

Explaining and Testing the Aboriginal Model of Shopping Malls' Success: (Case Study: Shopping Malls in Tehran)

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Abstract

In recent years, the construction of shopping malls is rising across the country. But only some of them were successful to accommodate a large number of visitors while the other ones are constantly changing the commercial units' use. While the decline in demand for commercial units in form of multi-purpose complexes as well as the country recession have aroused this situation. Therefore, in this research proposed qualitative model for the shopping malls' success is tested. Based on data collection, the present study is considered as descriptive. Before collecting the data through questionnaire, and so as to check the validity and reliability of the study, a pre-test was taken. The sample members were selected among the customers of five malls in Tehran, and the model dimensions and their relationships are tested based on Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). The findings indicate a significant impact of the variable of causal conditions on the process of achieving success model in shopping malls. Also, the study results indicate that the variables of intervening conditions and context conditions affect on the variable of strategies and related actions and this variable has impact on the variable of consequences.

Keywords

Marketing, Model of success, Shopping mall.

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Introduction

In the first place, it is necessary to achieve a single definition of shopping malls. According to what has occurred in the past century and now in the world, the shopping center or mall is an adaptation of the market in the twentieth century having a history. The shopping center is a collection of retail shops, the service sectors, and a place for parking customers' cars which all are designed, built and run by a management company that operates in the same sentence (Pentecost & Andrews, 2013; Ahmed et al., 2007).

Shopping malls can have restaurants, banks, theaters, professional offices, service stations and other firms in addition to all mentioned before (Rahman et al., 2016). What distinguishes a complex from other buildings is not the beauty and majesty of the building and the number of different possibilities, but it is the success rate of the complex in the minds of specific and general consumers and audience (Cai & Shannon, 2012). In addition to these factors, terms such as "good location" and "to be known" and so on are considered among the most important factors of a shopping mall success in gaining the customers' satisfaction (Bozdoğan, 2015).

In recent years, we have witnessed more development in construction of shopping malls across the country. In contrast to the growing number of these complexes, only some of them could accommodate a large number of visitors, and other complexes, are constantly changing and evolving businesses. However, the demand shortage for commercial units in the form of a multi-purpose complex along with sweeping recession of the business environment in recent years have fueled these circumstances, as experienced in European and Asian countries. For example, in Turkey the competition of these shopping malls was so much that some shopping malls were doomed to failure and forced to change their business to a hospital or school (Erkip & Ozuduru 2015; Erkip, 2003). In Iran, the situation is not much different.

Accordingly, this research is focused on the key success factors of shopping malls and offers the indicators and the success factors of this

kind of complexes. Issues like studying the model of success of shopping malls, are among the issues that have been little studied, but in practice, have an undeniable role in the progress of shopping malls. In general, shopping malls should benefit both the owners and the customers (Rahman et al., 2016). Thus, the success and prosperity of complexes is one of the most important factors in this type of projects.

The main purpose of this research is theorizing and testing the model of shopping malls' success. Grounded theory approach is used to provide the basic model and then confirmatory factor analysis and structural equation modeling are used in order to test the proposed model. The success of these shopping malls greatly is affected by local conditions and culture of the country. So, the main problem of this study is to provide a model for shopping malls' success, considering the unique characteristics of Iran.

In reviewing domestic research, a model that investigates and identifies the success of shopping malls was not found. Given the lack of scientific model in this regard, this research could contribute to the development of knowledge in this area. Most researches in this field were focused on the sale of business units, marketing subtleties, and financing whereas studying the success factors of shopping malls is essential and yet can be considered as a very new and novel concept. Therefore, the present study intends to answer these questions that which factors define shopping mall success? And how shopping mall can be improved in light of the findings of this research?

Literature Review & Theoretical Background

If the history of the shopping mall is traced back to the earliest enclosed complexes for trading goods, then the early bazaars of Asia cannot be left out. One of those is the Isfahan Grand Bazaar in Iran (Bakhshizadeh et al., 2016). This is a largely covered market and dates back as early as the 10th century AD. But the development of shopping malls as we have today, first began in America in 1950 (Oc & Tiesdell, 1997). Then in the West, the number of shopping malls, which were providing services such as entertainment and transactional services has increased. The growth of the shopping mall, whenever it

started, can be attributed to the growth of the motor vehicle industry, and the movement of people away from the urban centers into suburban neighborhoods. The shopping mall was designed to support motorized shopping for the suburban life. The shopping mall has now become pretty much like the ancient Greek Agora, where shopping is not the only activity taking place within its premises. It has become a part of daily urban life and a multifunctional urban space where people can shop, gossip, conduct job interviews, and be audiences to different modes of entertainment. Gradually in 2000, the development of such complexes fell in the West (Yusof et al., 2011).

