification. Close-ended, nominal variable (item 3.1, Appendix A) with eight categories: local developer, regional developer, national developer, foreign developer, real estate investment trust, insurance company, pension fund investment, or other (Income/Expense Analysis, 1993).

Operations Responsibility. Three close-ended, nominal variables with three categories: owner/subsidiary/affiliate, independent/outside management company, or other (items 3.2, 3.3 and 3.4, Appendix A); measuring the responsibility for management, leasing, and marketing (The SCORE, 1993).

Decision-Making Responsibility. Close-ended, nominal variable (item 3.5, Appendix A) with three categories: centralized, decentralized or other; measuring mall manager's level of responsibility for marketing strategy (Hapoienu, 1990; Levy & Weitz, 1995).

Mall Classification. Close-ended, nominal variable with five categories: "A" mall, "B" mall, "C" mall, not classified, or do not know; measuring the industry's classification of the mall, as perceived by the marketing managers surveyed (item 3.7, Appendix A).

Mall Size. Three open-ended, ratio variables (items 3.12, 3.17 and 3.18, Appendix A) measuring the square footage of the gross leasable area (Alexander & Muhlebach, 1992; Flynn, 1987), the number of parking spaces (The SCORE, 1993) and the number of anchor

stores (D. Casey, personal communication, May 24 1995).

Personnel. Open-ended, ratio variable (item 3.10, Appendix A) measuring the number of full time marketing personnel (The SCORE, 1993).

Vacancy. Open-ended, ratio variable measuring the unoccupied space (The SCORE, 1993) in a mall (item 3.14, Appedix A).

Strategic Approach. Close-ended, nominal variable with three categories: undifferentiated strategy, focused strategy or other; measuring a mall management's overall strategic approach (item 4.1, Appedix A).

Segmentation Strategy. Close-ended, nominal variable with nine categories: demographic, socio-economic, benefits, lifestyle/psychographic, customer loyalty, image, stage in lifecycle, response to marketing mix, or other (item 4.2, Appendix A); measuring the customer characteristics used as basis for segmentation (Samli, 1989; Sampson, 1992).

Market Research. Close-ended, nominal variable with four categories: internal market research, external market research, published statistical information or other (Flynn, 1987); measuring mall management's source of customer information (item 4.3, Appendix A).

Differentiation Strategy. Close-ended, nominal variable with ten categories: merchandise mix, service mix, promotional campaign, design/layout of mall, price lines offered, tenant mix, location, image, other or do not differentiate; measuring a mall's basis for differentiation (item 4.4, Appendix A).

Merchandise Orientation. Close-ended, nominal variable with five categories: traditional general merchandise, fashion-oriented, off-price, factory outlet, or other (item 4.5, Appendix A); measuring the merchandise orientation of a mall (Hines, 1988; The SCORE,

1993).

Promotional Strategy. One close-ended, nominal variable with four categories (item 4.6, Appendix A): marketing/promo fund (Flynn, 1987; Withers, 1995), merchant association, media fund, or other (The SCORE, 1993); measuring a mall's method for planning promotional strategy. Two close-ended, nominal variables with five categories: daily, weekly, monthly, occasionally or never; measuring the usage frequency of advertising and promotional events (items 4.9 and 4.11, Appendix A). Two close-ended, ordinal variables with six media attributes (item 4.10, Appendix A): newspapers, direct mail, radio, television, transit signs and billboards (Alexander & Muhlebach, 1992) and five promotional event attributes (item 4.12, Appendix A): sales events, entertainment activities, educational promotions, community events and merchandise events (Alexander & Muhlebach, 1992) measuring mall manager's preference for certain advertising media formats and for specific types of promotional events (Alexander & Muhlebach, 1992; ICSC Guide, 1985). The respondent was instructed to rank the list of attributes.

Tenant Placement. Close-ended, nominal variable with five categories: grouped by merchandise type, spread out to increase consumer exposure, grouped by appeal to target segments (Levy & Weitz, 1995; Brown, 1992; Hazel, 1995; Hartnett, 1995), grouped by the rental income or other; measuring mall management's tenant placement policy (item 4.7, Appendix A).

Customer Services. Close-ended, nominal variable with twelve categories: strollers, directories, interactive computers (Macdonald, 1993), staffed information desk, frequent shopper programs, senior citizen discount programs (Alexander & Muhlebach, 1992), valet

parking (Alexander & Muhlebach, 1992; The SCORE, 1993), security guards, food court (The SCORE, 1993), wheelchairs, photocopy service or other; measuring the depth of customer services offered by a mall (item 4.8, Appendix A). The item measuring the attributes of customer service allowed the respondent to choose more than one response, to be treated as a "yes" or "no" response for each attribute in the coding of the data.

Renovation/Expansion Plans. Two close-ended, nominal variables with three categories: yes, no, or under consideration (items 1.6 and 1.7, Appendix A).

Demographic. Two close-ended, nominal variables and one close-ended, interval variable. Gender operationalized with two categories: female or male (item 5.1, Appendix A). Age operationalized with six categories: under 26 years, 26-35 years, 36-45 years, 46-55 years, 56-65 years, or over 65 years (item 5.2, Appendix A). Education level operationalized with six categories: high school diploma, associate's degree, bachelor's degree, master's degree, doctorate's degree, or other (item 5.3, Appendix A).

Certification. Close-ended, nominal variable with four categories: yes, no, in process of qualifying, or other; measuring whether respondent is certified by ICSC (item 5.5, Appendix A).

Experience. Two open-ended ratio variables measuring the experience of the respondent: number of years in career and current position (items 5.6 and 5.7, Appendix A).

Responsibilities. Close-ended, nominal variable with eight categories: conduct market research, develop marketing and promotion budget, implement the marketing program, participate in merchant association, prepare advertising calender, develop public relations program, hire and supervise marketing staff, and/or maintain relationships with merchants

(item 5.8, Appendix A); measuring the marketing manager's job related responsibilities (Alexander & Muhleback, 1992; McCloud, 1993).

Instrument Refinement

The survey instrument was refined in a two stage pretest process. During the first stage the survey was pretested by academicians: faculty and graduate students of the Retail and Consumer Science program at The University of Tennessee. The second stage of the refinement process began with industry experts pretesting the questionnaire, then answering questions about the ease of response, time of response, and appropriateness of vocabulary (Alreck & Settle, 1995; Dillman, 1978). The industry experts were composed of marketing directors employed by local regional and super-regional malls. After each pretesting, improvements were made to the instrument. Improvements included deletion of items, addition of items and attributes, rewording of items and directions, changing the structure of some questions and correcting typos and misspellings.

Sample Selection

Sample Description

The population for this study consisted of all regional and super-regional shopping centers located in the United States. The Shopping Center Directory (1995) lists U.S. shopping centers by region. For the purpose of this study an initial convenience sample was

chosen, limiting the sample to malls located in the south. Therefore, the sample unit was a mall classified as regional or super-regional and located in the southern region of the United States as defined by the Shopping Center Directory: South (1995): the sampling frame. Southern states included in the sample were Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, and Texas. Simple random sampling was used to select the final sample.

The southern region of the United States was chosen due to the presence of diverse consumer groups. For example, Florida is populated predominantly with retired, elderly consumers, plus a growing number of Hispanics (Cubans, Puerto Ricans). Texas, being on the Mexican border, is also inhabited by a large Hispanic (Mexican) population. North and South Carolina are coastal states and may attract a tourist population. This consumer diversity was important to this research because it investigated mall market strategy, the strategic response to a market or trade area. Sampling from areas characterized as more homogeneous may have masked differences in market strategy.

Sample Procedure

The sampling frame for the study was a trade industry directory, Shopping Center Directory: South (1995), published by the National Research Bureau (NRB). "The NRB Shopping Center Database is the most comprehensive source of information on shopping centers available. Coverage of centers within the 100,000 square feet and larger category is believed to be quite high (probably in the range of 90% - 95%)" (Shopping Center Directory, 1995, p. I-4).

The survey population was created from the Shopping Center Directory: South, by listing all shopping centers classified as regional or super-regional. Each center was assigned a number and using a computer generated list of random numbers, a sample of five hundred regional and super-regional malls was drawn. Simple random sampling, a probability sampling technique, was utilized to select a representative sample (Babbie, 1983). A sample size of five hundred was considered adequate for this study. This decision was guided by Alreck and Settle (1995) who provided a listing of conditions justifying appropriateness of smaller samples. The factors indicating appropriateness were:

1. There are few if any major decisions or commitments to be based on the survey data.
2. The sponsors require only rough estimates concerning the parameters of the population.
3. The population to be sampled is very homogeneous, with little variance among units.
4. The analysis and interpretation will be based on the entire sample or only a few, large subsamples.
5. A large proportion of total project costs are for data collection or costs increase dramatically with sample size.
6. Budget constraints and/or time requirements limit the volume of data that can be collected (Alreck & Settle, 1995, p. 68).

A sample of five hundred should yield one hundred responses with a 20% response rate. One hundred respondents is regarded as the minimum needed to obtain adequate confidence intervals (Alreck & Settle, 1995).

Data Collection

Data were collected using a self administered mail survey. The instrument (Appendix A) was mailed to five hundred regional and super-regional mall marketing managers in

August 1995. Mailing addresses for the sample were obtained from the Shopping Center Directory. Due to unanticipated problems with some of the addresses, ninety-six surveys were returned. The researcher made several attempts to deliver the survey. First, correct mailing information was sought and, if found, the survey was mailed again. Second, an effort was made to reach the remaining returns by telephone to verify correct address. When no success was achieved after four attempts that subject was considered a non-response. If subjects were reached by phone, and permission given, the survey was immediately faxed to them. The follow-up mailing was canceled due to the mailing problems encountered. It was believed that a proportion of the second mailing would also not reach the intended destination. An incentive was offered to the subjects receiving the survey: the respondent was given the opportunity to request a copy of the results. "For surveys of people in their occupational role, offering a report of some of the results of the survey may be a powerful inducement to respond" (Alreck & Settle, 1995, p. 203). This was considered an incentive due to the purpose of the research, to identify attributes of successful malls. Mall marketing managers could utilize the findings to improve productivity. These steps were taken in order to increase the response rate to sufficient level.

The questionnaire was arranged for direct entry to facilitate data entry and processing. As returned surveys were received, an identification number was assigned and data were entered into a computer spreadsheet software program. The final sample size was 70 respondents, with 65 useable surveys. After all data were entered, the files were transferred to The University of Tennessee's mainframe computer in readiness for statistical analysis.

Data Analysis

Statistical analyses were completed utilizing the Statistical Analysis System (SAS). Data processing occurred in three stages corresponding to the research objectives: (1) definition of "A", "B" and "C" malls using a productivity measure; (2) determination of "A", "B" and "C" mall attributes; and (3) isolation of those attributes that best explain high productivity. The statistical procedure to be used to meet objective one was a frequency distribution of the ratio measure of the dependent variable, to facilitate division of respondents into three groups: "A", "B" and "C" malls. Due to missing data (43% of respondents chose not to report annual retail sales figures), actual sales per square foot data could not be used. Consequently, the measurement of the dependent variable shifted to the backup item (3.6 Appendix A), an interval range of sales per square foot figures. Thus, a frequency distribution of item 3.6 facilitated division of mall productivity. A descriptive statistical procedure was also utilized to fulfill objective two: frequency percentage tables. There was no modification to the intended analysis. Objective three was to be analyzed with the following inferential statistics: factor analysis and discriminant analysis. Factor analysis was chosen to reduce the data into a smaller set of composite dimensions (factor scores) to be used as independent variables in a discriminant analysis (Hair, Jr., Anderson, Tatham & Black, 1992). Discriminant analysis was planned to interpret ways that the three mall categories differ, to discover the attributes that were "the most powerful discriminators" (Klecka, 1980, p. 9). Modification to these plans were made after data collection due to a small number of responses (n). A discussion of data analyses completed for each objective follows.

Objective 1

A frequency distribution of the interval measurement of the dependent variable, was used to divide the respondents into three groups: "A", "B" and "C" malls. The statistical mode of the variable identified the peak of the distribution and the sales per square foot range of the middle mall group: "B" malls. Those respondents choosing a range below the modal category were labeled "C" malls and those choosing a range above were labeled "A" malls.

Objective 2

Descriptive statistics were employed to obtain a representation of the data. Percentage distribution tables were created for the dependent variable by each independent variable. Ratio data were recoded into meaningful categories to facilitate analysis (Alreck and Settle, 1995). A description of "A", "B" and "C" malls attributes were derived from the analysis.

Objective 3

Bivariate inferential statistical analyses were completed during the final stage of data processing which addressed the five research questions. Multivariate techniques were not feasible due to the number of respondents. The type of analysis performed was dependent upon the independent variable's level of measurement. For this stage of analysis, the interval measure of the dependent variable was employed, thus it was treated as a continuous variable. One way analysis of variance, with an appropriate multiple comparison procedure, was used for nominal independent variables. Simple regression was used for interval and ratio independent variables.

Analysis of variance (ANOVA) analyzed whether the categorical levels of a nominal independent variable (mall attribute) differed from one another in terms of dependent variable (retail sales per square foot), and compared the extent of the difference with a standard of random distribution (Babbie, 1983). This statistical procedure has "an explanatory causal purpose" (Babbie, 1983, p. 359) as denoted by the presence of a dependent and independent variable. A significant finding implies that the independent or predictor variable yields differences in the dependent variable that were not due to random selection (Iversen & Norpoth, 1976). Assumptions that must be met for use of ANOVA include: dependent variable must be at least interval, each observation must be independent, must be homogeneity of variance and closeness to normal distribution (Alreck & Settle, 1995; Kerlinger, 1986). The F value is the important value resulting from the analysis of variance. "The F value allows the researcher to decide whether there are significant differences between (among) the means of the groups being compared" (Huck, Cormier, & Bounds, 1974, p. 60). In conjunction with the ANOVA, a Tukey multiple comparision test was utilized with independent variables having three or more categorical levels. Knowing that the mean response between the levels was significantly different does not indicate the manner of difference, whether each level was significantly different from every other level or perhaps only two were different. Multiple comparison procedures test which of the means "differ significantly when compared two at a time" (Toothaker, 1993, p. 1).

Simple linear regression analysis was used to measure the relationship between sales per square foot and the various interval and ratio independent variables of this study. Regression analysis serves two possible functions. First, "to measure the degree and direction of the

influence of the independent on the dependent variable, and...to assess the statistical significance of the relationship" (Alreck & Settle, 1995, p. 299). If a significant relationship is found, regression analysis reports "how much" and "in what direction" (Alreck & Settle, 1995, p. 299). The second function of regression is the ability to predict a new value for the dependent variable using information about the independent variable (Alreck & Settle, 1995). This is accomplished using a regression equation. For the purpose of this exploratory research, the first function of regression analysis was the end goal.

The assumptions that must be met before using regression analysis are similar to those for analysis of variance. The assumptions include: both dependent and independent variable must be measured on an interval or ratio scale; relationship must be linear, not curved or kinked; and variance around the line must approximately be equal (Alreck & Settle, 1995).

Determination of a r-square value results from a regression analysis. "With regression analysis, the r-square value indicates the percentage of variance in the dependent variable that's 'explained' by the values of the independent variable" (Alreck & Settle, 1995, p. 300). Utilizing simple regression for each interval and ratio independent variable allowed preliminary identification of the mall attributes that influence retail productivity.

CHAPTER IV

ANALYSIS AND RESULTS

The general purpose of this research was to identify the characteristics of "A" malls; those regional and super-regional malls that are dominant and successful. Within this purpose there were three objectives: (1) to provide a definition of regional and super-regional malls based on a space productivity measure: sales per square foot; (2) to create a profile of the predominant attributes of "A", "B" and "C" malls; and (3) to identify the attributes that best explain the high productivity levels of "A" regional and super-regional malls. This chapter presents the results of data analysis delineated for each objective in the preceding chapter.

