

PGDM (RM), 2015-17

Mall Management
RM-307

Trimester – III, End-Term Examination: March 2016

Time allowed: 2 Hrs 30 Min

Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Marks
A	3 out of 5 (Short Questions)	5 Marks each	3*5 = 15
B	2 out of 3 (Long Questions)	10 Marks each	2*10 = 20
C	Compulsory Case Study	15 Marks	15
		Total Marks	50

Section A

- Q1. What are the challenges of mall development in India? What benefits accrue to the consumers with the passing of Real Estate Regulatory Bill in one of the houses of parliament? (2+3)
- Q2. In the project on mall management done by you who are the anchor tenant/s. What has been the logic behind the choice of anchor tenant/s? (2+3)
- Q3. Give your views on the choice of selling spaces vs. leasing them out in a mall. Why do you think a mall developer enters into revenue sharing with tenants? (2.5+2.5)
- Q4. State the factors which decide the macro and the micro location of a mall. A plot area is 100mtr x 80 mtr. 50% of the plot area has to be maintained as a green area. The FAR for the plot is 4.5. How many floors can be constructed for the given FAR approval? (2+3)
- Q5. State and explain the capital sources for developing a mall. Which of them are most preferred commonly? What are the future trends? Give 3 examples.(2+1+1+1)

Section B

Q1. In the chart given below of SCQI fill up the data for the following mall information. Mall size: 3.5 lakh sq.ft, upmarket location, type of store: up market department store, brands: store of large national brands. Make suitable assumptions for the actual weight age column (1.25 x 8)

Sl. No	Base quality categories	Weight age	Factors	Weight age	Sub-factors	Actual weight age
1						
2						
4						
5						

6						
7						
8						

Q2. Facilities management in malls is very important in sustaining the positioning of the mall and reinforcing it. Describe the components in detail. In case the total facility expenses are Rs 35/sq.ft in the mall; break this down into various sub – components. Which sub- component has the highest / lowest weight age? Why? (4+ 4 + 2)

Q3. What are the major sources of revenue in a mall in decreasing order (assume that the mall is completely a leased out mall). Explain them in detail. (3+7)

Section C

<http://www.adageindia.in/marketing/cmo-strategy/can-data-save-the-mall/articleshow/46663399.cms>

Can Data Save the Mall?

'Smart Malls' Turn to Data Troves to Enhance Shopping Experience

By Ashley Rodriguez, Published on Mar 23, 2015, 05.30 PM IST

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In the new Fashion District at Westfield Garden State Plaza in Paramus, N.J., stand a half dozen seven-foot-tall touch screens. The larger-than-life displays have games, movie trailers, retailer catalogs, interactive directories and other applications. The digital storefronts are among the latest efforts from Westfield Labs, an innovative digital arm of the high-end mall operator, aimed at drawing more traffic to malls and keeping them there.



The digital storefronts at the Westfield Garden State Plaza display games, movie trailers, retail catalogs, interactive directories and other applications.

The misfortune of the mall has been well documented -- according to a Green Street Advisors report, since 2010, more than two dozen enclosed shopping malls have been closed and another 60 are ready to follow. But top-quality malls, like many of those operated by Simon and General Growth Properties, are doing well -- both reported higher sales in 2014 -- and are hoping to continue that trajectory with some high-tech help.

Developers like Westfield, one of the world's largest mall operators with 435 million customer visits last year, are exploring services that merge the digital and physical worlds to further engage shoppers. These "smart malls" feature digital storefronts, free WiFi, beacons and electronic parking assistance. "It's important for us to stay at the pace of cultural and technological changes," said Beth Ann Kaminkow, exec VP-CMO at Westfield, which is testing not only beacons and WiFi, but Bluetooth, LG and 4G technology, as well as platforms like Snapchat and digital displays.

In doing so, mall owners are gaining access to troves of data that offer insights into mall-goer habits. And they are starting to tap into that data to enhance their advertising, loyalty and traffic-monitoring efforts.