The development of malls in Asia also increased with the same speed (Erdem et al, 2004). For example, malls in Malaysia as an economic catalyst create economic growth in the area (Yusof et al., 2011). In Thailand, these complexes, especially those which were associated with entertainment facilities, were faced with intense welcome of 60% of visitors. In other Asian regions such as Hong Kong, by increasing the number of shopping centers, tourism and lifestyle of the high-income class were influenced (Coclanis, 2009). Dubai was also known as a tourist attraction in the Middle East because of its exciting malls (Anwar & Sohail, 2004). In Indonesia because of the change of lifestyles in the big cities, numerous malls were developed and similar phenomenon took place. Development of mall cannot be considered separated from several factors such as changes in culture, technology, weather or environmental changes (Carr et al., 1992).

Since 1961, Iran has started to build malls for almost half a century and has experienced several approaches. Iran previously had only limited and small commercial spaces, which were named *passage*. In those days, only passages were made to provide people's need. In those days, access and location was not very important and the functions were regional, but then with the growth of business, entrepreneurs needed to have office space and there was a trend toward building commercial and administrative centers and then gradually other uses such as restaurants, amusement parks, movie theaters, and others were added to these centers and changed the

names of shopping malls to recreational complexes. But it was not enough and now we are in the period of construction of malls and megamalls.

From the theoretical view point, it should also be noted that in recent years more studies have been done in the field of shopping malls and these complexes are studied from multiple dimensions and some of them will be mentioned as follows. Wee and Tong (2005) identified necessary success factors of malls as location, accessibility, size, space planning, merchandizing designs, marketing, and costumers. In the same way, based on the study conducted by the institute of real estate management, the five factors of demographic features, location, outward appearance, accessibility and unity in merchandizing were considered as effective elements in the success of malls.

Alexander and Muhlebach's (1992) research resulted in dividing the effective success factors of malls into four major categories: a) location and accessibility, b) marketing and management, c) merchandizing, d) demographic features.

Chan and Kwan (2003) after redefining the definition of success in malls, categorized the elements in two categories: Accessibility and creativity. They also defined five controllable variables in this field and stated that controlling these variables leads to customer satisfaction. These five elements are a) management, b) promotions, c) mall's environment, d) rental agreements, and e) business and merchandizing.

Yiu and Yau (2006) define two markets in this matter. One is about costumers and the other is about badgers that locating of them will be collateral but the interest of owners, investors and exploiters is not considered. In this point of view, shopping malls are considered as final products that can be sold to investors. They state that malls' success analysis is extremely complicated and a multidimensional duty in which all effective elements affecting mall success must be analyzed.

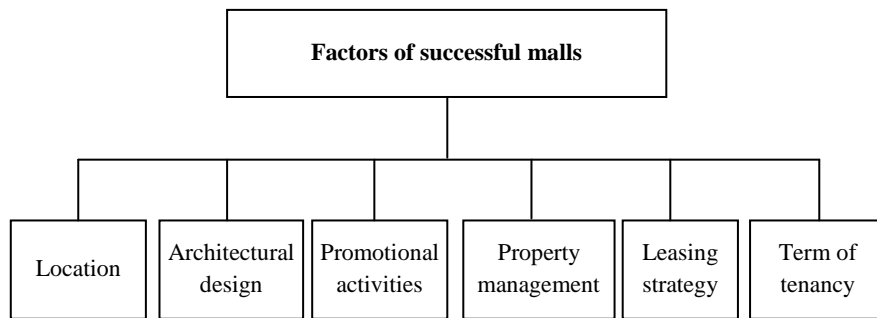


Fig. 1. Factors of successful malls
Source: Yiu and Yau (2006)

In fact, it can be concluded that the factors such as accessibility, location, size, design, merchandising, promotions, and marketing mix have a considerable effect on shopping malls' success. Carter (2009) reviewed the latest studies about malls and the role of location, badgers, and marketers. He stated that most of the studies in this field were focused on financial issues and real estates. He also studied the effective factors on commercial complex's success based on the previous researches. He assigned subjects to these topics: 1. pricing (rents and discounts) 2. effective factors in rent, 3. Assigning space, 4. Store location, 5. space union, 6. firm business values, 7. neighborhood shelf's placements, 8. related theoretical aspects. In total, we can conclude that in few past years, researches have paid more attention to the success factors of malls as Table 1.