Objective 1

A frequency distribution (Figure 1) of the dependent variable (interval measurement) was created to facilitate the division of respondents into three mall groups based on high, medium or low productivity, respectively, "A", "B" or "C". The modal response, the peak of the distribution, was $200 to $249 (category 4 on the horizontal axis) and became the sales per square foot range of the middle mall group, "B" malls. Those respondents in a range below the modal category were labeled "C" malls and those in a range above were labeled "A" malls. Thus the performance classification of malls responding to this study were defined as:

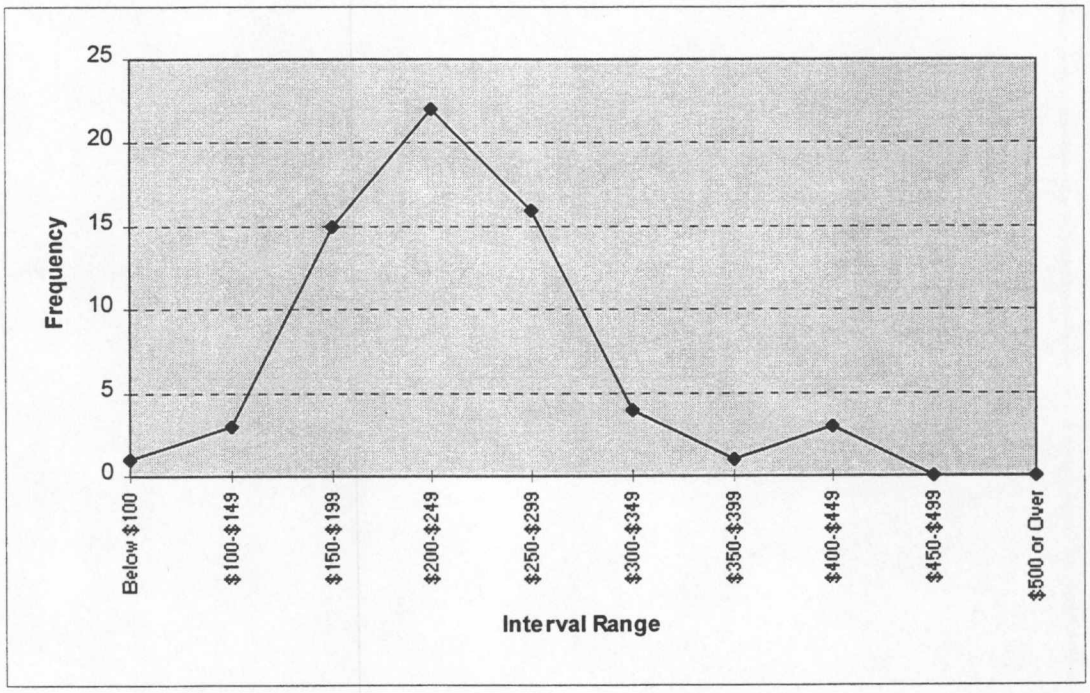

Figure 1. Frequency Distribution of Retail Sales Per Square Foot of Gross Leasable Area for Survey Respondents.

"A" malls : $250 to $449 sales per square foot

"B" malls : $200 to $249 sales per square foot

"C" malls : Below $200 sales per square foot

Twenty-four of the respondents, or 36.9% of total respondents were classified as "A" malls. Twenty-two, or 33.8% of respondents were classified as "B" malls. And nineteen, or 29.2% of respondents were classified as "C" malls.

Objective 2

Descriptive statistics were employed in this stage of the analysis. Response frequency tables were constructed, presenting the data in a format to facilitate comparisons and profiling of mall attributes. A description of the distribution of responses for "A", "B" and "C" malls attributes (independent variables) were derived from the frequency percentage tables, discussed in accordance with the five research questions and the five sections of the questionnaire.

Part I: History of the Mall

Age of Mall. The number of years the surveyed malls have been open was varied (Table 1), but the most common age of malls was 15 to 19 years for the three groups: "A" malls (46%), "B" malls (36%) and "C" malls (30%). Twenty to twenty-four years was also chosen by malls classified as "A" (17%) and "B" (23%). Twenty percent of "C" malls were reported as 30 years or older.

Table 1. Percentage Frequency Distribution of Response to History of Mall Attributes

Attributes	Mall Classification		
	A	B	C
Years Since Opening			
0-4 Years	0	9.09	10
5-9 Years	12.50	9.09	15
10-14 Years	8.33	9.09	15
15-19 Years	45.83	36.36	30
20-24 Years	16.67	22.73	10
25-29 Years	12.50	4.55	0
30 Years of Over	4.17	9.09	20
Ownership Changes Since Opening			
None	41.67	36.36	47.37
One	16.67	36.36	21.05
Two	25.00	22.73	15.79
Three	8.33	4.55	5.26
Four	4.17	0.00	10.53
Five	4.17	0.00	0.00
Renovation Since Opening			
None	25	31.82	52.63
One	54.17	50	31.58
Two	16.67	9.09	10.53
Three	4.17	9.09	5.26
Years Since Last Renovation			
0 Years	27.27	33.33	55
1-3 Years	31.82	14.29	10
4-6 Years	18.18	38.10	15
7-9 Years	9.09	9.52	15
10-12 Years	13.64	4.76	5
Expansions Since Opening			
None	34.78	59.09	55.56
One - Three	65.22	36.36	38.89
Four - Six	0	0	0
Seven- Nine	0	4.55	0
Ten -Twelve	0	0	5.56
Years Since Last Expansion			
0 Years	40.91	61.90	60
1-4 Years	18.18	4.76	15
5-9 Years	22.73	19.05	15
10-14 Years	13.64	9.52	0
15-19 Years	4.55	0	10
20-24 Years	0	4.76	0

Table 1. (continued).

Attributes	Mall Classification		
	A	B	C
Repositionings Since Opening			
0	50	35	84.21
1	20	20	5.26
2	10	20	10.53
3	10	20	0
4	5	5	0
5	5	0	0

Ownership Changes. Table 1 shows the frequency distributions for the number of times the ownership of a mall has changed since opening. The majority of malls have never experienced an ownership change: "A" (42%), "B" (36%) and "C" (47%). Twenty-five percent of "A" and 23% of "B" malls have changed owners two times, while 36% of "B" and 21% of "C" malls have experienced at least one ownership change.

Renovations. At least one renovation, updating and refurbishing the mall, was reported by 54%, 50%, and 32% of "A", "B" and "C" malls, respectively. Fifty-three percent of "C" malls have never renovated. Whereas, according to Table 1, only 25% of "A" and 32% of "B" malls have not renovated since first opening their doors to the public. The number of years since renovation varied for "A" and "B" malls. Thirty-two percent of "A" malls renovated in the past 1 to 3 years. Renovations occurred 4 to 6 years ago for 38% of "B" malls.

Expansions. Table 1 shows that the majority of "B" (59%) and "C" (56%) malls have never increased in size, whereas only 35% of "A" malls have never expanded. "A" malls have been through more expansions overall, 65% of the "A" mall marketing managers report expansion of their malls between one to three times, only 36% of "B" and 39% of "C" malls. The number of years since a mall's last expansion was spread out over the gamut of ranges, with most occurring from 1 to 4 years (18% of "A", 15% of "C"); and 5 to 9 years (23% of "A", 19% of "B" and 15% of "C").

Repositioning. The majority of malls surveyed have never repositioned, according to Table 1: fifty percent of "A", 35% of "B" and 84% of "C" malls. Twenty percent of "A" and "B" malls have repositioned at least one time in the past, likewise 20% of "B" malls have

repositioned 2 and 3 times.

Part II: Characteristics of Trade Area

Geographic Size. The size of the primary and secondary trade area had variation within each group (Table 2). The most common choice for primary trade area size was 5 to 9 mile radius (39% of "A", 32% of "B", and 32% of "C" malls). Twenty-two percent of "A" mall marketing managers reported a primary radius of 15 to 19 miles. Twenty-seven percent of "B" malls have a primary trade area of less than five miles. "C" malls with a primary radius of less than five and 10 to 14 miles were 21%, respectively.

The size of the secondary trade area, chosen by the majority of "A", "B" and "C" malls, was the "30 mile radius or more" category (26% of "A", 41% of "B" and 26% of "C" malls). Ten to fourteen mile radius was the next popular choice for "A" malls (22%), whereas, 25 to 29 mile radius was reported for "C" malls (21%). Eighteen percent of "B" malls have a secondary trade area of 15 to 19 mile radius.

Population Size. The number of people residing within the primary trade area was 100,000 to 249,000 for 46% of "A" malls, 50% for "B" malls and 37% for "C" malls. Forty-seven percent of "C" and 32% of "B" mall marketing managers reported a population of 25,000 to 99,999 people in the primary trade area. Thirty-two percent of "A" malls have primary trade area populations of 250,000 to 499,999 people.

The range of population sizes within secondary trade areas was spread out for "A" malls, which reported twenty-seven percent, each, to population sizes of 100,000 to 249,999, 250,000 to 499,999, and 500,000 to 999,999. Forty-eight percent of "B" malls have popula-

Table 2. Percentage Frequency Distribution of Response to Characteristics of the Trade Area.

Attributes	Mall Classification		
	A	B	C
Primary Trade Area Radius			
Less than 5 miles	8.7	27.27	21.05
5-9 miles	39.13	31.82	31.58
10-14 miles	17.39	13.64	21.05
15-19 miles	21.74	18.18	5.26
20-24 miles	4.35	0	10.53
25-29 miles	4.35	4.55	10.53
Greater than 30 miles	4.35	4.55	0
Do not know	0	0	0
Secondary Trade Area Radius			
Less than 5 miles	4.35	0	5.26
5-9 miles	13.04	9.09	15.79
10-14 miles	21.74	13.64	15.79
15-19 miles	17.39	18.18	5.26
20-24 miles	4.35	13.64	10.53
25-29 miles	13.04	4.55	21.05
30 miles or over	26.09	40.91	26.32
Do not know	0	0	0
Primary Trade Area Population			
Less than 25,000	0	0	15.79
25,000-99,999	9.09	31.82	47.37
100,000-249,999	45.45	50	36.84
250.000-499,999	31.82	18.18	0
500,000-999,999	9.09	0	0
1,000,000-2,499,999	0	0	0
2,500,000 or more	4.55	0	0
Do not know	0	0	0
Secondary Trade Area Population			
Less than 25,000	0	0	0
25,000 to 99,999	13.64	19.05	21.05
100,000 to 249,999	27.27	19.05	57.89
250.000 to 499,999	27.27	47.62	21.05
500,000 to 999,999	27.27	0	0
1,000,000 to 2,499,999	4.55	4.76	0
2,500,000 or more	0	9.52	0
Do not know	0	0	0

Table 2. (continued).

Attributes	Mall Classification		
	A	B	C
Population Growth Trend			
Decreasing	4.35	4.55	10.53
Stable	4.35	22.73	21.05
Increasing	86.96	72.73	68.42
Do not know	4.35	0	0
Trade Area's Largest Age Segment			
Under 18 years	0	0	5.56
18 to 24 years	0	4.76	0
25 to 34 years	23.81	28.57	27.78
35 to 44 years	61.9	52.38	44.44
45 to 54 years	4.76	0	22.22
55 to 64 years	4.76	9.52	0
65 to 79 years	0	4.76	0
80 years and over	0	0	0
Do not know	4.76	0	0
Trade Area's Largest Income (Disposable) Segment			
Less than $5,000	0	0	10.53
$5,000 to $9,999	0	4.76	5.26
$10,000 to $14,999	0	4.76	10.53
$15,000 to $24,999	15	4.76	10.53
$25,000 to $34,999	25	42.86	26.32
$35,000 to $49,999	35	23.81	26.32
$50,000 to $74,999	20	9.52	10.53
$75,000 to $99,999	0	0	0
$100,000 or more	0	0	0
Do not know	5	9.52	0
Trade Area's Largest Marital Status Segment			
Single, no children	0	18.18	10.53
Single, with children	0	0	10.53
Married, no children	17.39	22.73	10.53
Married with children	69.57	54.55	68.42
Widowed	0	0	0
Do not know	13.04	4.55	0
Trade Area's Largest Ethnic Segment			
White	95.24	86.36	73.68
Black	4.76	4.55	15.79
American Indian, Eskimo, Aleut	0	0	0
Asian or Pacific Islander	0	0	0
Hispanic Origin	0	9.09	10.53
Do not know	0	0	0

Table 2: (continued).

Attributes	Mall Classification A	B	C
Trade Area's Largest Education Level Segment			
8th grade or less	0	0	0
9th to 12th grade, no diploma	0	0	5.56
High school diploma	35	50	55.56
Some college, no degree	45	35	22.22
Associate degree	0	0	0
Bachelor's degree	10	15	16.67
Master's degree	0	0	0
Professional school degree	0	0	0
Doctorate degree	0	0	0
Do not know	10	0	0
Trade Area's Largest Occupation Segment			
Managerial and professional specialty	57.14	33.33	29.41
Technical, sales and administrative support	14.29	23.81	29.41
Service	19.05	14.29	29.41
Farming, forestry and fishing	0	0	0
Precision production, craft and repair	0	14.29	11.76
Retired	0	9.52	0
Do not know	9.52	4.76	0
Location of Trade Area			
Central City	39.13	25	42.11
Suburb	60.87	50	42.11
Rural Area	0	25	15.79
Perceived Competition By Center Type*			
Regional malls	39.13	54.55	52.63
Super-regional malls	56.52	54.55	31.58
Neighborhood strip centers	26.09	9.09	26.32
Community strip centers	17.39	22.73	21.05
Power centers	34.78	40.91	52.63
Theme centers	4.53	0	15.79
Central Business District	0	0	0
Regional Malls Within or Near Trade Area			
0	29.17	23.81	33.33
1 or 2	50	57.14	50
3 or 4	8.33	19.05	11.11
5 or 6	8.33	0	5.56
7 or 8	0	0	0
9 or 10	4.17	0	0

*Dichotomous Categories, Each Level Based on 100 % Frequency

Table 2. (continued).

Attributes	Mall Classification		
	A	B	C
Superregional Malls Within or Near Trade Area			
0	45.83	61.9	77.78
1 or 2	45.83	19.05	16.67
3 or 4	4.17	19.05	0
5 or 6	0	0	5.56
7 or 8	4.17	0	0
9 or 10	0	0	0

tions of 250,000 to 499,999 people within secondary trade areas, 19% with 25,000 to 99,999 people and 19% with 100,000 to 249,999 people. The majority of "C" malls, 58%, have 100,000 to 249,999 people, while 21% of "C" malls report 25,000 to 99,999 and 21% report 250,000 to 499,999 people living in their secondary trade area.

Population Growth Trends. The majority of marketing managers for "A" (87%), "B" (73%) and "C" (68%) malls perceive that the number of people within their trade area is increasing. Twenty-three percent of "B" and twenty-one percent of "C" malls report a stable population trend.

Population Demographics. The largest age segment residing in a mall's trade area was a range of 35 to 44 years, as reported by 62% of "A", 52% of "B" and 44% of "C" malls. The second most frequent age category was 25 to 34 years (24% of "A", 28% of "B" and 28% of "C"). Twenty-two percent of marketing managers of malls classified as "C" also describe trade area residents as falling within the age range of 45 to 54 years.

Marketing managers (35%) of "A" malls chose the disposable income range of $35,000 to $49,999 as making up the largest segment in the trade area (Table 2). Whereas "B" malls (43%) report disposable income range of $25,000 to $34.999 as the largest segment. The responses were divided for marketing managers of "C" malls, 26% for $25,000 to 34,999 and 26% for $35,000 to $49,999 income range. Twenty percent of "A" mall trade areas have a population earning a range of $50,000 to$74,999 disposable income.

The marital status of the largest segment of people in the trade area for all three mall classifications was married, with children (70% of "A", 55% of "B" and 68% of "C" malls). Twenty-three percent of "B" malls report the largest segment as being married, without

children (Table 2).

Marketing managers for "A", "B" and "C" malls responded that the ethnic origin of the largest segment in their trade area as being Caucasian. Ninety-five percent of "A" malls, 86% of "B" malls and 74% of "C" malls responded in this manner.

The level of education attained by the largest segment of a trade area's population was split between attaining a high school diploma and attending some college, but not receiving a degree. Thirty-five percent of marketing managers for "A", 50% of "B" and 56% of "C" malls respond that the largest segment of the trade area population had received a high school diploma. Some college was reported by 45% of "A", 35% of "B" and 22% of "C" malls.

Managerial and professional workers, the occupation classification of the largest segment in a mall's trade area, was 57% for "A", 33% for "B" and 29% for "C" malls (Table 2). Twenty-four percent of "B" malls and 29% of "C" malls have trade areas with a large technical, sales and administrative staff. Likewise, 29% of "C" classify the largest occupational segment as service oriented.

Trade Area Location. Suburbs were the most common location of the regional and super-regional malls surveyed (Table 2). Sixty-one percent of "A" malls, 50% of "B" malls and 42% of "C" malls were located in the suburbs. The second most popular location for "A" (39%), "B" (25%) and "C" (42%) malls was in the central city.

Competition. The inter-type and intra-type competition was assessed for each mall classification with a dichotomous (yes or no) response by the marketing managers (Table 2). "A" malls greatest competition (as perceived by the individual marketing managers) was from super-regional malls (57% responded yes), intra-type competition. The greatest

competition for "B" malls was also intra-type, 55% of marketing managers perceived other regional malls as competitors, likewise, 55% believed super-regional malls were competitors (Table 2). Marketing managers of "C" malls perceived that power centers offered greatest competition, with 53% giving an affirmative response. Intra-type competition from regional malls was also deemed to be in operation for "C" malls by 53% of respondents.

The level of intra-type competition confronting the regional and super-regional malls surveyed was assessed for each of the three mall classifications. Fifty percent of "A" malls surveyed reported the presence of 1 or 2 regional malls located within or nearby their trade areas; 57% of "B" and 50% of "C" malls reported the same. On the other hand, 29% of "A", 24% of "B" and 33% of "C" malls have no regional malls nearby (Table 2). The absence of super-regional malls within or nearby was reported by 46% of "A", 62% of "B", and 78% of "C" malls. The presence of 1 or 2 super-regional malls was reported by 46% of "A" mall marketing managers surveyed.

