

## MARKETING STRATEGIES TO ENHANCE ATTRACTIVENESS OF SHOPPING MALLS CASE STUDY: MALL RATU INDAH MAKASSAR

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### Abstract

The Industry of shopping malls is currently expanding with the growth of new malls in urban cities in Indonesia. The concept of shopping mall has also shifted from place for shopping to become a place for social activities. Therefore, consumers tend to be more selective and likely to be engaged with shopping malls that are more attractive and appropriate with their preference.

The purpose of this study is to examine marketing mix attributes in a shopping mall in order to enhance the attractiveness of the mall. This study very limited to one particular shopping mall in Makassar, named Mall Ratu Indah. It involved examining variables of 7Ps Marketing through utilization of Importance Performance Analysis. In conducting this research, primary data was collected by distributing structured questionnaires to respondents that were selected using random sampling of visitors of a shopping mall in Makassar.

The findings of this study revealed sixteen attributes as major strengths that should be enhanced by Mall Ratu Indah. These attributes are mainly related to Product, Place, Process, and Physical Evidence. Moreover, this study also identified sixteen attributes as major weaknesses that should be concerned and improved immediately in order to increase attractiveness of Mall Ratu Indah. These attributes are consisted in a variable of Product, Promotion, Process, and Physical Evidence. Implication of this study for management is to arrange priority of improvement effectively and develop comprehensive marketing mix that matched with preference of consumer.

**Keywords:** Indonesia; Importance-Performance Analysis; Marketing Mix; Shopping Mall

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### 1. Introduction and Purpose

The Shopping mall industry is growing with various new malls being built and more retail spaces were added to existing shopping mall each year (Berman&Evans, 2004). The growth of shopping malls also happened in Indonesia, where developers were getting intense to expand development of shopping mall throughout the country, particularly in urban cities like Makassar. Existing player of shopping mall in Makassar is currently facing new challenges due to threat of new entrants, as well as availability of substitutes like e-commerce that may affect their position in the market.

Mall Ratu Indah, as the oldest shopping mall in Makassar, should maintain and retain their customers to be able to preserve their sustainability. Mall Ratu is benefited from its favorable location in the downtown of Makassar. However, with the growth of shopping malls, consumers tend to be more selective and are likely to be attached to shopping malls that are more attractive and appropriate with their preference (Kawai, 2009). Understand customer preferences and perception about attractiveness of shopping mall is important to enhance competitiveness of shopping mall, which eventually will retain their visitors' traffic.

As a shopping mall, Mall Ratu Indah should be able to draw a high traffic of visitors to assure their rental strength in perspective of their tenant. Hence, the challenge shopping mall dealt is to determine to what extent their mall is attractive in visitor perspective (Wong et al., 2001). This study aimed to determine which attributes are necessary to be improved in order to manage attractiveness of Mall Ratu Indah. Therefore, this study follows and adapts attributes evaluated by previous research regarding shopping mall attractiveness (El-Adly, 2007).

However, this study modified and enriched these attributes into categorized based on 7Ps of Marketing Mix. Marketing mix is expected to present factors that could capture customers demand. This study utilizes marketing mix due to consideration that marketing mix is more adaptable approach to communicate with management of shopping mall in this study. A well-blended marketing mix strategy can attract and retain the repeated shoppers in the shopping malls, hence increasing the level of revenue. (Kawai, 2009).

Further, evaluation of these attributes of the marketing mix is implementing Importance-Performance Analysis to facilitate determination of attributes as strengths or weaknesses of Mall Ratu Indah to attract and retain customers. Customers were asked to evaluate each of attributes in order to capture their actual perception, which leads to development of IPM Matrix. Clarity about attributes' importance and performance will help shopping malls to develop marketing strategies that will create positive belief or perception about their mall, and eventually maintain their attractiveness. Since utilization of IPA related to attractiveness of shopping mall has not previously been conducted in Indonesia, this study is expected to brought new insights in order to enrich implementation of Importance Performance Analysis in business, particularly in the shopping mall industry.