Table 1. The topics of researches

Central topic	Field of science	Approach	Authors
Site selection, location	Economics	Customer utility, risk/ insecurity	Oruc (2005); Benyon et al. (2002)
	Geography	Spatial analysis	Thompson & Walker (2005); Jones & Pearce (1999)
	Real state	Site analysis	Meyer (1988); Williams (1994)
	Marketing	Competition	Reardon et al. (1999)
		Geo-marketing	O'Kelly et al. (1993); Reardon et al. (1999)

Coninue Table 1. The topics of researches

Central topic	Field of science	Approach	Authors
Customer mix	Marketing	Customer values, attitudes and behavior	Chung (2015); Charness et al. (2011); El-Adly et al. (2016); San-Martín et al. (2015); Vieira et al. (2014)
		Physical environment of Shopping center	Singh & Prashar (2014); El Hedhli et al. (2013); Keng et al. (2007); Kusumowidagdo et al. (2016)
		Shopping types, trip and strategies	Arentze et al. (2005); Wesley et al. (2006); Brooks et al. (2004)
Tenant, retailer mix	Marketing	Tenant selection, mix	Borgers et al. (2010); Yiu & Xu (2012); Vitorino (2012)
	Real estates	Tenant space allocation and juxtaposition	Carter & Vandell (2005); Rosiers et al. (2005); Yiu et al. (2008)
	Economics	Retail externalities	Erkip & Ozuduru (2015); Eppli (2003)
Shopping center valuation	Marketing	Shopping center image	Kupke (2004); Chebat et al. (2006); Chebat et al. (2009)
		Customer's loyalty	Sirgy & Lee (2006); Hosseinzadeh & Khosravi (2013); Kantsperger & Kunz (2010); Kim et al. (2015)
		Customer's Satisfaction, well being	Hedhli et al. (2013); Goldsmith (2016); Kesari & Atulkar (2016); Zhang et al. (2016); Kim et al. (2015)
	Finance	Drawing power, patronage	Teller és Reutterer (2008); Massicotte et al. (2010)
		Customer value, tenant value	Mittal & Jhamb (2016); Chebat et al. (2009); Guido et al. (2015); Yiu & Cheong Ng (2010)
		Rental income analysis	Chun et al. (2001); Rosiers et al. (2005)
		Real estates, marketing and finance	Sales analysis
Ethical issues	Hawkins & Roberta (2012)		

Source: Reikli (2012) and own compilation

The proposed qualitative model for the shopping malls' success is shown in Figure 2. In the present study, we look for testing this qualitative model.