Part III: Characteristics of the Mall

Owner Classification. The regional and super-regional malls surveyed that were owned by a national shopping center developer included 33% of "A", 46% of "B" and 39% of "C" malls (Table 3). Real estate investment trusts were owners of 21% of "A", and 23% of "B" malls surveyed. Twenty-two percent of "C" malls were owned by a regional shopping center

Table 3. Percentage Frequency Distribution of Response to Characteristics of the Mall.

Attributes	Mall Classification		
	A	B	C
Owner Classification			
Local developer	8.33	0	11.11
Regional developer	12.5	4.55	22.22
National developer	33.33	45.45	38.89
Foreign developer	0	0	0
Real estate investment trust	20.83	22.73	5.56
Insurance company	0	13.64	5.56
Pension fund investment	25	0.09	5.56
Other	0	4.55	11.11
Responsibility for Management			
Owner, subsidiary or affiliate	75	77.27	83.33
Independent management company	25	22.73	16.67
Other	0	0	0
Responsibility for Leasing			
Owner, subsidiary or affiliate	75	77.27	83.33
Independent management company	25	22.73	16.67
Other	0	0	0
Responsibility for Marketing			
Owner, subsidiary or affiliate	75	77.27	83.33
Independent management company	25	22.73	16.67
Other	0	0	0
Market Strategy Decision Making Format			
Centralized	20.83	28.57	22.22
Decentralized	75	66.67	72.22
Other	4.17	4.76	5.56
Industry Classification of Mall Performance			
"A" mall	37.5	4.55	5.88
"B" mall	16.67	45.45	11.76
"C" mall	8.33	9.09	35.29
Not classified	4.17	9.09	5.88
Do not know	33.33	31.82	41.18
Number of Marketing Personnel			
Less than 1	0	9.09	10.52
1	29.17	31.82	63.16
2	41.67	59.09	21.05
3	29.17	0	0
4	0	0	0
5	0	0	5.26

Table 3. (continued).

Attributes	Mall Classification		
	A	B	C
Gross Leasable Area			
15,000 to 99,999	0	4.76	5.26
100,000 to 249,999	8.33	14.29	31.58
250,000 to 499,999	37.5	42.86	42.11
500,000 to 749,999	16.67	23.81	10.53
750,000 to 999,999	8.33	9.52	5.26
1,000,000 to 1,249,999	25	4.76	5.26
1,250,000 to 1,499,999	4.17	0	0
Total Number of Parking Spaces			
350 to 999	0	9.52	11.76
1,000 to 2,499	8.7	23.81	29.41
2,500 to 4,999	30.43	47.62	52.94
5,000 to 7,499	43.48	19.05	5.88
7,500 to 9,999	13.04	0	0
10,000	4.35	0	0
Number of Anchor Stores			
0	0	0	5.26
1	0	0	0
2	4.17	4.55	10.53
3	33.33	22.73	36.84
4	37.5	50	21.05
5	16.67	22.73	26.32
6	8.33	0	0
Percentage of Vacant Space			
0 to 9.9	52.82	58.82	43.75
10 to 19.9	36.84	29.41	18.75
20 to 29.9	10.53	5.88	6.25
30 to 39.9	0	5.88	18.75
40 or more	0	0	12.5

developer.

Operations Responsibility. The responsibility for day to day operations(management, leasing and marketing) of the regional and super-regional malls surveyed were mostly given to managers employed by the shopping center owner, "A" (75%), "B" (77%) and "C" (83%), not an outside management company (Table 3).

Decision-Making Responsibility. Marketing strategy decisions were most often made by the mall managers, a decentralized decision-making structure (75% of "A", 67% of "B" and 72% of "C" malls).

Mall Classification. Less than half of the marketing managers for "A" (38%), "B" (46%) and "C" (35%) congruently reported their industry classification with the survey classification (Table 3). Thirty-three percent of "A", 32% of "B" and 41% of "C" mall respondents do not know at what level their mall is classified by the industry.

Mall Size. The most typical size of an "A" (38%), "B" (43%) and "C" (53%) mall fall within the range of 250,000 to 499,999 square feet of gross leasable area. Twenty-five percent of "A" malls reported gross leasable area of 1,000,000 to 1,249,999 square feet. Twenty-four percent of "B" malls surveyed have gross leasable area of 500,000 to 749,999 square feet, and 32% of "C" malls with gross leasable area of 100,000 to 249,999 square feet.

Twenty-four percent of "B" and 29% of "C" malls have 1,000 to 2,499 parking spaces. Thirty percent of "A", 48% of "B" and 53% of "C" malls provide 2,500 to 4,999 parking spaces for their customers. And 44% of "A" malls report having 5,000 to 7,499 parking spaces (Table 3).

The majority of regional and super-regional malls have four anchor stores (38% of "A", 50% of "B" and 21% of "C" malls). Almost as many malls reported having three anchor stores (33% of "A", 23% of "B" and 37% of "C" malls). There were 23% of the "B" malls and 26% of the "C" malls that have 5 anchor stores.

Personnel. Malls employing two full time marketing personnel varied between mall classifications: 29% of "A" malls, 32% of "B" malls and 63% of "C" malls. Whereas, 42% of "A", 59% of "B" and only 21% of "C" malls reported a total of three full time marketing employees.

Vacancy. The majority of "A", "B" and "C" malls reported low vacancy percentages (0 to 9.9): 53%, 59% and 44% respectively. Vacancy percentages of 10 to 19.9 were reported by 37% of "A" malls and 29% of "B" malls. Nineteen percent of "C" malls reported 10 to 19.9 percent and 30 to 39.9 percent vacant space.

Part IV: Characteristics of Market Strategy

Strategic Approach. A focused strategic approach was described by 63% of the "A" malls, 59% of the "B" and 53% of the "C" malls surveyed (Table 4). On the other hand, 33%, 36% and 47% of "A", "B" and "C" malls, respectively, reported utilizing an undifferentiated strategic approach.

Segmentation Strategy. A number of different customer characteristics were used to describe the segments targeted by "A", "B" and "C" malls (Table 4). "A" malls describe their customers by demographic (88%), socio-economic (79%), lifestyle (46%), customer loyalty (38%) and response to marketing mix (38%) characteristics. "B" malls describe their

Table 4. Percentage Frequency Distribution of Response to Characterictics of Market Strategy.

Attributes	Mall Classification		
	A	B	C
Strategic Approach			
Undifferentiated strategy	33.33	36.36	47.37
Focused strategy	62.5	59.09	52.63
Other	4.17	4.55	0
Segmentation Bases Utilized*			
Demographic	87.5	90.48	73.68
Socio-economic	79.17	52.38	73.68
Benefits	12.5	4.76	15.79
Lifestyle/psychographic	45.83	57.14	52.63
Customer loyalty	37.5	47.62	52.63
Image	25	33.33	26.32
Stage in the lifecycle	12.5	0	26.32
Response to marketing mix	37.5	19.05	26.32
Market Research Resources			
Internal market research	50	68.42	42.86
External market research	35	31.58	21.43
Published statistical information	15	0	28.57
Other	0	0	7.14
Differentiation Bases Utilized*			
Merchandise mix	50	22.73	26.32
Service mix	20.83	13.64	15.79
Promotional campaign	37.5	36.36	42.11
Design/layout of mall	29.17	4.55	21.05
Price lines offered	16.67	9.09	31.58
Tenant mix	62.5	40.91	31.58
Location	66.67	50	57.89
Image	29.17	4.62	21.05
Do not differentiate	0	9.09	5.26
Merchandise Orientation			
Traditional general merchandise	66.67	76.19	68.42
Fashion-oriented	29.17	19.05	15.79
Off-price	4.17	0	10.53
Factory outlet	0	0	0
Other	0	4.76	5.26
Promotional Planning Methods Utilized*			
Marketing or promo fund	75	68.18	78.95
Merchant association	30.43	40.91	15.79
Media fund	54.17	40.91	15.79

*Dichotomous Categories, Each Level Based on 100% Frequency

Table 4. (continued).

Attributes	Mall Classification		
	A	B	C
Tenant Placement			
Grouped by merchandise type	13.04	5	0
Spread out to increase consumer exposure	65.22	50	77.78
Grouped by appeal to targeted segments	13.04	5	11.11
Grouped by rental income	0	10	5.56
Other	8.7	30	5.56
Services Provided*			
Strollers	79.17	72.73	73.68
Directories	100	81.82	84.21
Interactive computers	12.5	9.09	5.26
Staffed information desk	87.5	68.18	57.89
Frequent shopper programs	25	36.36	26.32
Senior citizen discounts	12.5	13.64	21.05
Valet parking	8.33	0	0
Security guards	100	95.45	94.74
Food courts	75	68.18	42.11
Wheelchairs	91.67	86.36	78.95
Photocopy service	58.33	54.55	47.37
Advertising Media Usage			
Daily	8.7	13.64	5.26
Weekly	17.39	27.27	42.11
Monthly	65.22	45.45	26.32
Occasionally	8.7	9.09	21.05
Never	0	4.55	5.26
Advertising Media Usage: Newspapers			
1 (most often)	45.83	42.86	61.11
2	25	28.57	33.33
3	20.83	9.52	5.56
4	4.17	4.76	0
5	4.17	9.52	0
6 (least often)	0	4.76	0
Advertising Media Usage: Direct Mail			
1 (most often)	15.79	10.53	0
2	26.32	5.26	7.14
3	10.53	21.05	14.29
4	5.26	26.32	28.57
5	42.11	36.84	42.86
6 (least often)	0	0	7.14

* Dichotomous Categories, Each Level Based on 100% Frequency

Table 4. (continued).

Attributes	Mall Classification		
	A	B	C
Advertising Media Usage: Radio			
1 (most often)	30.43	33.33	11.11
2	30.43	42.86	44.44
3	26.09	19.05	33.33
4	8.7	4.76	11.11
5	0	0	0
6 (least often)	4.35	0	0
Advertising Media Usage: Television			
1 (most often)	15	10	26.67
2	20	25	13.33
3	30	35	33.33
4	10	25	20
5	15	0	0
6 (least often)	10	5	6.67
Advertising Media Usage: Transit Signs			
1 (most often)	0	0	0
2	0	0	0
3	0	0	0
4	0	7.69	20
5	9.09	15.38	30
6 (least often)	90.91	76.92	50
Advertising Media Usage: Billboards			
1 (most often)	0	5.88	7.14
2	5.88	0	7.14
3	17.65	23.53	21.43
4	64.71	35.29	35.71
5	5.88	29.41	14.29
6 (least often)	5.88	5.88	14.29
Promotional Events Usage			
Daily	4.17	0	0
Weekly	16.67	23.81	47.37
Monthly	58.33	52.38	36.84
Occasionally	16.67	19.05	5.26
Holidays Only	4.17	0	5.26
Never	0	4.76	5.26

Table 4. (continued).

Attributes	Mall Classification		
	A	B	C
Promotional Event Usage: Sales			
1 (most often)	38.1	50	36.84
2	19.05	22.73	31.58
3	23.81	18.18	10.53
4	4.76	9.09	21.05
5 (least often)	14.29	0	0
Promotional Event Usage: Entertainment			
1 (most often)	38.1	18.18	52.63
2	23.81	40.91	26.32
3	9.52	18.18	10.53
4	14.29	0	5.26
5 (least often)	14.29	22.73	5.26
Promotional Event Usage: Educational			
1 (most often)	0	0	0
2	20	14.29	15.79
3	5	23.81	47.37
4	40	28.57	15.79
5 (least often)	35	33.33	
Promotional Event Usage: Community			
1 (most often)	18.18	9.09	5.88
2	18.18	9.09	17.65
3	36.36	45.45	23.53
4	18.18	22.73	47.06
5 (least often)	9.09	13.64	5.88
Promotional Event Usage: Merchandise			
1 (most often)	22.73	28.57	5.56
2	22.73	9.52	11.11
3	22.73	4.76	16.67
4	18.18	33.33	16.67
5 (least often)	13.64	23.81	50
Plans for Renovation			
Yes	20.83	18.18	31.58
No	58.33	59.09	57.89
Under Consideration	20.83	22.73	10.53
Plans for Expansion			
Yes	25	22.73	10.53
No	45.83	50	89.47
Under Consideration	29.17	27.27	0

targeted market(s) using demographic (91%), socio-economic (52%), lifestyle (57%), customer loyalty (48%) and image (33%) attributes. Whereas, "C" malls use demographic (74%), socio-economic (74%), lifestyle (53%), and customer loyalty (53%) traits.

Market Research. Internal market research resources were utilized most often by "A" (50%), "B" (68%) and "C" (43%) malls surveyed (Table 4). External market research resources were popular with 35 % of "A" and 32% of "B" malls. Published statistical information was used by 29% of "C" malls.

Differentiation Strategy. The regional and super-regional malls surveyed reported using several bases of differentiation (Table 4). "A" malls differentiate with location (67%), tenant mix (63%), merchandise mix (50%), promotional campaigns (38%), image (29%) and design or layout of the mall (29%). "B" malls differentiate with tenant mix (41%), and promotional campaigns (36%). "C" malls differentiate utilizing location (58%), promotional campaigns (42%), tenant mix (32%) and price lines offered (32%).

Merchandise Orientation. The majority of "A" (67%), "B" (76%) and "C" (68%) have a traditional or general merchandise orientation (Table 4). Twenty-nine percent of "A" malls carry fashion oriented merchandise.

Promotional Strategy. The preferred method for planning promotional strategy: advertising and events, was using a Marketing or Promo Fund (75% of "A", 68% of "B" and 79% of "C" malls). Other methods that were popular with "A" and "B" malls were Media Fund (54% of "A" and 41% of "B") and Merchant Association (30% of "A" and 41% of "B" malls).

Advertising media were used on a monthly basis by a majority of "A" (65%) and "B" (46%) malls. Whereas, "C" malls (42%) utilized advertisements on a weekly basis. Twenty-seven percent of "B" malls advertise on a weekly basis, while 26% of "C" mall advertise on a monthly basis. The media used most often to advertise was ranked in the following order (most to least) by all three mall groups: newspapers (46% of "A", 43% of "B" and 61% of "C" malls); radio (30% of "A", 43% of "B" and 44% of "C" malls); television (30% of "A", 35% of "B" and 33% of "C" malls); billboards (65% of "A", 35% of "B" and 36% of "C" malls); direct mail (42% of "A", 37% of "B" and 43% of "C" malls); and transit signs (91% of "A", 77% of "B" and 50% of "C" malls).

Promotional events were used on a monthly basis for 58% of "A" malls, 52% of "B" malls and 37% of "C" malls. A weekly program of promotional events were scheduled for 24% of "B" malls and 47% of "C" malls. The preference for certain types of promotional events were ranked (most used to least used) as follows for "A" malls: sales events (38%) and entertainment (38%); merchandise events (tied for positions 1, 2, and 3 all 23%); community events (36%); educational events (40%). The ranking for "B" malls was sales (50%); entertainment (41%); community (46%); merchandise (33%); and educational (33%). "C" malls ranked promotional events as follows: sales (37%) and entertainment (53%) were tied for first and second position; educational events (47%) were third; community events (47%) were fourth; and merchandise events (50%) were ranked last.

Tenant Placement. The majority of malls (65% of "A", 50 % of "B" and 78% of "C" malls) spread tenants out to increase consumer exposure. Thirty percent of "B" malls use some other placement method.

Customer Services. The services provided by the malls surveyed were similar for all three mall classifications (Table 4). Services included by "A" malls were directories (100%), security guards (100%), wheelchairs (92%), staffed information desk (88%), strollers (79%), food courts (75%), and photocopier service (58%). "B" malls offered security guards (96%), wheelchairs (86%), directories (82%), strollers (73%), staffed information desk (68%), food courts (68%), and photocopier service (55%). "C" malls provide security guards (95%), directories (84%), wheelchairs (79%), strollers (74%), staffed information desk (58%), photocopier service (47%) and food courts (42%).

Renovation/Expansion Plans. Most of the regional and super-regional malls surveyed did not have renovation or expansion plans (Table 4). Fifty-eight percent of "A", 59% of "B" and 58% of "C" malls reported no current plans for renovation. Thirty-two percent of "C" and 21% of "A" mall respondents were currently planning to renovate, while 21% of "A" and 23% of "B" malls were considering renovation plans. There were no expansion plans for 46% of "A", 50% of "B" and 90% of "C" malls. Twenty-five percent of "A" and 23% of "B" malls were planning to expand. Twenty-nine percent of "A" and 27% of "B" malls had expansion plans under consideration.

Part V: Characteristics of Respondent

Demographic. According to Table 5, the gender of the majority of respondents was female (83% of "A", 77% of "B" and 74% of "C" malls). The most common respondent age ranges were 26 to 35 years (44% of "A", 55% of "B" and 53% of "C" malls) and 36 to 45 years (44% of "A", 32% of "B" and 32% of "C" malls). The level of education for most of

Table 5. Percentage Frequency Distribution of Response to Characteristics of Respondent.