## 2. Literature Review

The concept of the shopping mall has shifted from only a place for shopping until becoming a place for having social activities (Oxford Business Group, 2015). Therefore, attributes evaluated for a shopping mall are getting more complex. Many studies had tried to determine attributes that could increase attractiveness of shopping mall. Wong et al. (2001) developed "SCATTER" as tools to appraise attractiveness of shopping center based on consumers perspective. This method included 21 attractiveness attributes divided into five categories such as location, popularity, facilities, sales incentives, quality & variety. Similarly, El-Adly (2007) signified six factors of attractiveness of shopping mall in consumer perspective, they are comfort, diversity, entertainment, convenience, mall essence and luxury. Moreover, Singh & Sahay (2011) in their research revealed that shoppers portrayed shopping experiences as combination between five factors of physical infrastructure, ambiance, convenience, marketing focus, safety & security. Further, another research identified attractiveness factors that influencing shoppers satisfaction are product variety, convenience & accessibility, aesthetic, service quality and entertainment (Ahmad, 2012).

### Shopping Mall Marketing Mix Framework

Booms and Bitner (1981) insight in relation to physical products and services led to modification of 4Ps model to 7Ps model. This Services' Marketing Mix comprises of Product, Price, Place, Promotion, People, Process and Physical Evidence. This 7Ps marketing mix is often used in service industries. Chan & Cui (2002) also indicated that positive beliefs about marketing mix contribute great role to affecting consumer satisfaction. Warnaby et al (2015) adapted key elements of shopping centre marketing strategy to attract and retain customer that was suggested by Kirkup and Rafiq (1999). In their study, they included Product (tenant mix and leisure attraction), Price (cost of access), Place (location or accessibility), Promotion (communication mix), Process (customer service provided), People (interaction among centre, store, and customer participants) and Physical Evidence (exterior design).

### Importance Performance Analysis

First introduced by Martrilla and James (1977), Importance-Performance Analysis is method to identify company strengths and weaknesses to improve performance. This IPA is a simple and effective approach that can be applied in customer satisfaction study as function for expectation regarding importance and performance (Wu & Shieh, 2010). IPA has been utilized for hospitality research (Blesic, 2014), in government project (Wong et al., 2011), and in health care systems (Miranda & Chamorro et al., 2010). Utilization of this importance-performance technique in shopping mall was conducted by Yavas (2003) 24 attributes of shopping mall determine the relative strengths and weaknesses. Moreover, Markovic (2014)

also utilized Importance Performance Analysis to analyze 26 attributes related to ambience of shopping centre.

Implementation of IPA is through developing Importance Performance Matrix (IPM). This is a tool to divide evaluated factors into 4 (four) quadrants using a pair of coordinate axis. The axis is importance (x-axis) and performance (y-axis) that involved a comparison between each to divide this evaluated attributes. The quadrants combine the assigned score/value of importance and performance of every attributed evaluated. Each of quadrants provides different insights for examiner to formulate marketing strategy. The four quadrants in IMP are characterized into (Martilla& James, 1977):

- Q1: Keep up with the good work (High Importance, High Performance)  
 This quadrant portrayed the attributes which are opportunities to achieve and maintain competitive advantage and are main strengths
- Q2: Possible overkill (Low Importance, High Performance)  
 This quadrant belongs to attributes that firm perform well, but unfortunately consumer did not perceived importance. However, this is a possible overkill and might be deployed elsewhere.
- Q3: Low priority (Low Importance, Low Performance)  
 This quadrant defined attributes that is low in both importance and performance. Hence, it turns into a minor weakness that did not required priority effort.
- Q4: Concentrate here (High Importance, Low Performance)  
 This quadrant portrayed major weakness attributes because the performance is poor but consumer considers them important.

### 3. Methodology

This study is mainly based on primary data from structured questionnaire. These questionnaires were distributed to 200 respondents that were selected using random sampling of visitors of shopping mall in Makassar. The Questionnaire consisted questions related to respondents demographic, shopping behavior, perceived importance attributes and perceived performance attributes. Attributes of shopping mall in this study were developed in adaptation of journal about shopping mall attractiveness: segmentation approach (El-Adly, 2007). Moreover, these attributes are expanded to 50 attributes and divided into 7Ps of Service Marketing Mix.

#### Respondents Demographic Background

This study identified demographic characteristic of respondents based on their gender, age, occupation, and monthly expenditure. Table 1 below portrayed demographic characteristic of respondents as shown in the following table.