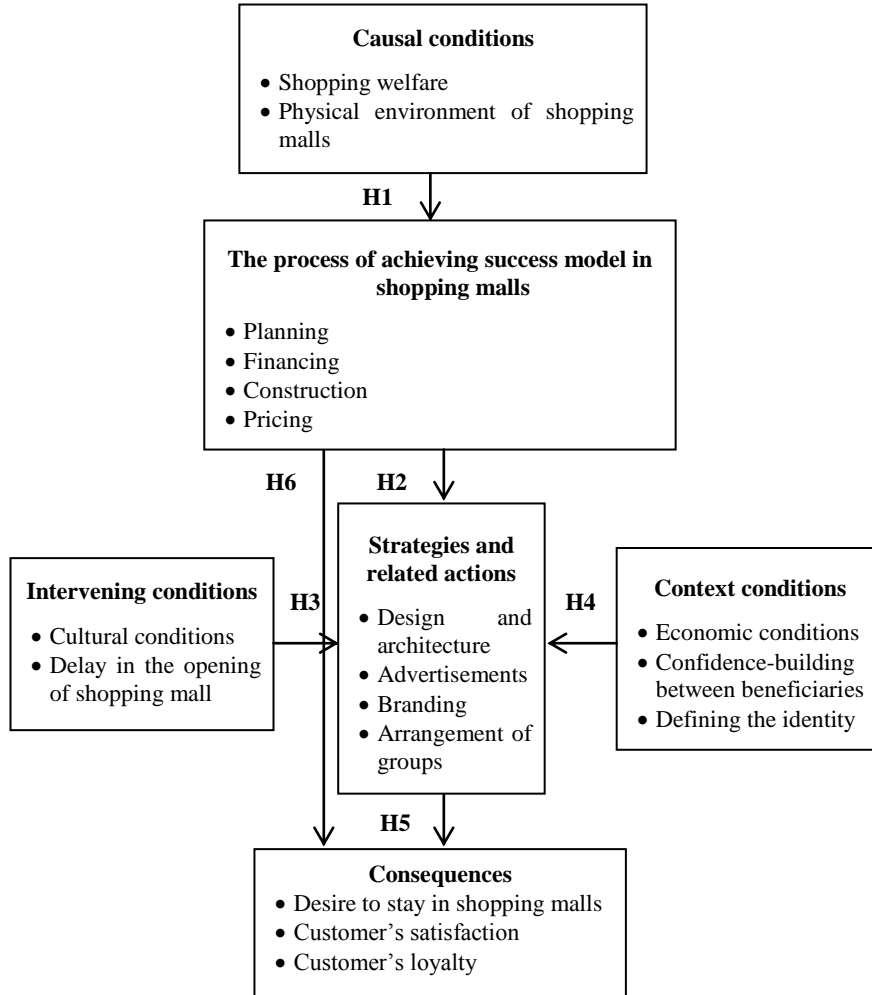


Fig. 2. Paradigmatic model of success for shopping malls

Methodology

In the present study, we look for testing the proposed qualitative model of shopping malls' success. In terms of purpose and the nature of the problem, this is an applied research and it is a survey in terms of data collection method. In terms of methodology, it is a descriptive

study. To collect data, questionnaire is used. The questions were in Likert five-scale range (fully disagrees, disagree, relatively agree, agree and fully agree). The questionnaires were distributed among respondents.

Population and Sample and Its Size

The study population includes all shopping mall clients in the metropolis of Tehran, Iran. Due to the large number of shopping malls in Tehran, a combination of sampling methods including available and clustering sampling methods were used. Therefore, among the all shopping mall in Tehran with regard to geographical distribution, five malls were selected: Tiraje (87), Palladium (80), Arg (64), Kurosh (76), and Elahieh (79). Then in these malls, the customers were questioned, according to the sample size needed for this research and available sampling method. For keeping the random nature of the sample and its distribution, data collection has been done in different time periods. The sample size needed for this study is calculated according to the Cochran's equation.

$$n = \frac{pq \cdot z_{1-\alpha/2}^2}{\varepsilon^2} = \frac{(\frac{1}{2})(\frac{1}{2})(1.96)^2}{(.05)^2} \cong 384$$

In this regard, $z_{\frac{\alpha}{2}}$ is the area under the standard normal curve for a significant level of $1-\alpha$. The pq is an estimate of standard deviation in population with highest value of 0.25. The value of ε shows the level of estimation error which is equal to 0.05 in this research. Accordingly, in the significance level of 95%, the sample size was determined to be 384.

Quantitative Test of Proposed Model of Shopping Malls' Success

The conceptual model derived from the grounded theory is tested in Tehran shopping malls. In this section, confirmatory factor analysis is used to test the significance of these relationships. In order to investigate the relationships between the variables, structural equation model is used.

a) Confirmatory factor analysis and structural equation models

The Structural Equations Modeling (SEM) technique is used to analyze the data and test the hypotheses. The SEM method is a very powerful multivariable analysis from the multivariable regressions that helps the researcher to test multi-equations all at once. After gathering the questionnaires, related data were examined by software of PLS and SPSS. According to Table 3, the research tool has an acceptable ability of data gathering. The present research is an applied study from the research goal perspective and it is a descriptive study and a survey from the data gathering point of view, and is a casual study based on the relation between the research variables. Also, a questionnaire was used in order to gather data for the research. The questions were based on Likert scale (strongly disagree, disagree, not disagree, not agree, agree, and strongly agree) and were distributed between the responders manually. In order to increase the accidental feature and the dispersion of the sample, data gathering was done in different times.

b) Measurement model and convergent validity

Means and correlations between the variables, as well as the internal consistencies of the scales are presented in Table 2. The convergent and discriminant validity of the constructs were tested by confirmatory factor analysis using the partial Least Squares estimator of smart PLS 2. The discriminant validity of the scales was checked by the Fornell and Larcker's (1981) formula. It can be seen that the values in the diagonals are greater than the values in their respective row and column thus indicating the measures used in this study are distinct. Composite reliability and average variance were extracted to assess convergence validity. Composite reliabilities range from 0.716 (for physical environment of shopping malls) to 0.794 (for advertisements), which exceed the recommended level of 0.7, demonstrate a reasonable reliability level of the measured items. We used the factor loadings, the recommended values for loadings are set at > 0.5 . From Table 3, it can be identified that the results of the measurement model values indicate sufficient convergence validity.