Attributes	Mall Classification		
	A	B	C
Gender of Respondent			
Female	83.33	77.27	73.68
Male	16.67	22.73	26.32
Age of Respondent			
Under 26 years	4.35	4.55	10.53
26 to 35 years	43.48	54.55	52.63
36 to 45 years	43.48	31.82	31.58
46 to 55 years	8.7	9.09	5.26
56 to 65 years	0	0	0
Over 65 years	0	0	0
Education Level of Respondent			
High school diploma	4.17	13.64	5.26
Associate's degree	12.5	0	0
Bachelor's degree	70.83	72.73	89.47
Master's degree	8.33	9.09	5.26
Doctorate's degree	0	0	0
Other	4.17	4.55	0
Certification of Respondent			
Yes	43.48	45.45	11.11
No	39.13	27.27	72.22
In process of qualifying	17.39	27.27	16.67
Other	0	0	0
Experience in Current Position			
0 to 2	28.57	52.38	78.95
3 to 6	33.33	28.57	15.79
7 to 9	23.81	9.52	5.26
10 to 12	14.29	9.52	0
Experience as Marketing Manager			
0 to 3	25	28.57	44.44
4 to 7	33.33	19.05	22.22
8 to 11	16.67	19.05	22.22
12 to 15	8.33	19.05	5.56
16 to 19	12.5	9.52	0
20 or over	4.17	4.76	5.56

Table 5. (continued).

Attributes	Mall Classification		
	A	B	C
Marketing Manager Responsibilities*			
Conduct market research	78.26	66.67	66.67
Develop marketing/promotion budget	100	95.24	100
Implement the marketing program	100	90.48	100
Participate in merchant association	56.52	38.1	38.89
Prepare advertising calender	100	90.48	100
Develop public relations program	95.65	90.48	88.89
Hire and supervise marketing staff	86.96	71.43	61.11
Maintain relationship with merchants	100	100	100

* Dichotomous Categories, Each Level Based on 100% Frequency

the malls surveyed was attainment of a bachelor's degree (71% of "A", 73% of "B" and 90% of "C" malls).

Certification. Forty-four percent of the "A" mall respondents and 46% of the "B" mall respondents were certified by the International Council of Shopping Centers. Thirty-nine percent of "A" mall, and 72% of "C" mall marketing managers were not certified.

Experience. The number of years a marketing manager has held his/her current position varied between the three groups (Table 5). Twenty-nine percent of "A" mall marketing managers were in current position from 0 to 3 years, 52% of "B" mall marketing managers and 79% of "C" mall marketing managers. While, 33% of "A" mall and 29% of "B" mall respondents reported being in their current jobs for 3 to 6 years. Twenty-four percent of marketing managers from "A" malls have 7 to 9 years experience in their current positions.

The number of years the respondents have held a marketing manager position was also assessed. Twenty-five percent of "A" mall, 29% of "B" mall and 44% of "C" mall respondents have held a marketing position for only 0 to 3 years. Thirty-three percent of "A" mall, 19% of "B" mall and 22% of "C" mall marketing managers have held such a position for 4 to 7 years. Marketing managers with 8 to 11 years experience were 17% for "A" malls, 19% for "B" and 22% for "C" malls.

Responsibilities. The list of marketing manager responsibilities were applicable to the majority of respondents. Seventy-eight percent of "A", 67% of "B" and 67% of "C" mall marketing managers conduct market research. Of those marketing managers surveyed, 100% of "A", 95% of "B" and 100% of "C" malls respondents develop marketing and promotion budget; 100% of "A", 91% of "B" and 100% of "C" mall respondents implement the

marketing program; 100% of "A", 91% of "B" and 100% of "C" mall respondents prepare an advertising calender; 96% of "A", 91% of "B" and 89% of "C" mall respondents develop public relations programs; 87% of "A", 71% of "B" and 61% of "C" mall respondents hire and supervise marketing staff; and 100% of all three groups maintain relationships with merchants.

A description or profile for each mall classification was developed by identifying the attributes (independent variables) with frequency percentages of fifty percent or greater of the total responses for those malls defined as "A", "B" or "C". The results of the profile development are compiled in Table 6. These profiles facilitated a comparision of attributes common to the three mall classifications.

Objective 3

Inferential statistical analysis was employed to isolate the mall attributes that were associated with successful malls, and may explain high productivity. Analyses performed were a combination of analysis of variance and regression, depending upon a variables level of measurement. Results of analysis are presented in five parts, corresponding to the five research questions and the five sections of the instrument.

Research Question 1: Do characteristics related to a mall's history influence productivity?

Regression analysis, of each variable classified as a characteristic of a mall's history, showed no significant difference in productivity levels (Appendix C). There was no relation-

Table 6. Profiles of Regional and Super-Regional Mall Attributes.

"A" MALLS	"B" MALLS	"C" MALLS
History of Mall Attributes ▸ renovated 1 time ▸ expanded 1 to 3 times ▸ repositioned 0 times	**History of Mall Attributes** ▸ expanded 0 times	**History of Mall Attributes** ▸ renovated 0 times ▸ expanded 0 times ▸ repositioned 0 times
Trade Area Attributes ▸ increasing population ▸ population age: 35 to 44 years ▸ population marital status: married, with children ▸ population ethnic origin: white ▸ population occupation: managerial, professional ▸ trade area defined as suburb ▸ greatest competition: super-regional malls ▸ 1 or 2 regional malls nearby	**Trade Area Attributes** ▸ increasing population ▸ population age: 35 to 44 years ▸ population marital status: married, with children ▸ population ethnic origin: white ▸ population education: high school graduate ▸ trade area defined as suburb ▸ greatest competition: regional & super-regional malls ▸ 1 or 2 regional malls nearby	**Trade Area Attributes** ▸ population size: 100,000 to 249,999 people ▸ increasing population ▸ population marital status: married, with children ▸ population ethnic origin: white ▸ population education: high school graduate ▸ greatest competition: regional malls and power centers ▸ 0 super-regional malls nearby
Mall Attributes ▸ owner responsible for operations ▸ 0% to 9.9% vacant space ▸ decentralized decision-making format	**Mall Attributes** ▸ owner responsible for operations ▸ 0% to 9.9% vacant space ▸ decentralized decision-making format ▸ 2 full time marketing personnel	**Mall Attributes** ▸ owner responsible for operations ▸ decentralized decision-making format ▸ 1 full time marketing personnel ▸ 2,500 to 4,999 parking spaces
Market Strategy Attributes ▸ focused strategic approach ▸ segmentation bases: socio-economic, demographic ▸ internal market research ▸ differentiation bases: tenant, merchandise, location ▸ traditional merchandise orientation ▸ marketing fund and media fund ▸ tenants spread out to increase exposure ▸ services offered: strollers, directories, staffed information desk, security guards, food courts, wheelchairs, photo-copiers ▸ advertise monthly ▸ least used media:transit signs ▸ less often used media: bill-boards, ▸ monthly promotional events ▸ no plans for renovation	**Market Strategy Attributes** ▸ focused strategic approach ▸ segmentaion bases: socio-economic, demographic, psychographic ▸ internal market research ▸ traditional merchandise orientation ▸ marketing fund ▸ tenants spread out to increase exposure ▸ services offered: strollers, directories, staffed information desk, security guards, food courts, wheelchairs, photo-copiers ▸ least used media: transit signs ▸ monthly promotional events ▸ most used promotional event: sales ▸ no plans for renovation ▸ no plans for expansion	**Market Strategy Attributes** ▸ focused strategic approach ▸ segmentation bases: socio-economic, demographic, psychographic, customer loyalty ▸ differentiation bases: location ▸ traditional merchandise orientation ▸ marketing fund ▸ tenants spread out to increase exposure ▸ services offered: strollers, directories, staffed information desk, security guards, wheel-chairs ▸ most used media: newspapers ▸ least used media: transit signs ▸ most used promotion: entertainment event ▸ least used promotion: merchandise event ▸ no plans for renovation ▸ no plans for expansion

Table 6. (continued).

"A" MALLS	"B" MALLS	"C" MALLS
Marketing Manager Attributes ▸ female ▸ Bachelor's degree ▸ responsibilities: conduct market research, develop marketing/promotional budget, implement marketing program, participate in merchant association, prepare advertising calendar, develop public relations program, hire and supervise marketing staff, maintain relationships with merchants	**Marketing Manager Attributes** ▸ female ▸ 26 to 35 years old ▸ Bachelor's degree ▸ 0 to 2 years in current position ▸ responsibilities: conduct market research, develop marketing/promotional budget, implement marketing program, prepare advertising calendar, develop public relations program, hire and supervise marketing staff, maintain relationships with merchants	**Marketing Manager Attributes** ▸ female ▸ 26 to 35 years old ▸ Bachelor's degree ▸ not certified ▸ 0 to 2 years in current position ▸ responsibilities: conduct market research, develop marketing/promotional budget, implement marketing program, prepare advertising calendar, develop public relations program, hire and supervise marketing staff, maintain relationships with merchants

ship between the age of a mall and it's sales per square foot. There was no relationship between the number of ownership changes and a mall's sales per square foot. Likewise, no relationships were found between the number and recency of renovations or expansions and the level of productivity.

Research Question 2: Do characteristics inherent to a mall's trade area influence productivity?

Regression analysis revealed a significant, positive relationship ($p=0.0001$, $F=9.08$, $R^2=0.24$) between a mall's sales per square foot and the population size within their primary trade area (Table 7). Twenty-four percent of the variance in sales per square foot was explained by the size of the population. As the population within the primary trade area increased so did the productivity level of regional and super-regional malls.

A new variable was created that would take into account the population size in relation to the trade area size, an index of density. Regression analysis showed a significant difference ($p=0.0414$, $F=4.35$, $R^2=0.0675$) in the sales per square foot of a mall when considering the density of its trade area (Table 8). Only seven percent of the variance in productivity can be explained by the density of the trade area, as the number of people residing within a mall's primary trade area increases so does productivity.

Regression analysis also identified a significant relationship ($p=0.0081$, $F=7.52$, $R^2=0.115$) between productivity and the level of disposable income of the largest segment in a mall's trade area (Table 9). As the level of income increases, so does the sales per square foot. Approximately 12% of the sales per square foot variance can be explained by

Table 7. Summary of Regression Analysis for Productivity and Population Within Primary Trade Area.

Source	DF	MS	F	F Prob.
Model	1	28.66	19.08	0.0001
Error	61	1.50		
Total	62			
R-Square	0.238			

Table 8. Summary of Regression Analysis for Productivity and Population Density Within Primary Trade Area.

Source	DF	MS	F	F Prob.
Model	1	7.14	4.35	0.0414
Error	60	1.64		
Total	61			
R-Square	0.068			

Table 9. Summary of Regression Analysis for Productivity and Largest Segment's Disposable Income Level Within the Trade Area.

Source	DF	MS	F	F Prob.
Model	1	12.04	7.52	0.0081
Error	58	1.60		
Total	59			
R-Square	0.115			

the trade area population's income.

Analysis of variance was used to analyze the relationship between sales per square foot and the level of education attained by the largest segment of a mall's trade area population. While a significant difference was found ($p=0.0385$, $F=2.73$, $R^2=0.171$), the Tukey multiple comparison procedure, which controls for Type I experimentwise error, did not yield significant difference between the variable categories (Table 10). Type I error occurs when a null hypothesis was rejected when there was really no significant relationship (Alreck & Settle, 1995).

The number of regional malls within or near a mall's trade area was regressed upon the sales per square foot of a mall. There was a significant difference ($p=0.0091$, $F=3.03$, $R^2=0.278$) in the sales per square foot based on the number of nearby regional malls (Table 11). Twenty-eight percent of the productivity variance can be explained by the number of closely located regional malls. The relationship was positive, as the number of regional malls nearby increases, so does productivity.

Regression analysis showed no significant difference in a mall's sales per square foot in regards to the size of the primary or secondary trade area (Appendix C). Likewise, there was no significant difference in productivity due to the population size within the secondary trade area, or the age range of the largest segment in the trade area, or even the number of super-regional malls located within or near a mall's trade area (Appendix C).

Analysis of variance conducted on the remaining independent variables did not yield significant findings. There was no significant difference in a mall's productivity based on the growth trends of the population; the marital status or ethnic origin, or occupational

Table 10. Summary of Analysis of Variance for Productivity and the Largest Segment's Education Level Within the Trade Area.

Source	DF	MS	F	F Prob.
Model	4	4.43	2.73	0.0385
Error	53	1.62		
Total	57			
R-Square	0.171			

Table 11. Summary of Regression Analysis for Productivity and the Number of Regional Malls Within or Near a Mall's Trade Area.

Source	DF	MS	F	F Prob.
Model	7	4.77	3.03	0.0091
Error	55	1.57		
Total	62			
R-Square	0.278			

classification of a trade area's largest segment; the location of the trade area; and the perceived inter-type and intra-type competition (Appendix C).

Research Question 3: Do characteristics of a mall's organizational structure and facilities influence productivity?

Analysis of variance indicated there was a significant difference (p=0.0009; F=5.38) in a mall's sales per square foot and the marketing manager's perception of the industry's classification of their mall (whether "A", "B" or "C"). Twenty-seven percent of the variance in productivity can be explained by this variable (Table 12). Several of the multiple comparisons were significant. Marketing managers that perceive the industry classifies their malls as "A" malls significantly differ in sales per square foot from those managers that do not know how the industry classifies their malls. Marketing managers that perceive the industry classifies their malls as "A" malls significantly differ in sales per square foot from those managers that perceive the industry classifies their malls as "B" malls and also "C" malls. The last significant comparison was between marketing managers that perceive the industry classifies their malls as "A" malls significantly differ in sales per square foot from those managers that believe the industry does not classify their malls.

Regression analysis showed a significant difference (p=0.0149; F=6.27) in a mall's productivity based on the number of full time marketing personnel employed (Table 13). The results indicated a positive relationship, as the number of personnel increased so does sales per square foot. R-square value was 0.091, indicating that only 9% of productivity variance can be explained by the number of marketing personnel.

Table 12. Summary of Analysis of Variance for Productivity and Respondent's Perception of Mall's Classification by the Industry.

Source	DF	MS	F	F Prob.
Model	4	7.77	5.38	0.0009
Error	58	1.44		
Total	62			
R-Square	0.271			

Table 13. Summary of Regression Analysis for Productivity and the Number of Full Time Marketing Personnel.

Source	DF	MS	F	F Prob.
Model	1	11.00	6.27	0.0149
Error	63	1.75		
Total	64			
R-Square	0.091			

There was also a significant relationship (p=0.0087; F=7.34) between productivity and the size of a mall, measured by its gross leasable area (Table 14). Using regression analysis, it was determined that 11% of the variance in a mall's sales per square foot can be explained by the amount of gross leasable area of a mall.

Regression analysis indicated a significant difference (p=0.0001; F=26.00) in a mall's sales per square foot and the number of parking space available to customers. Thirty-one percent of productivity variance can be explained by the number of parking spaces. The significant relationship is a positive one, as the number of spaces increase, the productivity level of a mall increases (Table 15).

The last significant mall characteristic variable was vacancy percentage. Utilizing regression analysis, a significant difference (p=0.0239; F=5.43) in a mall's sales per square foot was found to be influenced by the amount of vacant space (relative to gross leasable area) in the mall. Only 10% of the variance in productivity can be explained by a mall's vacancy percentage (Table 16). The relationship identified was inverse, as the percentage of vacant space increases, the sales per square foot of a mall decreases.

There were six additional variables listed as characteristics of the mall which were not significantly related to productivity. Analysis of variance was used to test whether significant difference in a mall's sales per square foot could be attributed to the classification of the shopping center developer; the party given operations responsibility; and the decentralization of marketing decision making (Appendix C). Regression analysis showed no significant difference in a mall's productivity based on the number of anchor stores included within a mall (Appendix C).

Table 14. Summary of Regression Analysis for Productivity and the Amount of Gross Leasable Area.

Source	DF	MS	F	F Prob.
Model	1	12.86	7.34	0.0087
Error	62	1.75		
Total	63			
R-Square	0.106			

Table 15. Summary of Regression Analysis for Productivity and the Number of Parking Spaces.

Source	DF	MS	F	F Prob.
Model	1	34.95	26.00	0.0001
Error	59	1.34		
Total	60			
R-Square	0.306			

Table 16. Summary of Regression Analysis for Productivity and the Percentage of Vacant Space in Mall.

Source	DF	MS	F	F Prob.
Model	1	10.25	5.43	0.0239
Error	50	1.89		
Total	51			
R-Square	0.098			

Research Question 4: Do characteristics that are part of a mall's market strategy influence productivity?

Three market strategy variables were found to be significantly related to productivity: the frequency of advertising, service offerings, and plans for expansion. Each were analyzed utilizing analysis of variance, but when viewing the Tukey multiple comparisons results, significance of the variables was not very strong.

Analysis of variance indicated that a mall's sales per square foot was significantly different ($p=0.0366$; $F=2.75$) with regards to the frequency that a mall utilized advertising media. Tukey multiple comparison procedure, which controls for Type I experimentwise error, yielded no significant difference between the groups compared (Table 17).