Table 1: Demographic of respondents

Demographic		Percentage
Gender	Male	44 %
	Female	56 %
Age	< 20 Years	9 %
	20 – 30 Years	86.5 %
	41 – 50 Years	4 %
	> 50 Years	2.5 %
Occupation	Student	30 %
	Private Employee	30.5 %
	Government Employee	3.5 %

	Entrepreneur	20.5 %
	Housewife	1 %
	Others	14.5 %
	< IDR 2.000.000	24.5 %
	IDR 2.000.001 – IDR 5.000.000	47.5 %
<b>Monthly Expenditure</b>	IDR 5.000.001 – IDR 8.000.000	15.5 %
	IDR 8.000.001 – IDR 11.000.000	5.5 %
	> IDR 11.000.0001	7 %

\*Source: Primary Data Processed by Author (2016)

The results show indifference percentage of male and female, which indicated that there is no gender, biased and represent both male and female perception. Respondents also composed all age groups with majority of respondents are between 20 – 30 years (62.5%) and minority of respondents are those who are above 40 years old. Occupations of respondents are also varied from private and government employee, student to housewives. Moreover, this result also showed that almost half of respondents (47%) spent IDR 2,000,000 – IDR 5,000,000 per month.

#### 4. Findings & Analysis

##### Shopping Behavior

This study identified shopping behavior of respondents through asking their shopping pattern in shopping mall, particularly at Mall Ratu Indah. Shopping behavior of respondents about visiting Mall Ratu Indah as described in Table 2.

Table 2: Shopping Behavior of Respondents

	Shopping Behavior	Percentage
<b>Day of Visit</b>	Weekdays (Monday-Friday)	43.5 %
	Weekend (Saturday-Sunday)	56.5 %
<b>Time of Visit</b>	Morning (10.00-12.00)	2 %
	Day (12.01-15.00)	17 %
	Afternoon (15.01-18.00)	45.5 %
<b>Duration of Visit</b>	Night (18.01-21.00)	35.5 %
	< 1 Hour	4 %
	1 – 2 Hour	51.5 %
<b>Frequency of Visit</b>	> 3 Hour	44.5 %
	Once a Month	23.5 %
	2-3 a Month	41.5 %
	> 3x a Month	24 %
<b>Transportation</b>	Others	10 %
	Private Car	77.5 %
	Private Motorcycle	16.5 %
	Public Transportation	6 %

\*Source: Primary Data Processed by Author (2016)

Based on the result, there is no significant difference of either respondent visiting Mall Ratu Indah during weekdays or weekends. It means that traffic of visitor in Mall Ratu Indah is relatively stable. Most of respondents tend to visit the Mall at afternoon (45%) and at night (36%). Almost all respondents signified that they spent more than 1 (one) hour at Mall Ratu Indah, with 45% spent 1 to 2 hours, while other 51% spent more than 3 hours. Furthermore, respondents are varied about their frequency of visiting Mall Ratu Indah, with majority

respondents are regular visitor because they went to Mall Ratu Indah more than twice a month. There are 42% of respondents who visit Mall Ratu Indah 2-3 times a month could be classified as medium user, while 25% of respondents who visit Mall Ratu Indah more than 3 times a month are classified as heavy user.

In terms of transportation used by respondents to visit Mall Ratu Indah, most of respondents using private vehicle, with 77% of respondents drive private car and 17% ride private motorcycle. Only a minority of respondents (6%) used public transportation. It means allocation for parking facilities is ultimately important factor for Mall Ratu Indah. In order to be more comprehensive about shopping behavior of consumer, this study also provides most frequent purposes and most purchased product categories of respondents.

- Purposes to Mall

Respondents are given 9 (nine) kinds of purposes when visiting the Mall. They are required to rank from 1 to 9 for each of activity in order to illustrate their frequent purposes in Mall, which rank 1 is the most frequent purpose and rank 9 is their least purpose. Finally, their ordering based in this study shown in Table 3.

Table 3: Respondents' Purposes to Mall

Purpose	Mode
Shopping	1
Window Shopping	2
Dining	2
Watching Movie	3
Hang Out	4
Meeting	5
Exhibition/Event	6
Family Entertainment	7
Others	8

\*Source: Primary Data Processed by Author (2016)

According to Table 3, it is shown that most of respondents visit Mall Ratu Indah for Shopping Purpose. Moreover, respondents equally preferred Dining and Window Shopping as the second most frequent purposes, then, sequentially followed by Watching Movie, Hang Out, Meeting, Attending Exhibition/Event, Family Entertainment and other purposes.