Table 2. Descriptive statistics, bivariate correlations, AVE, CR, CA and mean

Construct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Advertisements	0.89																	
Arrangement of groups	0.33	0.88																
Branding	0.27	0.26	0.88															
Confidence-building between beneficiaries	0.43	0.42	0.34	0.88														
Construction	0.29	0.31	0.31	0.39	0.88													
Cultural conditions	0.35	0.36	0.39	0.29	0.32	0.85												
Customer's loyalty	0.46	0.36	0.39	0.29	0.39	0.28	0.86											
Customer's satisfaction	0.41	0.31	0.32	0.28	0.35	0.24	0.34	0.86										
Defining the identity	0.39	0.41	0.41	0.31	0.36	0.29	0.34	0.27	0.88									
Delay in the opening of shopping mall	0.41	0.35	0.37	0.25	0.39	0.28	0.32	0.25	0.33	0.88								
Design and architecture	0.28	0.24	0.24	0.31	0.21	0.27	0.37	0.35	0.35	0.35	0.88							
Desire to stay in shopping malls	0.37	0.38	0.33	0.29	0.35	0.31	0.33	0.28	0.31	0.28	0.34	0.86						
Economic conditions	0.29	0.37	0.31	0.24	0.35	0.19	0.23	0.25	0.32	0.32	0.31	0.30	0.86					
Financing	0.34	0.27	0.30	0.32	0.22	0.37	0.32	0.32	0.35	0.35	0.25	0.37	0.39	0.86				
Physical environment of shopping malls	0.40	0.29	0.36	0.32	0.25	0.31	0.21	0.27	0.32	0.28	0.28	0.33	0.28	0.41	0.84			
Planning	0.33	0.36	0.35	0.38	0.33	0.45	0.34	0.36	0.40	0.39	0.30	0.41	0.34	0.30	0.43	0.86		
Pricing	0.35	0.31	0.24	0.31	0.27	0.33	0.31	0.34	0.41	0.29	0.28	0.35	0.33	0.21	0.42	0.26	0.88	
Shopping welfare	0.44	0.36	0.34	0.37	0.27	0.38	0.41	0.43	0.50	0.48	0.29	0.44	0.36	0.39	0.39	0.35	0.34	0.88
Mean	3.46	3.42	3.08	3.60	3.05	3.67	3.54	3.65	3.16	3.47	3.14	3.58	3.73	3.53	3.95	3.44	3.41	3.11
Average variance extracted	0.79	0.77	0.77	0.75	0.78	0.73	0.74	0.75	0.78	0.78	0.78	0.74	0.75	0.75	0.71	0.75	0.77	0.78
Composite reliability	0.93	0.93	0.93	0.92	0.93	0.91	0.92	0.92	0.93	0.93	0.93	0.92	0.92	0.92	0.91	0.92	0.93	0.93
Cronbach alpha	0.79	0.77	0.77	0.75	0.78	0.73	0.74	0.75	0.78	0.78	0.78	0.74	0.75	0.75	0.71	0.75	0.77	0.78

The diagonal figures in bold indicate the average variances extracted (AVE) for constructs. The scores in the upper diagonal are Pearson correlations.

Table 3. Loading factor

Latent variable	Item	Loading factor
Advertisements	Adv1	0.8934
	Adv2	0.8867
	Adv3	0.8763
	Adv4	0.9078
Arrangement of groups	AoF1	0.8723
	AoF2	0.8781
	AoF3	0.8857
	AoF4	0.8818
Branding	Brand1	0.9059
	Brand2	0.8869
	Brand3	0.8687
	Brand4	0.8561
Cultural conditions	CC1	0.8619
	CC2	0.8661
	CC3	0.8574
	CC4	0.8449
Construction	Con1	0.8774
	Con2	0.8899
	Con3	0.8999
	Con4	0.8808
Confidence-building between beneficiaries	ConB1	0.8551
	ConB2	0.8589
	ConB3	0.8608
	ConB4	0.8876
Customer's loyalty	CusL1	0.8794
	CusL2	0.849
	CusL3	0.8703
	CusL4	0.8485
Customer's satisfaction	CusS1	0.8664
	CusS2	0.8855
	CusS3	0.851
	CusS4	0.872