Free WiFi, for example, helps mall operators monitor traffic. The networks show where shoppers are from, how frequently they visit how long they stay and offer a means of communicating through basic information collected upon log-in, like a ZIP code or email address. Search histories also provide a snapshot of shopper habits.

At Palisades Center in West Nyack, N.Y., which is owned by Pyramid Management Group, the data helps attract retailers. The shopping center builds broad profiles of its shoppers, which it shares with potential tenants. So, health-conscious shoppers may lure a new health-food restaurant to the food court, or moviegoers may inspire a cinema to open.

"It's always in the back-end of the conversation," said Natalie Tronolone, marketing director at Palisades Center. "Its concrete data that shows what they're interested in."

But there are limitations. Owners cannot distinguish between visitors and mall employees who use the network without shopping. Operators are also wary of looking beyond traffic flow and other broad-level data unless opt-in terms are in place. "Privacy is of utmost importance," said Ms. Kaminkow. "We're getting the data ... but we're still in the early days of being able to get true value from that."

Third-parties like StepsAway are bridging the gap by helping retailers act on the information networks

Collect. The web-based app, which is currently deployed at Taubman and Starwood Retail Partners

locations, works with mall owners and national retailers like Express and Sephora to offer deals by tapping into the WiFi network. The promotions appear when users open their browsers and are organized by categories such as women's, men's and kids or by store.

"What we've become here is the digital handout for the mall," said Allan Haims, president-CEO of StepsAway. "We have this WiFi. How do we actually use it to help your business and incentivize shoppers to buy?"

With StepsAway, retailers can offer custom promotions, like flash sales or mall-specific deals, and shoppers can easily find what they came for. The endgame is to increase sales per square foot, which means mall operators can lease their spaces for more money.

Similarly, Simon shoppers can opt-in to receive personalized offers and other information from retailers and mall apps through Bluetooth-enabled iBeacon technology. It uses Mobiquity's Mobi-Beacon network to reach visitors on their mobile phones when they're in the mall.



Westfield is exploring ways to engage consumers with its app, which launch last summer, before and after they shop.

Mall apps also include other tools like interactive maps that give step-by-step directions designed to encourage shoppers to download the apps.

The Westfield app, launched in August 2014, offers a more personalized experience each time it's used and is most popular with frequent shoppers, Ms. Kaminkow said.

Next, the company aims to engage consumers with the app before and after they shop. One way would be allowing customers to search for products. For example, a customer could search for perfume, see that Macy's, Sephora and some smaller boutiques sell it, and learn where those stores are located. Then she could receive a deal or be alerted to a beauty event at the mall. After the visit, Westfield could follow up and invite her to share information for more personalized offers.

Pyramid's app, which also launched last year, lets shoppers set GPS, photo, voice and text reminders of where they parked, among other services.

But data gathering is only one part of the equation -- one of the biggest challenges and opportunities lays in the ability of mall owners and retailers to seamlessly share that data.

Imagine knowing when a guest arrives who purchased something for in-store pickup. Operators can guide them to the nearest parking spot and alert the retailer to prepare their item or offer a promotion. If the visitor is part of a mall loyalty program, they could also be greeted by a personal shopper.

Some of that technology is already in place. Some malls have features like Park Assist -- available at select Westfield locations -- that guide visitors with overhead lights that indicate available parking spaces. Digital signage displays the number of open spots.

But mall operators are just beginning to negotiate with retailers on sharing data. When that gateway is opened, more opportunities will arise to engage with retailers and shoppers at a deeper level. Possibilities include live retailer feeds of in-store merchandise, in-store virtual reality and robotics that help with retailer fulfillment, said Ms. Kaminkow.

Q1. How could the data save the mall as per Ms. Kaminkow? What about free rider customer in the mall? How to address the privacy concerns of customers. (3+ 5+ 2)

Q2. How does a mall operator ensure seamless sharing of data between the retailers, customers and themselves to improve footfall and offerings? (5)