The influence of service offerings on productivity was also tested using analysis of variance. A significant difference ($p=0.0191$; $F=2.35$) was found in the productivity level of a mall based on the services offered by that mall (Table 18). When investigating the multiple comparison results from the Tukey procedure it was determined that only one comparison was significant (at $p=0.05$). Regional and super-regional malls offering valet service differ significantly in sales per square foot from those not offering this service. This finding should be accepted with reservations, because only two respondents (both at the highest end of productivity) reported having valet service.

Analysis of variance also showed a significant difference ($p=0.0011$; $F=7.67$) in productivity levels due to plans for expansion (Table 19). Tukey multiple comparisons yielded two significant comparisons at the 0.05 probability level. Regional and super-regional malls that are not currently planning to expand their malls differ significantly in

Table 17. Summary of Analysis of Variance for Productivity and Usage Frequency of Advertising Media.

Source	DF	MS	F	F Prob.
Model	4	4.64	2.75	0.0366
Error	59	1.69		
Total	63			
R-Square	0.157			

Table 18. Summary of Analysis of Variance for Productivity and Service Offerings.

Source	DF	MS	F	F Prob.
Model	11	3.62	2.35	0.0191
Error	53	1.54		
Total	64			
R-Square	0.328			

Table 19. Summary of Analysis of Variance for Productivity and Current Plans for Expansion.

Source	DF	MS	F	F Prob.
Model	2	12.05	7.67	0.0011
Error	62	1.57		
Total	64			
R-Square	0.198			

sales per square foot from those that are currently considering expansion plans. Similarly, those malls that are not currently planning to expand differ significantly in productivity from those malls that are currently planning an expansion.

The remainder of the market strategy variables were also analyzed using analysis of variance, but were not significant. There was no significant differences in a mall's sales per square foot with regard to the strategic approach followed; the segmentation bases utilized; the source of customer information used; the bases for differentiation; the merchandise orientation, the method of planning promotional strategy; the placement of tenants; the preference for media types; the frequency of promotional events; the preference for specific types of promotional events; and the plans for renovations (Appendix C).

Research Question 5: Do characteristics of the marketing manager influence productivity?

Regression analysis showed a significant difference ($p=0.0031$; $F=9.46$) in a mall's productivity level due to the number of years a respondent had held her/his current position as marketing manager (Table 20). Thirteen percent of the variance in sales per square foot can be explained by this variable. It was a positive relationship, as the number of years increases, the productivity level increases.

There were no significant findings when analyzing respondent demographic characteristics, or whether the respondent was certified by the International Council of Shopping Centers. Marketing manager responsibilities also did not significantly influence productivity levels of regional and super-regional malls surveyed (Appendix C).

Table 20. Summary of Regression Analysis for Productivity and the Number of Years Marketing Manager Held Current Position.

Source	DF	MS	F	F Prob.
Model	1	15.86	9.46	0.0031
Error	63	1.68		
Total	64			
R-Square	0.131			

CHAPTER V

DISCUSSION

The current retail environment is characterized as fiercely competitive due to surplus retail space coupled with decreasing consumer spending. The square footage of retail space per capita more than doubled from 1972 to 1990, whereas retail sales per square foot for the same period declined drastically (Zinn, 1990). Consumer spending habits have changed due to receding confidence in the economy, new consumer values and increasing demographic diversity.

These conditions have been especially detrimental to the performance of regional and super-regional malls. Leisure shopping trips for non-essential or luxury goods has been replaced by value-oriented destination shopping. Big box discounters, such as Toys R Us and Home Depot, are new retail formats that have evolved in response to consumer changes to destination shopping. These retailers typically locate in large strip centers, called power centers, near regional and super-regional malls and have become major competitors to the malls.

Decreasing performance, changing consumer demographics and outdated facilities (a majority of regional malls were built 15 to 20 years ago) have been the impetus to renovate and reposition for some regional and super-regional malls. With the success of several renovated or repositioned properties, a shopping center industry trade association supported these repositioning decisions. They encouraged researchers to investigate methods in which

low performing malls ("B" and "C") could successfully reposition and become dominant in their trade areas, like "A" malls. The researcher identified a problem associated with these recommendations, delineated as no objective classification of "A" malls. How can recommendations be made to "B" and "C" malls, suggesting the means of upgrading to an "A" mall status, when "A" mall specifications are not known?

This study was an attempt to identify "A" mall specifications (Objective 1), to determine attributes of successful regional and super-regional malls (Objective 2) and investigate their relationship to productivity (Objective 3). A self administered mail survey methodology was employed to gather information on regional and super-regional mall characteristics along five dimensions: historical characteristic, trade area characteristics, operation/facilities of the mall characteristics, market strategy characteristics and marketing manager characteristics.

Determination of these attributes occurred in a three stage process, related to the three research objectives. First, the distribution of sales per square foot figures for the surveyed malls were analyzed and divided into three groups corresponding to high, medium and low productivity levels. Second, each mall subject was classified as "A", "B" or "C" and common attributes investigated. Third, inferential statistics were used to isolate those attributes that significantly explained high productivity.

This chapter summarizes results of the analyses, by research objective, and presents conclusions drawn from the findings. Also included, after summary and conclusion, is a consideration of limitations and recommendations for future research.

Summary and Conclusion

Objective 1: Mall Classifications

"A" malls were classified as having sales per square foot figures from $250 to $499 and were considered to be the successful malls dominating their respective trade areas. "B" malls, those which were considered to be performing adequately, were classified as having sales per square foot figures ranging from $200 to $249. The regional and super-regional malls that had the lowest performance levels, sales per square foot of $199 and below, were classified as "C" malls. These figures were compared against sales per square foot figures reported in trade literature (Dollars & Cents, 1990; "Eye on the Economy", 1994, 1995, 1996; Ronzetti, 1994;) and discussed with industry experts (D. Casey, personal communication, May 24, 1995; T. Randolph, personal communication, May 24, 1995). In general, most of these sources supported the classifications found in this research.

The National Retail Federation's Financial & Operating Results, (1994) provide an average retail sales per square foot figure for specialty stores in 1993 of $253, a decrease from sales per square foot in 1992 ($318). Specialty store sales figures were utilized for comparison, over department store figures, due to the greater number of specialty store formats located within the gross leasable area. Assuming the downward trend continued, the average figure for 1994 would fit into the "B" mall classification defined in this study.

Likewise, results from The International Council of Shopping Centers proprietary database (400 regional and super-regional malls) report an average retail sales per square foot figure of $253 for those malls located in the southern region of the United States during 1995 ("Eye on the Economy", 1996). Once again, the average is very close to the "B" mall classification range. Perhaps the reason for this figure being four dollars beyond the "B" classification range was due to an increase in retail sales during 1995 as compared to 1994, the year in which the present study was based. Comparing the Southern Region sales per square foot figure of $126 for the first half of 1994 ("Eye on the Economy", 1994) to $168 for 1995 ("Eye on the Economy", 1995), the 1994 figures were slightly behind those reported for 1995. These figures did not include sales from the holiday season, thus were lower than the annual sales per square foot figure reported earlier.

The Urban Land Institute also provides data on retail sales for shopping centers based on square footage. The median sales per square foot for super-regional malls in 1990 was $210.67, for regional malls it was $168.41 (Dollars & Cents, 1990). Also reported was the upper and lower sales per square foot deciles. These deciles "are the values between which 80 percent of all values fall" (Dollars & Cents, 1990, p. 9), excluding extreme values. Super-regional malls lower decile was $135.65 and the upper decile was $303.47. Whereas, regional malls lower decile was $112.78 and upper decile was $280.69 (Dollars & Centers, 1990). In most cases, these figures support the classification ranges defined in this study, any difference may be due to methods of group division.

The latest shopping center operating figures are found in ICSC's 1995 SCORE. Sales per square foot figures for shopping malls were as follows: "Median retail sales for all malls were $189 per square foot of total occupancy area, including anchors. Food court tenants had sales of $472 per square foot of food court occupancy area, while small-store tenants reported sales of $222 per square foot of small-store space" ("Highlights of ICSC's", 1995, p. 10).

The researcher discussed the attributes and performance levels of "A" malls with an ICSC retail consultant, Doug Casey (personal communication, May 24, 1995). Mr. Casey's perception of the typical sales per square foot figure for "A" malls was around $275. Whereas, the typical sales per square foot figure was $150 or less for "C" malls. Once again, supportive of the division found in this research.

The classification ranges established in this study for "A", "B" and "C" malls are a moderately accurate reflection of the varying performance levels of regional and super-regional malls in the United States. The precision would have increased if respondents would have provided retail sales data enabling specific sales per square foot figures to be calculated.

Objective 2: Mall Profiles

A profile for each classification of mall ("A", "B", and "C") was developed by identifying the attributes receiving response frequencies of fifty percent or greater of the total responses. The resulting profiles provide a general description of "A", "B" an "C" malls, including the common characteristics associated with each type. In addition to

commonalities within each group, commonalities and differences between groups are explored.

"A" Mall Profile. Malls with high productivity levels were classified as "A" malls. Generally, "A" malls have three similar mall history characteristics (Table 6). Since opening, these malls have usually renovated one time and expanded one to three times. Additionally, "A" malls have not repositioned themselves within the competitive marketplace. These findings are not surprising. Since these malls are the dominant players in the marketplace, with high productivity levels and therefore good rental income, they have the funds to renovate the facilities when they become outdated and expand to accommodate the high level of demand. Likewise, these dominant malls should not need to reposition because, their present format appears to be one that is currently successful.

Trade areas of highly successful malls are characterized by specific population characteristics and competitive environment. (Table 6). "A" malls are usually located in suburban areas that are growing in size. Largest consumer segments within these growing trade areas are predominantly white, married couples between the ages of 35 to 44 years, who have children and are employed in a managerial or professional occupation. Competition is largely intratype, with the majority of "A" malls reporting 1 or 2 regional malls located nearby and the greatest competitor to be super-regional malls.

A few of the trade area population characteristics of dominant malls reflect national trends. The age group 35 to 44 are part of the "baby boom" generation, which is the largest proportion of the U.S. population. Occupation trends have been moving towards a service economy increasing the number of "white collar" vs. "blue collar" workers. Others may

reflect conventional characterizations of suburban living: white and married with children.

Operational characteristics common to "A" malls include owner responsibility for managing, leasing and marketing the center, instead of an outside management company. Successful regional and super-regional malls also have a decentralized decision-making format for market strategy formulation. On-site mall management is given the responsibility for planning strategy. Decentralization allows the managers closer to the consumers, who may have greater insight into customer wants and needs, to make important marketing decisions. There was only one facility characteristic normal for "A" malls, a low vacancy rate, typically between 0 to 9.9 percent of vacant space. This attribute is not surprising, especially considering that vacant space is included in the calculation of sales per square foot. Thus, if the percentage of vacant space was higher, the sales per square foot would be directly affected and would be lower.

There were several market strategy characteristics common to "A" malls (Table 6). Generally, dominant malls utilize a focused strategic approach, concentrating marketing efforts on one or more segments in the overall trade area. The segments targeted are typically described by demographic and socio-economic characteristics and information about these customers are usually obtained by internal market research. "A" malls normally differentiate by offering a traditional merchandise mix, by the mix of tenants and by the location of the mall. Typically the tenants within the mall are spread throughout to increase the amount of consumer exposure during a visit. This finding is contrary to placement patterns suggested by industry experts in the trade literature reviewed. In consideration of changes in the consumer environment, a very different placement strategy has been

supported in the literature, one that groups tenants by appeal to targeted segments. This pattern facilitates shopping, providing greater convenience and saving the consumer time, two highly valued traits by current customer standards. The preferred methods of planning promotions and advertising are using a marketing and media fund, both controlled by mall management, and have merchants playing an advisory role. Advertising media and promotional events are typically planned on a monthly basis. There was agreement between successful malls in the minimal use of transit signs as an advertising media , the majority ranking this medium the least preferred. Likewise, billboards for advertising are not used very often. Agreement was absent concerning "A" malls most often used advertising media. Services are also a part of the marketing effort used to establish goodwill in the community. The prevalent service offerings by "A" malls include strollers, directories, staffed information desk, security guards, food courts, wheelchairs, and photocopiers. The last strategic attribute that malls with high productivity have in common suggests that renovation plans are not planned for the near future.

The marketing managers of "A" regional and super-regional malls were typically female who had graduated college with a Bachelor's degree. These managers usually have a wide range of responsibilities, such as conducting market research, developing marketing and promotional budgets, implementing the marketing program, participating in the merchant association, preparing the advertising calender, developing public relations, hiring and supervising marketing staff, and maintaining relationships with merchants.

"B" Mall Profile. Those regional and super-regional malls having a medium level of productivity were defined as "B" malls (Table 6). Only one common attribute was associated with historical characteristics. "B" malls typically have not expanded since originally opening. Perhaps expansions were not possible due to lower productivity levels. If demand is not currently high, it may be risky making the mall larger, adding more space with the chance of little increase in retail sales. Retail sales per square foot would decline even further.

Trade area population characteristics associated with "B" malls are similar to those classified as "A". Typically, "B" malls are located in the suburbs which have a large proportion of white, married couples in the age range 35 to 44 years, who have children and a high school education. The competitive environment was also similar, with 1 or 2 regional malls located nearby and the greatest competition coming from other regional and super-regional malls.

"B" malls share common operational attributes (Table 6). The management, leasing and marketing of the mall is the responsibility of the owner, and the marketing decisions are decentralized, made at the mall level by on-site managers. Marketing tasks are completed typically by two full time marketing personnel on staff. The facilities are characterized by a low vacancy rate, 0 to 9.9 percent.

There were several market strategy attributes characterizing "B" malls (Table 6). Typically, "B" malls utilize a focused strategic approach, targeting one or more segments in the trade area in which to direct marketing resources. The targeted segments are identified by demographic, socio-economic, and psychographic characteristics. Customer information

is gathered using internal market research methods. "B" malls typically have a traditional merchandise orientation, instead of a fashion, off-price or factory outlet orientation. The method of tenant placement is traditional also, spreading complementary merchants throughout the mall to increase customer exposure. Similar to higher performance malls, "B" malls use a marketing fund for promotional planning. Generally, "B" malls schedule monthly promotional events, use transit signs as advertising media least often and use sales related promotional events most often. Services offered to customers at "B" malls are the same as those offered by "A" malls: strollers, directories, staffed information desk, security guards, food courts, wheelchairs, and photocopiers. The malls classified as having adequate productivity levels currently have no plans for expansion or renovation.

The typical marketing director of "B" malls were female between the ages of 26 to 35 years, that have graduated college with a bachelor's degree and have up to two years experience in their current positions. There was agreement concerning the responsibilities of a "B" mall marketing manager (Table 6). Responsibilities included conducting market research, developing marketing and promotional budgets, implementing the marketing program, preparing the advertising calendar, developing public relations, hiring and supervising marketing staff, and maintaining relationships with merchants.

"C" Mall Profile. The regional and super-regional malls with low productivity levels were classified as "C" malls. Generally, "C" malls have not expanded, renovated or repositioned since the centers were opened.

The trade area of "C" malls typically have a population size of 100,000 to 249,999 people residing within the secondary trade zone. The entire trade area was considered to be currently growing in size with the largest segment of residents characterized as white, high school graduates that are married with children. Regional malls and power centers are considered to be the greatest competition since no super-regional malls are located in the immediate vicinity.

"C" malls also have similar organizational structures. Decentralized decision-making formats are typical with the property owner responsible for management, leasing and marketing. There is generally one full time marketing person on staff to plan and implement promotional strategies. "C" malls usually have parking facilities with 2,500 to 4,999 spaces.

There are also market strategy elements shared by "C" malls. A focused strategic approach is the most common approach utilized and segmentation bases used to describe targeted customers highlight demographic, socio-economic, psychographic and customer loyalty characteristics. "C" malls differentiate on the basis of location typically have a traditional merchandise orientation. Marketing managers utilize marketing funds to plan promotional strategy. Newspapers are the most popular method of advertising, whereas, transit signs are used the least. "C" malls typically use entertainment promotional events the most and merchandise events the least. Similar to "A" and "B" malls, "C" malls spread merchants out to increase consumer exposure. The common services offered to customers by "C" malls includes strollers, directories, staffed information desk, security guards, and wheelchairs. Generally, "C" mall do not have current plans for renovation or expansion.

Malls classified as "C" in this study have female marketing managers between the ages of 26 to 35 years that have earned a bachelor's degree. Typically, "C" mall marketing managers were not certified by ICSC and have only been in their current position no longer than two years. Responsibilities held by "C" mall marketing managers included conducting market research, developing marketing and promotional budgets, implementing the marketing program, preparing the advertising calender, developing public relations, hiring and supervising marketing staff, and maintaining relationships with merchants.