Continue Table 3. Loading factor

	Latent variable	Item	Loading factor
First order constructs	Design and architecture	DA1	0.8725
		DA2	0.8856
		DA3	0.8944
		DA4	0.8942
	Desire to stay in shopping malls	DIOS1	0.8897
		DIOS2	0.8918
		DIOS3	0.8828
		DIOS4	0.8712
	Defining the identity	DefI1	0.9123
		DefI2	0.8862
		DefI3	0.8786
		DefI4	0.8755
	Delay in the opening of shopping mall	DesTSM1	0.8634
		DesTSM2	0.8483
		DesTSM3	0.8645
		DesTSM4	0.8695
	Economic conditions	EconC1	0.8641
		EconC2	0.8647
		EconC3	0.8518
		EconC4	0.8872
	Financing	Finan1	0.8746
		Finan2	0.8574
		Finan3	0.8751
		Finan4	0.8564
	Physical environment of shopping malls	PEOSM1	0.8036
		PEOSM2	0.8451
		PEOSM3	0.8565
		PEOSM4	0.8779
Planning	Plan1	0.8252	
	Plan2	0.8934	
	Plan3	0.8659	
	Plan4	0.8838	
Pricing	Pricing1	0.8472	
	Pricing2	0.9041	
	Pricing3	0.8952	
	Pricing4	0.879	
Shopping welfare	ShopW1	0.8869	
	ShopW2	0.8936	
	ShopW3	0.8764	
	ShopW4	0.8876	

Continue Table 3. Loading factor

	Latent variable	Item	Loading factor
Second order constructs	Causal conditions	Shopping welfare	0.849
		Physical environment of shopping malls	0.820
	The process of achieving success model in shopping malls	Financing	0.640
		Planning	0.726
		Construction	0.681
		Pricing	0.646
	Intervening conditions	Cultural conditions	0.776
		Delay in the opening of shopping mall	0.823
	Consequences	Desire to stay in shopping malls	0.716
		Customer's satisfaction	0.731
		Customer's loyalty	0.767
	Strategies and related actions	Design and architecture	0.645
		Advertisements	0.721
		Branding	0.646
		Arrangement of groups	0.686
Context conditions	Economic conditions	0.695	
	Confidence-building between beneficiaries	0.709	
	Defining the identity	0.778	

c) Structural model

In order to evaluate the structural models' predictive power, the R^2 , R^2 are calculated which indicate the value of variance explained by the exogenous variables (Barclay et al., 1995). To test the hypotheses, the path is estimated and t -statistics are calculated by using a t -value technique on a sample with 384 members. The path coefficients and result of hypotheses are shown in Table 4 and Figure 3.