The profiles established above highlight the characteristics of each mall classification group, identifying shared traits of the respondents within each group. Surprisingly, there were characteristics shared between the groups, "A", "B" and "C" sharing many common attributes. These similarities among "A", "B" and "C" malls are especially interesting, and conclusions are drawn based on these comparisons. But first, it is important to briefly discuss the major differences found between "A", "B" and "C" malls, to investigate how malls with low productivity differ from the successful malls. Objective three was specifically designed to isolate the differences and some tentative conclusions can be drawn at this point.

Initial investigation of the frequency distributions and resulting profiles indicate that "B" and "C" malls do not differ greatly from "A" malls. In fact, the results of this study provided some support for the "mall sameness" problem identified in the literature, which has been cited as one reason for decreased consumer shopping. One major difference between the three mall classifications is that "B" and "C" mall properties have never been renovated or expanded, nor are there current plans for expansion. Many of the malls surveyed are

approximately 15 to 20 years old, "on the average, a decline begins to occur at about age fifteen in the absence of substantial addition or renovation" (Flynn, 1987, p. 120). Over time these properties become outdated, deteriorated and less appealing (Ryan, Von Hoenbalken & West, 1990). The lack of renovations and even expansions suggests that some of the lower performing malls have not kept up to date with consumer preferences in layout, design and services. For example, current trends in renovation and expansion include bringing in natural light with skylights, and adding a food court. A food court is an important addition because of the high sales per square foot generated. Typically these areas average $313 ("Eye on the Economy", 1996) to $472 ("Highlights of ICSC's", 1995) in sales per square foot. These changes have been in response to changes in consumers' lifestyles and attitudes. Those malls not responding may lose customers.

"C" malls are experiencing greater competition from power centers than are "A" or "B" malls. Power centers are characterized as strip centers that have one or more big box discounters, such as Wal-Mart or Office Max, as an anchor as well as discount specialty stores. The "C" malls, with their low performance, are not able to compete against these destination centers. In several cases, malls that would be classified as "C" have "de-malled" (Doocey, 1992, p. 1), becoming a strip center or even a power center. Other trends include bringing the big box retailers into the mall, creating a value-oriented regional mall (Edelson, 1995), or repositioning by becoming more entertainment and service oriented (Argianas, 1993).

A surprising difference between the mall classifications was the bases for describing targeted customers. "B" and "C" mall customers were distinguished by their demographic, socio-economic and their lifestyle characteristics. Whereas, "A" mall customers were only identified by demographic and socio-economic variables. Industry experts and academicians have suggested that demographic and socio-economic descriptors are not a useful segmentation basis (Engel, Fiorillo & Cayley, 1972; Nylen, 1990) because they do not indicate shopping motivation. Lifestyle descriptors are somewhat better indicators of consumer attitudes and behaviors providing useful tools for increasing customer traffic. The presence of lifestyle segmentation variables at the lower performing malls, therefore, was unexpected. Perhaps an explanation for this finding is an attempt on the part of "B" and "C" mall marketing managers to increase productivity. From the literature, segmenting by lifestyle is more appropriate in today's consumer environment. From the results of this study, it does not appear to increase productivity of these malls to the level of "A" malls.

The last major difference separating "A" malls from "B" and "C" malls was related to the marketing manager's level of experience. "B" and "C" mall marketing managers typically have been in their current positions for two years or less. More evidence that marketing manager experience may be related to a mall's productivity is the fact that almost 50% of the marketing managers for "C" malls only have three years (or less) total experience in such a position.

The interesting findings in the profiling of "A", "B" and "C" malls were the overall similarities. The majority of "A", "B" and "C" malls gave the same response for several variables. Overwhelmingly, ethnic origin of the trade area was considered to be white and

age of the population to be 35 to 44. Likewise, a majority of the marketing manager responses reported using a focused strategic approach, descriptive segmentation bases, a traditional merchandise orientation, and the same tenant placement method. These unexpected similarities are further discussed below.

Two demographic characteristics of the populations were consistent for each mall classification: ethnic origin and age. This finding was surprising because of the sampling technique utilized. The initial sampling was purposive, the southern region of the United States was chosen because of the diverse populations within this area. Texas and Florida were expected to have large segments of ethnically diverse consumers, and Florida was expected to have a relatively large segment of elderly consumers. With the random sampling that occurred at the second stage, the researcher believed these variables would be represented in the sample. Instead, all three mall classifications almost exclusively reported the major ethnic group as being white, and the age range as 35 to 44 years. Interpretation of these findings are tentative, but perhaps the marketing managers responded to this question with their target customer in mind instead of the composition of the trade area. Consequently, mall managers may not report the presence of ethnically diverse and elderly groups due to an unawareness of their presence in the trade area. Trade area composition can change over time, and the traditional targeted customer of regional and super-regional malls may no longer reside in the area, indicating the importance of monitoring the trade area for changes and current consumer composition From the beginning of the shopping center evolution, the primary customer of malls has been white middle class families (Doocey, 1993). Those malls that have repositioned as "ethno-centers" have done so due to the

demographics of the trade area changing over the years (Doocey, 1993). Recently the feasibility of "Elder-malls" was investigated (Balazs, 1994) perhaps in preparation for the aging baby boomers. These factors may indicate that the malls included in the present study have not been surrounded by minority or elderly consumers as of yet, but national trends suggest that the proportion of ethnic minorities and elderly in the United States will continue to grow. The only other possible explanation as to these findings is that respondents' perceptions of their trade areas were skewed.

From reviewing the market orientation and segmentation literature it was expected that the successful regional and super-regional malls would be utilizing a focused strategic approach, targeting one or more segments and directing all marketing resources to that segment(s). From the trade literature reviewed, it was implied that those retail facilities continuing to use mass marketing or undifferentiated strategies will not survive. Therefore, it was expected that "C" malls, those that may not survive, would still be following an undifferentiated strategic approach. Unexpectedly, all three mall classifications utilize a focused market strategy approach. Thus, utilization of out-dated mass marketing strategies is not related to low productivity levels in regional and super-regional malls. An accurate reason for this finding in not feasible with the data at hand. Although, when considering the results along with the traditional merchandise orientation utilized by the majority of malls surveyed, a plausible explanation can be devised.

It is possible that "A", "B" and "C" malls do use target marketing, focusing all their resources on a few segments residing in their trade area. Perhaps the segments targeted are identical, made up of consumers with similar characteristics, and the same retail mix

(traditional merchandise assortment) is directed to these segments. Results indicate that "A", "B" and "C" malls consider other regional and super-regional malls to be major competition, suggesting that malls are competing for the same customer. With no differentiation in customers or mix, competitive advantage is impossible to attain or even maintain. This scenario provides a credible explanation as to some malls dominating a trade area. Suppose there is a trade area with three regional malls, one an "A" mall, one a "B" mall and one a "C" mall. If the "A" mall already occupies the traditional merchandise orientated mall position in the marketplace, and is succeeding with that format, the other two malls need to pinpoint a vacant position in the market, perhaps one that is value-oriented or fashion-oriented. Differentiation in today's retail environment is imperative for success. According to Macdonald (1993), a leading retail strategist, "most shoppers think all malls look strikingly similar. Establishing a distinct identity is not only necessary but a matter of survival" (p. 12).

In the past,an urban area was typically host to only one regional shopping center. When levels of competition were low in the shopping center industry, market strategy could be undifferentiated, providing merchandise assortments and service offerings for everyone in the trade area. Such is not the case today. Retail markets are over-saturated causing levels of intertype and intratype competition to be extreme. Therefore a mall's market strategy must provide the consumer with a reason for patronizing their establishment. Differentiation with unique tenant mix, customer valued services, or convenient tenant placement may be the key to competitive advantage. Using the same format as competing malls makes the competitive environment fierce and shifts the competitive advantage to other factors perhaps

non-marketing and uncontrollable variables, such as the strength of the trade area. For dominant malls located in strong trade areas, maintaining the status quo is reasonable, but for "B" and "C" malls competing against an "A" mall, or located in a weak trade area, innovative strategies may be required to boost productivity.

All three mall classifications use descriptive segmentation bases to identify target markets. Demographic and socio-economic variables have been described as the least effective methods. Based on the literature reviewed, the researcher expected "A" malls to use more sophisticated segmentation methods such as identification of consumer attitudes, preferences or perceptions (image), benefits sought, or usage situation. These methods are more effective because they can be linked to actual consumer behavior.

The last unexpected similarity found when analyzing the mall profiles was the preferred method of tenant placement. "A", "B" and "C" malls spread complimentary merchants throughout the mall in order to increase the amount of customer exposure per shopping trip. In consideration of current customer characteristics, this placement pattern may not be the most effective technique (Rothenberg, 1986). Consumers are time-poor and are therefore seeking convenience. If regional and super-regional centers continue to require customers to walk the entire length of the mall just to complete a shopping trip, customers may leave in frustration and patronize a more convenient facility, perhaps a power center. One explanation offered for the presence of a spread out placement pattern instead of a more convenient grouping by appeal to specific segment(s), is the time intensive nature of tenant placement. It is not possible for mall managers to change the placement strategy immediately. In many cases, leases must expire, tenants encouraged to move and

renovations must be completed. There is a chance that current mall managers are aware of the needed changes and are considering a new method, but they may need to wait until the next scheduled renovation or expansion. The profiles developed from the percentages of response frequency provide an initial picture of the attributes associated with "A", "B" and "C" malls.

Objective 3: Mall Attributes and Productivity

Inferential statistics were used to isolate the regional and super-regional mall characteristics that explain higher levels of productivity. Answers to five research questions, corresponding to five mall attribute dimensions, were investigated. Results of the study are summarized for each research question and conclusions are drawn.

Research Question 1: Do characteristics related to a mall's history influence productivity? Regression analysis showed no relationship between characteristics related to a mall's history and a mall's level of productivity. The lack of significance between the age of a mall and productivity was somewhat surprising. After reviewing the trade literature, a possible link between these variables seemed likely, as newer malls would have formats preferred by current customers, the latest design and layout trends, and typically would be very large. According to industry experts, malls with the above characteristics were the dominant regional, or even more likely, super-regional centers. The average age of the malls responding to this study was 18 years, with moderate variation (see Appendix B). Since most malls surveyed (68%) had been open approximately 9 to 27 years, the newness of a mall, with the resulting excitement created in the trade area, provided no explanation of

productivity levels. With no significant difference in productivity level due to characteristics related to a mall's history, the answer to Research Question 1 becomes no.

Research Question 2: Do characteristics inherent to a mall's trade area influence productivity? Three of the six trade area attributes were found to be significant: size of the population, limited population demographics and perceived competition. Two measures of population size were significantly related to mall productivity. Malls located in trade areas with high population levels have significantly higher sales per square foot figures. Likewise, the higher the population density within a trade area, the higher the productivity. This finding is not surprising since logic dictates that the greater the number of potential customers located nearby, the greater the potential for shopping center traffic, but malls that do not formulate appropriate marketing strategy may not reach their full potential.

Only one population demographic characteristic, the consumer segment's level of disposable income, was significantly related to productivity. The sales per square foot of malls located in trade areas characterized by perceived high levels of disposable income was significantly higher than the malls located in areas populated by consumer's with lower levels of disposable income. Considering the traditional merchandise orientation and price lines of most regional and super-regional malls, this finding makes sense. Typically, regional and super-regional malls are anchored by national or regional department stores, transferring a moderate to upscale image to the tenants within the gross leasable area. Middle class consumers with ample disposable income have traditionally been the targeted market, because they may be more likely to patronize these types of merchants. Therefore, malls located in a trade area with higher proportions of consumers with relatively high levels

of disposable income may be more productive.

The last significant trade area characteristic was the degree of intratype competition. Surprisingly, as the number of regional malls located within or near a mall's trade area increases, sales per square foot increases. There was a positive linear relationship between increasing competition and level of productivity. A possible explanations for this finding may be an association with the size of the population, which was also significant. Normally, a trade area serving several regional or super-regional malls will be a major metropolitan area, with a dense population.

The presence of several trade area attributes that explain the significant differences in productivity levels encourages a positive response to Research Question 2. Tentatively, the conclusion can be made that a strong trade area, one that is densely populated with consumers having high levels of disposable income and attractive enough to support more than one regional or super-regional mall, influences productivity levels of those malls located there.

Research Question 3: Do characteristics of a mall's organizational structure and facilities influence productivity? There were several miscellaneous (organizational/ facilities) mall attributes which influenced a significant difference in sales per square foot. The size of a mall (gross leasable area) provides some explanations as to reported differences in productivity. Larger malls, especially super-regional centers, tend to be classified as "A" malls. Reasons for this relationship can be posited, but not proven with the present data. There is a current trend supporting these large facilities that provide various entertainment venues and restaurants, becoming analogous to town centers (Litt, 1994). Consumers

seeking specific products or services may go to power centers for their destination shopping, but those seeking social situations patronize super-regional malls that cater to these needs.

Another facility characteristic, the percentage of vacant square footage, was significantly related to differences in sales per square foot. As the vacancy percentage of gross leasable area increase, the productivity of the mall decreases. This finding is not surprising, since the square footage of gross leasable area is used to calculate both measures.

The only organizational variable found to significantly explain differences in regional and super-regional productivity was the number of full-time marketing personnel on staff. Results indicate that increases in sales per square foot are associated with more marketing employees. It may be reasonable to assume that the number of marketing personnel on staff is directly related to the size of the facilities, the larger the mall, the more marketing personnel needed to implement the marketing plan.

The last significant attribute of successful regional and super-regional malls measured marketing managers perceptions regarding the classification of their facilities by the industry at large. Marketing managers that perceive their mall is classified as "A" significantly differ in sales per square foot from those managers that perceive their malls are classified as "B", those that perceive their malls are classified as "C", those that perceive that their malls are not classified, and those that do not know how the industry classifies their mall. Further investigation of this relationship through analyzing the frequency tables (Table 3), revealed that the significant difference in sales per square foot corresponded to the definition of mall classifications in this study. In other words, the malls perceived to be classified by the industry as "A" were classified as "A" malls in the present study. There appears to be

support for the definition of "A", "B" and "C" mall productivity levels.

Extremely tentative conclusions can be drawn supporting a positive answer to Research Question 3. It appears that large malls, with low vacancy percentages and employing several marketing personnel are the highly successful regional and super-regional malls. Therefore, the mall classification variable provides some support for the accuracy of the classification ranges established in this study.

Research Question 4: Do characteristics that are a part of a mall's market strategy influence productivity? The relationships between three market strategy variables and productivity had limited support. The services offered resulted in significant difference in sales per square foot, but when adjusted for multiple comparisons, only one service was still significant. Regional and super-regional malls offering valet service differed significantly in the reported sales per square foot. When analyzing the frequency distributions (Table 4) and scatterplots for this variable, it is possible that the significance is due to two outliers. Two malls with extremely high sales per square foot levels offer valet parking as part of their service offerings.

The productivity level of regional and super-regional malls was found to differ significantly when considering the frequency of advertising. This difference was not significant enough to withstand the adjustment for multiple comparison, which utilizes a more rigorous level of significance.

Included in the market strategy attributes was an assessment of regional and super-regional malls' plans for expansion. The industry experts have suggested that expanding a current facility may increase customer traffic and retail sales. Results from an ANOVA

revealed that productivity does differ significantly in consideration of a mall's plans for expansion. A Tukey procedure uncovered two significant comparisons. Those mall managers reporting no plans for expanding their facilities differ in sales per square foot from those managers reporting planned expansions. Likewise, mall managers with no expansion plans differ in level of productivity from those with expansion plans under consideration. After analyzing the frequency percentages (Table 4) it appears that a majority of "C" malls have no plans for expansion. Thus, both of these findings may relate to low performing malls ("C"). This finding generates an interesting conclusion. From the results n this study, it was determined that productivity is based on the size of the mall, which leads to the conclusion that many "C" malls are smaller than "A" and "B" malls. The present finding, as well as the profiles developed earlier, suggest that "C" malls have no current plans for expanding. Perhaps "C" malls should find the funds necessary for expansion (e.g. merging with or selling to another owner) in order to avoid obsolescence.

Considering the lack of significant findings related to market strategy characteristics, Research Question 4 must be answered with a negative response. Regional and super-regional market strategy attributes do not influence productivity.

Research Question 5: Do characteristics of the marketing manager influence productivity? Only one marketing manager attribute influenced regional and super-regional mall productivity. A significant difference in sales per square foot was based on the experience of the marketing manager in her/his current position, as the number of years experience increased, so does mall productivity. Referring back to Table 5, it becomes obvious that "B" and "C" malls typically have marketing managers with less than three years

experience in that position and "C" malls usually have managers with less than four years total experience as marketing managers. Perhaps lower productivity of these centers can be attributed to the marketing managers. Or perhaps, low performing malls hire inexperienced managers, and as these managers gain experience they advance to more successful malls. Overall, the answer to Research Question 5 is that marketing manager characteristics do not influence the level of regional and super-regional mall productivity.

General Conclusions

The results of this study lead to some general conclusions in response to questions posed in Chapter 1. How do "B" and "C" malls differ from "A" malls? In consideration of many regional and super-regional attributes, the three mall classifications do not differ greatly. The most influential characteristics separating "B" and "C" malls from "A" malls are concentrated on trade area attributes. Are there basic similarities shared among "A" malls? Not many, but the greatest similarity is that "A" malls are larger, and are located in a trade area that is densely populated and has large consumer segments with higher levels of disposable income. The last question was the most important one to be answered. If there are common "A" mall attributes, can they be easily transferred to or adapted by "B" and "C" malls? The answer to that appears to be no, they cannot be transferred.

Implications

The findings in this exploratory research study suggest that regional and super-regional mall attributes that best explain high levels of retail productivity are trade area characteristics and the size of the facilities. The implication behind these results is that the variables having the most influence on retail sales per square foot are ones that are not within the marketing managers control. Once locational decisions are made and a mall is built within a specific geographical location, the characteristics of that trade area can be taken into consideration during strategic planning, but cannot be manipulated. The size of a mall can be manipulated, but not quickly or inexpensively.

More surprising than the significant trade area attributes, was the lack of significant market strategy attributes. Literature reviewed suggested a direct relationship between market strategy or orientation and performance. The results of this study do not support such a relationship. These findings imply that marketing managers of regional and super-regional malls cannot directly influence the performance of their malls. High performing malls seem to be located in strong trade areas. It appears the old adage about the three most important retail decisions are "location, location, location" is still currently valid.

If the "A", "B" and "C" classification system was developed for comparison purposes, and if high performing "A" malls are to be considered an example of desired productivity levels, the current system leads to frustration. Controllable marketing variables have no influence on productivity, instead the trade area becomes the key to success. Considering these factors, it is unfair to compare "B" and "C" malls located in weak trade areas with "A" malls located in strong trade areas. Perhaps a more useful classification schema would be

one focused on the trade area which could be delineated by weak versus strong trade areas, or ranking areas according to degree of attractiveness. With trade areas classified, then marketing managers of regional and super-regional malls may set realistic productivity levels for their centers.

Trade area attributes may be the most influential factors on productivity currently, but it is possible that these characteristics are only important because regional and super-regional malls do not at the present time have effective market strategies. Results of this study indicate that the majority of malls utilize the same merchandise orientation and customer segmentation bases, supporting the notion of "mall sameness" discussed in the literature. "By sticking with a traditional store image or simply following the crowd, retailers limit their capacity to change their store images to reflect changing consumer demands in the markets they serve" (Rosenbloom, 1983, p. 148).

Other retail formats have recently discovered the efficiency and strategic necessity of differentiation and positioning strategies. From this study it appears that the shopping center division of the retail industry has not successfully responded to this trend. As the competitive environment becomes even more brutal and customer demographics even more diverse, regional and super-regional malls must identify their strengths and position themselves in the marketplace. A clear mall image must be communicated to the consumer segment(s) in the trade area that are most likely to respond. If malls do not differentiate from other malls and position themselves to satisfy unmet needs in the marketplace, the factors leading to high performance default to strong trade area characteristics.

Limitations

Two limitations of the present research study were identified: the small sample size and the reliance on marketing manager perceptions. The first limitation was of greatest concern and is discussed at length. The second limitation is briefly examined.

The total sample size included 70 respondents, but there were only 65 usable surveys out of 500 mailed surveys. The response rate of 14 percent is low when compared to typical consumer survey response rates of approximately 30 percent. There were two possible explanations as to why the response rate was low. First, surveying retailers typically results in lower response rates than other populations and perhaps the same might be true of retail mall managers.. Therefore, the researcher was hoping for a 20 percent response rate that would have provided a sample size of 100, which is considered to be an adequate size for many research purposes (Alreck & Settle, 1995).

The second reason for a low response rate was possible problems with the directory used as a sampling frame. The Shopping Center Directory published by the National Research Bureau, compiles information about all types of shopping centers, using a self report methodology. After mailing the instrument and utilizing the directory for mailing addresses, the reliability of the addresses became questionable. Approximately 100 survey were returned as undeliverable. For those malls that additional mailing information could be found, a second survey was mailed. An attempt was made to reach the remaining sample by telephone. The researcher was concerned that perhaps other surveys mailed did not reach their destination, but were not returned to sender.

The low response rate and resulting small sample size caused additional problems. The generalizability of any results was reduced due to the increased sampling error that corresponds to sampling a small proportion of the population (Alreck & Settle, 1995). Additionally, the small sample size required data analysis procedures to be altered. Factor analysis, followed by a discriminate analysis were the planned statistical analyses, but a sample size of at least 100 is required to factor analyze a group of variables (Hair et. al., 1992). The general rule of thumb is at least five observations for each variable is necessary (Hair et al., 1992). Following this general rule, the present study would have been limited to approximately 12 variables, less than a quarter of the variables to be analyzed. Without the factor analysis, the discriminate analysis was also impossible to run because of too many variables. A modified plan for analysis was developed after collecting the data. Regression and ANOVA statistics were utilized, not as complex, but still able to test relationships between the dependent and independent variables.

A final concern related to the small sample size was the possibility of non-response bias. "The most important consequences of a low mail response rate is the non-response bias that's likely to result" (Alreck & Settle, 1995, p. 35). Any conclusion drawn or recommendation given must consider the possibility of a bias. Typically, those that are interested, or have the characteristic being studied are more likely to respond (Alreck & Settle, 1995). This fact may indicate that regional and super-regional mall marketing managers not responding may have refused because they did not want to announce the productivity levels of their malls. Perhaps if managers of low performing malls refused to answer, the result would be an inflation of the sales per square foot figures for "C" malls. Comparing the classification

ranges with data compiled from ICSC and the Urban Land Institute provides some assurance that non-response bias was not present in this exploratory study.

The second limitation concerns the possibility of respondent bias. The mail instrument was designed to ascertain the characteristics of regional and super-regional malls, relying on the marketing manager to provide the needed information. Without direct observation of the attributes by the researcher, the measurement becomes marketing managers' perceptions of mall attributes. Results and conclusions should be classified as tentative because of the possibility that the respondent may provide biased information about their mall, since the respondent's position involves promoting their mall. Some of this job related bias may have been present in their survey responses. The cover letter tried to discourage such an occurrence, but cautionary conclusions are required.

Recommendations

Future Research

In consideration of this study's limitations, future research in the area of shopping center market strategy and performance may require different research methodology. Qualitative methods would facilitate a deeper understanding of the complex process of market strategy formulation and implementation that could not be attained in the present study. Investigating the tangible outcome of market strategy may not be as important as understanding the intangible process of strategic planning and implementation. The researcher recommends an in depth case analysis or participant observation methodology to investigate successfully

repositioned malls or malls effectively utilizing a differentiation strategy.

In addition to qualitative investigations, the researcher has several recommendations for future quantitative research. First, a national study similar to the present research is needed to sharpen the classification ranges by using actual sales data (not interval ranges). Broadening this study to a national level would negate some of the limitations experienced. The likelihood of an adequate sample size will facilitate using more complex statistical procedures that may shed new light on the relationships between mall attributes and productivity, and increase the generalizability of the results. Other studies focusing on shopping center market strategy include identifying the degree of congruence between consumers' perception of a shopping center's positioning strategy and shopping center managers' perception of their positioning strategy. Positioning strategies can only be successful if the image communicated by the shopping center marketing strategies are accurately received by the targeted customers.

The last recommendation for future research focuses on the problem of mall sameness that repeatedly mentioned by industry experts. A nationwide analysis of regional and super-regional malls' tenant mix should be undertaken. Investigating similarities in the types of retail outlets, and the presence of national chain stores may provide insight to the topic of mall sameness. Perhaps an even broader analysis would be necessary, one that identifies the influence of shopping center type (i.e. neighborhood, community, regional, super-regional) or position in the marketplace (i.e. discounter, upscale, factory outlet) on the mix of tenants located in the facilities. Even though there was little support for the relationship between productivity and market strategy found in the present study, the researcher recommends that

investigations continue on this neglected topic in the retail discipline. Many industry leaders predict that the competitive environment will become even more intense in the next decade, with increasing competition and consumer diversity. Experts agree, differentiation and positioning is the key for survival.

Regional and Super-Regional Malls

The trade area in which a regional and super-regional mall operates is very important to the success of that mall, as demonstrated by the present study. Shopping center market strategy is formulated within the boundaries and constraints imposed by the trade area. When trade area environmental conditions are stable, a customer and competition focused market strategy may not be essential for survival. The researcher posits that the shopping center industry is just beginning to realize that a new age of retailing is becoming apparent, one characterized by volatile trade area environments. "Today we are experiencing a technological revolution that is transforming civilization...this age can be described as the era of 'demassification' and is symbolized by market segmentation and niche marketing" (Charbon, 1996, p.20). As illustrated by the preceding quotation, the trade literature published by industry experts have reflected an awareness of the coming upheaval, but perhaps the reality has not filtered down to the front line managers located within the shopping centers across the nation. On the other hand, perhaps it has filtered down to mall managers, but these managers may not have the authority to make appropriate adjustments to market strategy in consideration of the changing environment.

Changes in shopping center market strategy: tenant mix, tenant placement, customer segmentation and mall image, are needed in order to differentiate and position the center within the competitive marketplace. The results of this study suggest that mall marketing managers are allowing "received wisdom", a reliance on "well-known rules of thunb" (Brown, 1992, p. 386) to guide their strategic decisions. The shopping center industry has continued using market strategies based on past success in shopping centers, instead of focusing on innovation and change. Brown (1992) acknowledges the usefulness of such dictates, but cautions the industry not to elevate "into unbreakable shopping centre axioms" (p. 386) without support from empirical research. Utilizing received wisdom instead of focusing on the wants and needs of the target market may not be prudent. These changes mentioned above are needed for the continued success of regional and super-regional malls because the best determinant of appropriate strategy can be found about five to fifteen miles outside the shopping center doors, the trade area (Flynn, 1987; Alexander & Muhlebach, 1992). "The basic elements of any center may change because of the need to adapt to the characteristics of the trade area, including the nature of the competition, population density, and income levels" (McKeever, Griffin & Spink, Jr., 1982, p.7).

Shopping center managers must accurately assess consumer perceptions regarding their mall's image, in order to maintain and reinforce the image with a promotional campaign. In addition, mall managers must also be able to assess consumer perceptions of competing centers to facilitate positioning strategies. Research suggests that managers are able to do the first, but not the latter. "Managers...consistently underestimated the perceived strength of the competing shopping area. Therefore, marketing decisions based on an assessment of

the relative positions of the two areas are likely to be incorrect" (O'Neill, 1980, p. 427).

Traditionally, the overall image of the shopping center is built around the key tenants, the anchor stores (Abratt, Fourie and Pitt, 1985). Empirical research has confirmed that images of smaller stores in a shopping center are influenced by the image of nearby anchor stores (Burns, 1992). Image transference supports the notion that anchor stores are key determinants of mall image. Therefore, careful consideration must be given to additions or changes in the mix of anchors. If a shopping center wants to differentiate with an entertainment format, perhaps an entertainment retailer should be placed as an anchor in the mall. Likewise, a value oriented differentiation strategy may require a "big box" discounter as an anchor. Tenant mix, as well as the other format elements must be consistent with communicated image.

Shopping centers of today need to operate as a retail outlet would, utilizing retail market strategy to meet any competitive challenges. It is no longer enough to bring together a group of retailers and wait for customers to patronize the facilities. Shopping center owners and managers are realizing that the center itself must be marketed to a targeted group of consumers. "Several progressive developers show signs of investing to manage their properties from a marketing perspective - from a customer perspective. Those who have yet to follow must acknowledge quickly that the shopper, and not the retailer, is king" (Turchiano, 1990a, p.2). A customer, or market orientation leads to improved performance (Jaworski & Kohli, 1993; Day, 1994; Slater & Narver, 1994; Turchiano, 1990b).

In a marketplace characterized by changing customer demographics and preferences, strong competition and weak economy, a market orientation is essential for high performance (Kohli & Jawarski, 1990; Day, 1990). The shopping center industry is experiencing such a marketplace and must respond proactively to environmental challenges.

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APPENDICES

APPENDIX A

Mail Survey Instrument

THE UNIVERSITY OF TENNESSEE
KNOXVILLE

Retail and Consumer Sciences
Room 230, College of Human Ecology
1215 West Cumberland Avenue
Knoxville, Tennessee 37996-1900
(615) 974-2141
FAX (615) 974-2617

July 25, 1995

Dear Marketing Director:

I am a doctoral student conducting research concerning regional and super-regional malls in the United States. The results of this study will profile characteristics of high performance malls. In light of the increasingly competitive marketplace, regional and super-regional malls must capitalize on their strengths in order to gain a competitive advantage. Identifying the common characteristics of high performance malls may provide a better understanding of these strengths.

Your assistance with this project is vital. Accurate completion and prompt return of this questionnaire will ensure a realistic picture of successful regional and super-regional malls. The information you provide will be aggregated with all returned surveys and will not be singled out for any reason.

You may be assured of complete confidentiality. The questionnaire has an identification number for mailing purposes only. This is so I may check your name off of the mailing list when your questionnaire is returned. Your name will never be placed on the questionnaire.

Since this study identifies characteristics that may help to increase regional and super-regional mall performance, the results will be made available to the International Council of Shopping Centers (ICSC). You may receive a summary of the results by printing your name and address in the space provided under "Results Requested" on the back of the survey.

I would be most happy to answer any questions, so please feel free to write or call. My telephone number is 615-974-2141 (office) or 615-588-0633 (home).

Thank you for your participation and assistance.

Sincerely,

Melody LeHew

Melody Lanette Adkins LeHew

Part I: HISTORY OF THE MALL

Directions: Please fill in blanks with appropriate answers and circle numbers corresponding to your answer choices.

1.1. In what year did this mall first open? 19_____

1.2. How many times has ownership of this mall changed since opening?

Please specify number _____

1.3. How many times has this mall been renovated (non-expansions) since opening?

Please specify number _____

Year of last renovation 19_____

1.4. How many times has this mall been expanded since opening?

Please specify number _____

Year of last expansion 19_____

1.5. How many times has this mall been repositioned since opening?

Please specify number _____

1.6. Are there current plans for renovating this mall?
1. YES
2. NO
3. UNDER CONSIDERATION

1.7. Are there current plans for expanding this mall?
1. YES
2. NO
3. UNDER CONSIDERATION

Part II: CHARACTERISTICS OF THE TRADE AREA

A trade area is a geographic sector that contains potential customers and can be divided into primary (containing approximately 70% of customers) and secondary (containing approximately 20% of customers) zones.

Directions: Please place a check mark by numbers corresponding to your answer choice.

2.1. Please estimate the mile radius of this mall's primary and secondary trade area zones.

Primary	Secondary	
_____	_____	1. LESS THAN 5 MILES
_____	_____	2. 5 - 9 MILES
_____	_____	3. 10 - 14 MILES
_____	_____	4. 15 - 19 MILES
_____	_____	5. 20 - 24 MILES
_____	_____	6. 25 - 29 MILES
_____	_____	7. 30 MILES OR OVER
_____	_____	8. DO NOT KNOW

2.2. The size of the population within this mall's primary and secondary trade areas is:

Primary	Secondary	
_____	_____	1. LESS THAN 25,000
_____	_____	2. 25,000 TO 99,999
_____	_____	3. 100,000 TO 249,999
_____	_____	4. 250,000 TO 499,999
_____	_____	5. 500,000 TO 999,999
_____	_____	6. 1,000,000 TO 2,499,999
_____	_____	7. 2,500,000 OR MORE
_____	_____	8. DO NOT KNOW

Directions: Please circle numbers corresponding to your answer choices and fill in blanks with appropriate answers.

2.3. The size of the population within this mall's trade area is:
1. DECREASING
2. STABLE
3. INCREASING
4. DO NOT KNOW

2.4. How would you classify the age of the largest percentage of the population within this mall's trade area?

1. UNDER 18 YEARS
2. 18 TO 24 YEARS
3. 25 TO 34 YEARS
4. 35 TO 44 YEARS
5. 45 TO 54 YEARS
6. 55 TO 64 YEARS
7. 65 TO 79 YEARS
8. 80 YEARS AND OVER
9. DO NOT KNOW

2.5. How would you classify the level of disposable household income earned by the largest percentage of the population within this mall's trade area?

1. LESS THAN $5,000
2. $5,000 TO $9,999
3. $10,000 TO $14,999
4. $15,000 TO $24,999
5. $25,000 TO $34,999
6. $35,000 TO $49,999
7. $50,000 TO $74,999
8. $75,000 TO $99,999
9. $100,000 OR MORE
10. DO NOT KNOW

2.6. How would you classify the marital status of the largest percentage of the population within this mall's trade area?

1. SINGLE, NO CHILDREN
2. SINGLE, WITH CHILDREN
3. MARRIED, NO CHILDREN
4. MARRIED, WITH CHILDREN
5. WIDOWED
6. DO NOT KNOW

2.7. How would you classify the ethnic origin of the largest percentage of the population within this mall's trade area?

1. WHITE
2. BLACK
3. AMERICAN INDIAN, ESKIMO, ALEUT
4. ASIAN OR PACIFIC ISLANDER
5. HISPANIC ORIGIN
6. DO NOT KNOW

2.8. How would you classify the educational level attained by the largest percentage of the population within this mall's trade area?