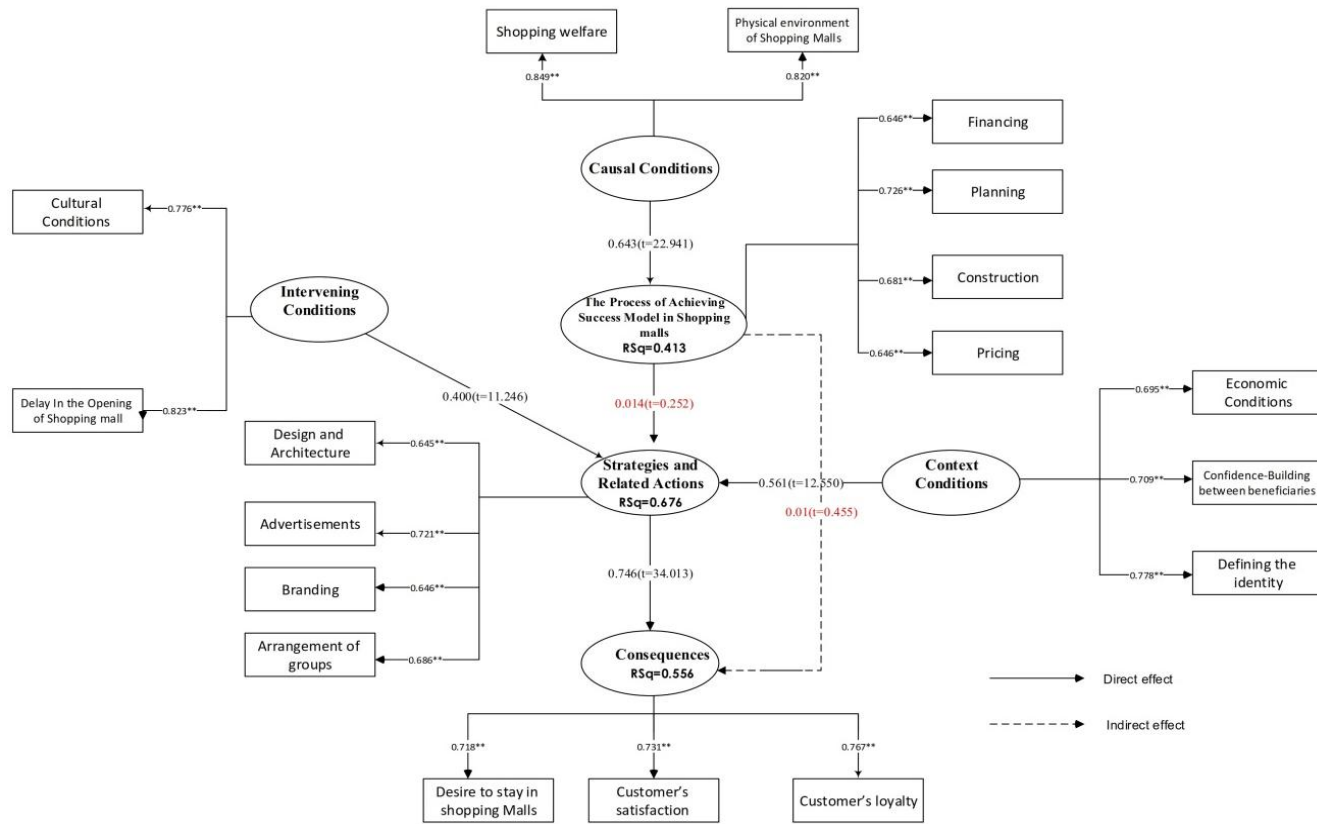


Fig. 3. Proposed model in estimation and significant situation

Table 4. Hypothesis testing

Hypothesis	Beta	t-value	R ²	Result	Sign
H1: Causal conditions → The process of achieving success model in shopping malls	0.643	22.941	0.413	supported	+
H2: The process of achieving success model in shopping malls → Strategies and related actions	0.014	0.252	0.767	ns	
H3: Intervening conditions → Strategies and related actions	0.400	11.246	0.767	supported	+
H4: Context conditions → Strategies and related actions	0.561	12.55	0.767	supported	+
H5: Strategies and related actions → Consequences	0.746	34.013	0.556	supported	+
H6: The process of achieving success Model in shopping malls → Strategies and related actions → Consequences	0.01	0.455	0.556	ns	

$|t| > 1.96$ significant at $P < 0.05$, $|t| > 2.58$ significant at $P < 0.01$

The results of research hypotheses testing based on SEM are shown in Table 4. As seen, based on t statistic, Hypotheses 1, 3, 4 and 5 are confirmed at confidence level of 99%. According to path coefficients, it can be concluded that the impact of variables is linear, positive and direct, that means, one percent improvement in independent variables will result in increasing dependent variables. As can be seen, the highest path coefficient is seen in the relationship between strategies and related actions with consequences with the coefficient of 0.746 and the lowest path coefficient is seen in the relationship between intervening conditions with strategies and related actions with the coefficient of 0.400. Based on the path coefficient analysis of the first hypothesis, if causal conditions necessity increases one unit, the process of achieving success in shopping malls will improve 0.64 units. The coefficients of other hypotheses can be described similarly. The determined coefficient of the impact of all variables on strategies and related actions is 0.76. It indicates that independent variables namely, the process of achieving success in shopping malls,

intervening conditions, and context conditions can forecast 76% of changes in the variable of strategies and related actions and the remained 24% is due to the forecasting error and it can include other influencing variables on strategies and related actions. The determined coefficient of other variables can be described similarly.

Discussion and Recommendation

In this section, the model of shopping malls' success will be discussed according to the findings and conclusions of study. Also, according to the study results, solutions for achieving success are presented to the shopping malls. First of all, it should be noted that the research results and recommendations should be considered along with the research limitations. In this research the proposed qualitative model for the shopping malls' success is tested.

The proposed model is obtained from the process of coding of the data based on the grounded theory method. In the proposed model, causal, intervening, and context conditions for the success of shopping malls are provided. In addition, the process of achieving success has been considered as a central concept and its dimensions are provided. The proposed qualitative model showed that six concepts out of 82 derived concepts are classified into two categories in terms of causal factors. Accordingly, the causal conditions affecting the model of shopping malls' success phenomenon are as follows: Shopping welfare and physical environment of shopping mall. twenty one concepts out of a total of 82 concepts categorized in four categories are included in the main phenomenon of coding process: Planning, financing, construction, and pricing. In the coding step, 16 concepts in three categories were identified among context conditions: Economic conditions, confidence-building between beneficiaries, and defining the identity. Intervening conditions were identified as eight concepts and two categories: Cultural conditions and problems in opening of shopping malls. At the coding step, 24 concepts divided into four categories are identified as strategies and related actions: Design and architecture, advertisements, branding, and arrangement of groups. In the coding step, seven concepts in three categories are identified as the

consequences and each consisted of different codes: Desire to stay in shopping centers, customer's loyalty and customer's satisfaction¹.