1. 8TH GRADE OR LESS
2. 9TH TO 12TH GRADE, NO DIPLOMA
3. HIGH SCHOOL DIPLOMA
4. SOME COLLEGE, NO DEGREE
5. ASSOCIATE DEGREE
6. BACHELOR'S DEGREE
7. MASTER'S DEGREE
8. PROFESSIONAL SCHOOL DEGREE
9. DOCTORATE DEGREE
10. DO NOT KNOW

2.9. How would you classify the occupations held by the largest percentage of the population within this mall's trade area?

1. MANAGERIAL AND PROFESSIONAL SPECIALTY
2. TECHNICAL, SALES AND ADMINISTRATIVE SUPPORT
3. SERVICE
4. FARMING, FORESTRY AND FISHING
5. PRECISION PRODUCTION, CRAFT AND REPAIR
6. DO NOT KNOW

2.10. Where is this mall located?

1. CENTRAL CITY
2. SUBURB
3. RURAL AREA

2.11. Which of the following types of shopping centers do you believe offers the greatest competition to this mall? *(Circle all that apply)*

1. REGIONAL MALLS
2. SUPER-REGIONAL MALLS
3. NEIGHBORHOOD STRIP CENTERS
4. COMMUNITY STRIP CENTERS
5. POWER CENTERS
6. THEME CENTERS
7. CENTRAL BUSINESS DISTRICT
8. OTHER _____

2.12. How many regional or super-regional malls are located within or near this mall's trade area? *(Please specify number)*

Regional _____

Super-regional _____

Part III: CHARACTERISTICS OF THE MALL

Directions: Please circle numbers corresponding to your answer choices and fill in blanks with appropriate answers.

3.1. The owner(s) of this mall is(are) classified as:

1. LOCAL DEVELOPER
2. REGIONAL DEVELOPER
3. NATIONAL DEVELOPER
4. FOREIGN DEVELOPER
5. REAL ESTATE INVESTMENT TRUST
6. INSURANCE COMPANY
7. PENSION FUND INVESTMENT ADVISORS
8. OTHER _____

3.2. Who has management responsibility for this mall?

1. OWNER, SUBSIDIARY OR AFFILIATE
2. INDEPENDENT, OUTSIDE MANAGEMENT COMPANY
3. OTHER _____

3.3. Who has leasing responsibility for this mall?

1. OWNER, SUBSIDIARY OR AFFILIATE PERSONNEL
2. INDEPENDENT, OUTSIDE MANAGEMENT COMPANY
3. OTHER _____

3.4. Who has marketing responsibility for this mall?

1. OWNER, SUBSIDIARY OR AFFILIATE PERSONNEL
2. INDEPENDENT, OUTSIDE MARKETING COMPANY
3. OTHER _____

3.5. The responsibility for the market strategy decision making of this mall is most often:

1. CENTRALIZED *(corporate office primarily responsible)*
2. DECENTRALIZED *(mall management primarily responsible)*
3. OTHER _____

3.6. The average annual retail sales per square foot of this mall (excluding anchor stores) is:

1. BELOW $100	6. $300 - $349
2. $100 - $149	7. $350 - $399
3. $150 - $199	8. $400 - $449
4. $200 - $249	9. $450 - $499
5. $250 - $299	10. $500 OR OVER

3.7. This mall is considered by the shopping center industry to be a(n):

1. "A" MALL
2. "B" MALL
3. "C" MALL
4. NOT CLASSIFIED
5. DO NOT KNOW

3.8. By which method is traffic flow for this mall most often calculated? *(Circle only one)*

1. PARKING LOT SENSOR
2. MALL ENTRANCE SENSOR
3. HEAD COUNT WITHIN MALL
4. VEHICLE COUNT IN PARKING LOT
5. NUMBER OF VEHICLES DRIVING BY
6. DO NOT DO TRAFFIC COUNTS
7. OTHER _____

3.9. How often is the traffic flow estimated at this mall?

1. NEVER
2. ANNUALLY
3. SEMI-ANNUALLY
4. QUARTERLY
5. MONTHLY
6. DAILY
7. OTHER

3.10. How many full time marketing personnel are located at this mall?

_____

3.11. What is the average minimum rent paid by tenants?

$_____

3.12. What is the square footage of the center *(including vacant space; excluding anchors)*?

Gross Leasable Area _____sq. ft.

3.13. Does the above square footage include a food court?

1. YES
2. NO

3.14. What is the total vacant space *(unoccupied, even if leases are signed and/or rents being received)*?

Total Vacant Space _____sq. ft.

3.15. What was the total retail sales for this mall during the period January 1, 1994 to December 31, 1994?

Total Retail Sales $_____

3.16. Are food court sales included in retail sales?

1. YES
2. NO

3.17. What is the total number of parking spaces for this mall?

_____

3.18. How many anchor stores are in this mall?

_____

Part IV: CHARACTERISTICS OF MARKET STRATEGY

Directions: Please circle numbers corresponding to your answer choices and fill in blanks with appropriate answers.

4.1. How would you describe this mall's overall strategic approach?

1. UNDIFFERENTIATED STRATEGY *(appeal to all segments in market)*
2. FOCUSED STRATEGY *(target one or a few segments)*
3. OTHER _____

4.2. What type of customer characteristics are used to describe market segments targeted by this mall? *(Circle all that apply)*

1. DEMOGRAPHIC
2. SOCIO-ECONOMIC
3. BENEFITS
4. LIFESTYLE/PSYCHOGRAPHIC
5. CUSTOMER LOYALTY
6. IMAGE
7. STAGE IN THE LIFECYLE
8. RESPONSE TO MARKETING MIX
9. OTHER _____

4.3. Information about this mall's target customer is obtained most often by: *(Circle only one)*

1. INTERNAL MARKET RESEARCH
2. EXTERNAL MARKET RESEARCH
3. PUBLISHED STATISTICAL INFORMATION
4. OTHER _____

4.4. What is the basis for differentiation of this mall?

1. MERCHANDISE MIX
2. SERVICE MIX
3. PROMOTIONAL CAMPAIGN
4. DESIGN/LAYOUT OF MALL
5. PRICE LINES OFFERED
6. TENANT MIX
7. LOCATION
8. IMAGE
9. OTHER _____
10. DO NOT DIFFERENTIATE

4.5. What is the merchandise orientation of this mall?

1. TRADITIONAL GENERAL MERCHANDISE
2. FASHION-ORIENTED
3. OFF-PRICE
4. FACTORY OUTLET
5. OTHER _____

4.6. Marketing, promotion and advertising of this mall are planned by means of a: *(Circle all that apply)*

1. MARKETING OR PROMO FUND
2. MERCHANT ASSOCIATION
3. MEDIA FUND
4. OTHER _____

4.7. In this mall, the placement of tenants are usually:

1. GROUPED BY MERCHANDISE TYPE
2. SPREAD OUT TO INCREASE CONSUMER EXPOSURE
3. GROUPED BY APPEAL TO DIFFERENT TARGET SEGMENTS
4. GROUPED BY RENTAL INCOME
5. OTHER _____

4.8. The types of customer services provided by this mall: *(Circle all that apply)*

1. STROLLERS
2. DIRECTORIES
3. INTERACTIVE COMPUTERS
4. STAFFED INFORMATION DESK
5. FREQUENT SHOPPER PROGRAMS
6. SENIOR CITIZEN DISCOUNTS
7. VALET PARKING
8. SECURITY GUARDS
9. FOOD COURT
10. WHEELCHAIRS
11. PHOTOCOPY SERVICE
12. OTHER _____

4.9. How often does this mall utilize advertising media?

1. DAILY
2 WEEKLY
3. MONTHLY
4. OCCASIONALLY
5. NEVER *(skip to question 4. 11.)*

4.10. Please rank the advertising media used most often by this mall: one (1) being the media used most often to six (6) being the least used media.

_____ NEWSPAPERS
_____ DIRECT MAIL
_____ RADIO
_____ TELEVISION
_____ TRANSIT SIGNS
_____ BILLBOARDS

4. 11. How often are promotional events used by this mall?

1. DAILY
2. WEEKLY
3. MONTHLY
4. OCCASIONALLY
5. HOLIDAYS ONLY
6. NEVER *(skip to question 4.13)*

4.12. Please rank the promotional events used most often by this mall: one (1) being events used most often to five (5) being the least used events.

_____ SALES EVENTS *(e.g. sidewalk, holiday, back to school sales, etc.)*
_____ ENTERTAINMENT ACTIVITIES *(e.g. arts & crafts, boat, bridal, antique shows, etc.)*
_____ EDUCATIONAL PROMOTIONS *(e.g. safety, health fairs, etc.)*
_____ COMMUNITY EVENTS *(e.g. charity bazaar, membership drives, etc.)*
_____ MERCHANDISE EVENTS *(e.g. fashion shows, manufacturers exhibit, etc.)*

4.13. Other than the anchor stores, which retail stores are considered key tenants *(those that best reflect the mall's image and draw customer traffic)*?

PLEASE LIST THE TOP FIVE RETAILERS:

_____
_____
_____
_____
_____

Directions: Please use the space provided to write answers to the following open-ended questions.

4.14. Briefly describe the image that this mall wants to communicate to customers in the trading area?

4.15. Briefly describe this mall's primary target customers in the space provided below.

Part V: CHARACTERISTICS OF RESPONDENT

Directions: Please circle numbers corresponding to your answer choices and fill in blanks with appropriate answers.

5.1. Your gender?
1. FEMALE
2. MALE

5.2. Your present age?
1. UNDER 26 YEARS
2. 26 - 35 YEARS
3. 36 - 45 YEARS
4. 46 - 55 YEARS
5. 56 - 65 YEARS
6. OVER 65 YEARS

5.3. What is the highest degree you have earned?
1. HIGH SCHOOL DIPLOMA *(skip to question 5.5)*
2. ASSOCIATE'S DEGREE
3. BACHELOR'S DEGREE
4. MASTER'S DEGREE
5. DOCTORATE'S DEGREE
6. OTHER _____

5.4. In the degree you have attained, what was your major field of study *(e.g. marketing, communication etc.)*

_____

5.5. Are you a Certified Marketing Director (CMD) through ICSC?
1. YES
2. NO
3. IN PROCESS OF QUALIFYING
4. OTHER _____

5.6. How many years have you been in your current position, with this employer?

_____

5.7. How many years have you held a marketing director/manager position?

_____

5.8. What are your responsibilities as marketing director of this mall? *(Circle all that apply)*
1. CONDUCT MARKET RESEARCH
2. DEVELOP MARKETING AND PROMOTION BUDGET
3. IMPLEMENT THE MARKETING PROGRAM
4. PARTICIPATE IN MERCHANT ASSOCIATION
5. PREPARE ADVERTISING CALENDER
6. DEVELOP PUBLIC RELATIONS PROGRAM
7. HIRE AND SUPERVISE MARKETING STAFF
8. MAINTAIN RELATIONSHIP WITH MERCHANTS

Thank you for your participation. Remember, if you are interested in the results of this research place your name and address in the space provided.

Please fold the survey with Business Reply facing outward and staple close.

REGIONAL & SUPER-REGIONAL
MALL SURVEY
The University of Tennessee, Knoxville

THE UNIVERSITY OF TENNESSEE
AGRICULTURE
COMMERCE
1794

RESULTS REQUESTED

NO POSTAGE
NECESSARY
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POSTAGE WILL BE PAID BY ADDRESSEE

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College of Human Ecology
230 Jessie Harris Building
Knoxville, Tennessee 37916-9989

Attention: MLAL

APPENDIX B

Descriptive Statistics

Table B-1. Descriptive Statistics for Continuous Independent Variables

VARIABLE	N	Mean	SD	Min	Max
Years Since Opening	65	18.40	8.91	3	42
Ownership Changes Since Opening	65	1.12	1.24	0	5
Renovation Since Opening	65	0.89	0.85	0	3
Years Since Last Renovation	42	4.86	3.14	0	10
Expansions Since Opening	63	0.98	1.71	0	10
Years Since Last Expansion	32	7.72	5.46	0	20
Repositionings Since Opening	59	0.95	1.31	0	5
Primary Trade Area Radius	64	2.84	1.59	1	7
Secondary Trade Area Radius	64	4.77	1.96	1	7
Primary Trade Area Population	63	2.92	1.02	1	7
Secondary Trade Area Population	62	3.57	1.18	2	7
Trade Area's Largest Age Segment	59	3.88	0.97	1	7
Trade Area's Largest Income Segment	57	5.12	1.44	1	7
Trade Area's Largest Education Level Segment	58	3.98	1.54	2	10
Regional Malls Within or Near Trade Area	63	1.57	1.66	0	9
Superregional Malls Within or Near Trade Area	63	0.86	1.45	0	7
Number of Marketing Personnel	65	1.64	0.86	0	5
Gross Leasable Area	64	503,091	323,602	17,000	1.3M
Total Number of Parking Spaces	61	3,955.2	2,114.2	350	10,000
Number of Anchor Stores	65	3.79	1.05	0	6
Percentage of Vacant Space	52	13	12.71	0	67.96
Age of Respondent	64	2.45	0.73	1	4
Education Level of Respondent	65	2.97	0.85	1	6
Experience in Current Position	65	4.21	3.97	0.16	17
Experience as Marketing Manager	63	7.87	7.17	0	41

APPENDIX C

Summary of Non-Significant Results

Table C-1. Summary of Regression Analysis for Productivity and Non-significant Independent Variables.

Independent Variable	F	F Prob	R^2
History of Mall Characteristics			
Age of Mall	0.01	0.9198	0.000
Ownership Changes	0.27	0.6058	0.004
Number of Renovations	0.03	0.8647	0.000
Recency of Renovations	1.21	0.2778	0.029
Number of Expansions	0.02	0.8838	0.000
Recency of Expansions	0.44	0.5109	0.015
Number of Repositionings	0.45	0.5042	0.008
Characteristics of Trade Area			
Size of Primary Trade Area	0.00	0.9655	0.000
Size of Secondary Trade Area	0.58	0.4510	0.009
Population Size Within Secondary Trade Area	2.06	0.1563	0.033
Largest Segment Age	2.56	0.1150	0.042
Number of Super Regional Malls Nearby	1.66	0.1470	0.151
Characteristics of Mall			
Number of Anchor Stores	2.25	0.1390	0.034
Characteristics of Respondent			
Marketing Manager's Age	1.03	0.3131	0.016
Years Experience as a Marketing Manager	0.93	0.3381	0.015

Table C-2. Summary of Analysis of Variance for Productivity and Non-significant Independent Variables.

Independent Variable	F	F Prob	R^2
Characteristics of Trade Area			
Population Growth Trends in Trade Area	1.27	0.2942	0.060
Largest Segment's Marital Status	0.96	0.4375	0.061
Largest Segment's Ethnic Origin	2.25	0.1142	0.071
Largest Segment's Occupational Classification	2.03	0.0899	0.160
Trade Area Location	2.01	0.1425	0.064
Perception of Intra-type and Inter-type Competition	0.99	0.4440	0.094
Characteristics of Mall			
Shopping Center Developer Classification	1.11	0.3686	0.105
Management Responsibility	0.01	0.9138	0.000
Leasing Responsibility	0.01	0.9138	0.000
Marketing Responsibility	0.01	0.9138	0.000
Decision Making Format	0.41	0.6641	0.014
Characteristics of Market Strategy			
Strategic Approach	0.78	0.4625	0.025
Segmentation Bases	0.51	0.8416	0.069
Source of Customer Information	1.24	0.3041	0.071
Bases of Differentiation	1.09	0.3824	0.152
Merchandise Orientation	2.33	0.0832	0.104
Planning Promotions Method	1.55	0.1987	0.095
Placement of Tenents	0.94	0.4482	0.063
Preference for Media Types	1.14	0.3626	0.175
Frequency of Promo Events	1.62	1.1695	0.122
Preference for Promo Events	2.23	0.0663	0.185
Current Plan for Renovation	0.95	0.3914	0.030
Characteristics of Respondent			
Marketing Manager's Gender	0.07	0.7899	0.001
Marketing Managaer's Education	1.21	0.3181	0.074
Certification	0.98	0.3820	0.032
Marketing Manager's Responsibilities	0.77	0.6129	0.091

VITA

Melody Lanette Adkins LeHew was born in Kenton, Ohio on July 7, 1964. She attended Roundhead Elementary School in the Upper Scioto Valley School District and graduated second in her class from Upper Scioto Valley High School in May, 1982. The following September she entered The Ohio State University and in August, 1986 received the degree of Bachelor of Science in Home Economics. She re-entered The Ohio State University in September, 1987 and in December, 1989 received a Master of Science degree in Human Ecology. In August, 1992 she entered The University of Tennessee, Knoxville and in August, 1996 received a Doctorate of Philosophy degree in Human Ecology.

She is presently employed as an Assistant Professor in Clothing, Textiles & Interior Design at Kansas State University.