Findings and results showed the significant impact of the variable of causal conditions on the process of achieving the success model of shopping malls. Also, the study results indicate that the variables of intervening conditions and context conditions affect on the variable of strategies and related actions and this variable has impact on the variable of consequences. Our results are quite similar to the results of Hedhli et al. (2013), that in their study examined the role of customers' shopping welfare in malls.

Similarly, in the literature of consumer behavior, Sirgy and Lee (2006) showed that customer loyalty is related to shopping welfare. Accordingly, it is recommended to design marketing programs in shopping malls in order to increase shopping welfare which can lead to repeat purchase, increase profitability and customer satisfaction. Planning should be such that shoppers can consider malls and shopping from it, effective on their quality of life and enjoy buying from mall. Another practical recommendation in this regard is focusing on interactions between shopping malls and other related structures of society. For example, not only should the management of the mall think about their own economic interests but also compete and act complementary with other malls and increase buyers' shopping welfare.

Our results are quite similar to the results of Hosseinzadeh Shahri and Khosravi (2013) that examined the impact of the shopping mall success on customer satisfaction and loyalty.

The results of the present study also is consistent with the previous results of Sirgy and Lee (2006) which showed that shopping malls' success affects the customers' satisfaction and loyalty. Accordingly, it is suggested to design marketing programs in shopping malls in order to achieve success and profitability along with creating a positive shopping experience for customers to increase their positive oral propaganda. Planning should be such that customers can consider

1. A detailed explanation of coding methods is not addressed in this article

shopping from shopping malls effective on their life quality and enjoy shopping and recommend this act to others.

This result is quite fit to the results of Holzschuch and Teppo (2009) and Bloch et al. (1991).

The results of this study also are quite similar to the previous results of the researches that had studied the impact of the mall physical environment on the behavior of customers (Yuksel, 2007; El Hedhli et al., 2013; Bellenger et al., 1977; McGoldrick & Thompson, 1992). Given the importance of the success of shopping malls, it is recommended to builders, designers, and planners of shopping malls to create greater flexibility in the space layout, to provide more opportunities for convenience of customers by adopting measures of the spatial organization and the attractiveness of the interior and exterior environments, to meet the needs of the customers and provide them the opportunity to devote more time to stay in malls. For example, the existence of attractive routes in malls and organizing places to stop and rest in the side of physical beauty of the malls can be effective on shopping malls' success. Another suggestion is the joint meetings between marketing professionals and design engineers to design an attractive physical environment in shopping malls in order to improve customers' desires to stay in the environment of malls. Thus, creating favorable mall space should be considered as a competitive strategy in order to influence the behavior of visitors and buyers. In addition, it is suggested to operators of shopping malls to perform periodic survey with regard to the role of malls' success from the customer's perspective, and ask them about this critical issue to apply.

Managerial Implications

The specific title of this research can be considered as its innovation as well as the research methodology. Since the average of responses in all cases was higher than the normal, So this study was a satisfactory evaluation from the perspective of the participants. According to the research findings, the following executive recommendations are offered to the huge projects:

1. Due to growing construction of malls and decline in customers' demand of shopping malls, it is recommended that owners of malls pay attention to this issue.
2. The missing link that has been evident in recent years is the lack of integrated planning in order to achieve success in such projects. So, it is recommended that solutions consistent with the needs of the audience and customers in target markets to be presented to manufacturers in order that investors can make sure about the implementation of activities in various stages.
3. Today, we are in malls and megamalls construction era and applications have expanded. These applications are actually needs that should be considered before construction and operation of the projects.
4. In construction of the malls, the concept of *plan failure or the failure of planning* is important, because today an employer must identify his obligation to the project, because the structure in the worst case scenario will remain hundred years and needs capital that will not be reversible. As a result, in the first step they should be very attentive to the issue of planning.
5. In the field of construction and operation of malls, all the main components should be examined.
6. Another key component in this area is funding which has a direct relation to the success or failure of commercial projects. Unfortunately, as long as the issue of financing is not resolved in malls, the problem that the complex will be built with what money cannot be solved and the answer to this question is very effective on the excellence of the malls.
7. Due to the impact of the architecture of malls on their success, it is recommended to be committed to two issues: Standards and innovations.
8. Marketing and branding are important components that need to be addressed in the operation phase.
9. Another recommendation is to focus on the transfer approach. In this area, you should first answer the question that have we learned how to interact with the brand? At the beginning of the

construction of malls, you should ask whether we have made them for brands.

10. It should be considered that a multi-purpose project consists of several separate (businesses) but integrated projects. Various parts of each mall have completely different conditions and it is not possible to suggest and implement a single formula for success of all complexes. In fact, the success model for multi-purpose malls should regard different conditions of business in a complex, as well as integrity and comprehensiveness.

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