- Product Category

Apart from their purpose, respondents are also asked which product category they purchased most during their visit in Mall Ratu Indah. Similarly, with visit purpose, respondents are asked to give rank for each product category they purchase frequently, with rank 1 for product with most frequent purchase and rank 10 for least product purchase. The result is presented in Table 4

Table 4: Frequent Purchased Products of Respondents

Product Category	Mode
Food & Beverage	1
Apparel	2
Furnishings	3
Shoes & Bags	4
Books	5
Sports	6
Accessories & Jewelry	7
Electronics	8
Groceries	9
Others	10

\*Source: Primary Data Processed by Author (2016)

After analyzing feedback from respondents, most often, product category that given rank 1 or as the most purchased product is Food and Beverage. Thereafter, Apparel, Furnishings, Shoes and Bags, Books, Sport stuff, Accessories & Jewelries product categories are following respectively. The most infrequent product categories to purchase in Mall Ratu Indah are electronics, groceries and other product categories. Findings about the most frequent purposes and most purchased product categories will help management of the shopping mall to determine ideal tenant mix that will satisfy consumer desires.

### Importance and Performance Analysis

In this study, Importance – Performance Analysis is utilized in order to evaluate customer perception toward Mall Ratu Indah. This research adapted this method through an application of Marketing Mix. Each of the attributes represents Marketing Mix variables (Product, Price, Place, Promotion, Process, People, and Physical Evidence). All attributes are valid and reliable to represent variable of marketing mix evaluated in this study. It is expected to finally indicate which attributes satisfied consumers and attributes that needs improvement.

Respondents are first asked about their relative evaluation about 50 attributes which were scaled on a seven-point scale ranged from 'not important at all' (score 1) to 'extremely important' (score 7) to determine the relative importance of each attribute. Meanwhile, second section then require respondents to rate performance of Mall Ratu Indah in each attribute also with seven-point scale ranged from 'very poor' (score 1) to excellent (score 7) to determine performance of Mall Ratu Indah in consumer perspective.

Finally, each of attributes is calculated to earn their average mean rank. Accordingly, this study found out differences between average valuation of importance and performance average rate for each attributes in Marketing Mix as portrayed in Table 5.

Table 5 Importance–Performance Analysis

Variable	Indicators	Importance	Performance
<b>Product</b>	P1 - Availability of Quality Products	5.84	5.40
	P2 - Variety of Products in Mall	5.92	5.20
	P3 - Variety of Stores which Allow to Try Products	5.36	5.20
	P4 - Variety of High Fashion Stores	5.85	4.76
	P5 - Availability of International Brand Stores	5.22	4.62
	P6 - Availability of Supermarket	6.14	5.45
	P7 - Availability of Food court	6.23	5.54
	P8 - Availability of Restaurant	6.17	5.42

<b>Price</b>	P9 - Variety of Café in Mall	6.18	5.01
	P10 - Presence of Cinema in Mall	6.21	5.86
	P11 - Existence of 'fun space' for kids	5.67	4.86
	PC1 - Appropriateness of Price Level with Salary	5.73	5.25
	PC2 - Price Range Variety	5.52	5.18
<b>Place</b>	PC3 - Parking Fees	5.01	4.68
	PL1 - Ease of Accessibility to The Mall	6.21	5.41
	PL2 - Convenient Location (Downtown)	6.30	5.72
	PL3 - Ease to Travel to Other City Attraction from Mall	5.76	5.49
	PL4 - Availability of Public Transportation Near Mall	5.93	5.70
<b>Promotion</b>	PL5 - Distance to Get to Mall is Nearby (Reachable)	5.48	5.40
	PR1 - Exhibition Held in Mall	4.80	4.88
	PR2 - Entertainment Activities like Concert Held in Mall	4.24	4.48
	PR3 - Entertainment Activities like Fashion Show Held in Mall	4.15	4.37
	PR4 - Discount Offered from Stores in Mall	6.05	4.88
	PR5 - Special Promotion Offered for Visitor During their Visit in Mall	5.88	4.76
	PR6 - Promotion through Advertising (Print Media)	5.03	4.36
	PR7 - Promotion through Radio	4.82	4.47
<b>Process</b>	PR8 - Promotion through Social Media	5.36	4.46
	PS1 - Ease of Walking Between Stores in Mall	5.80	5.58
	PS2 - Shopping Atmosphere	6.09	5.37
	PS3 - Quick Services Toward Complains	6.05	4.94
	PS4 - Secure Shopping Environment	6.33	5.27
	PS5 - Availability of Access inside Mall for Disabilities	6.16	4.54
<b>People</b>	PS6 - Ease of Access for entrance and	6.07	4.76
	PP1 - Hospitality of Mall's Crew/Employee	6.21	5.00
	PP2 - Crew/Employee Mall being Helpful	6.17	4.98
<b>Physical Evidence</b>	PP3 - Polite Attitude of Crew/Employee of Mall	6.19	5.02
	PE1 - Fascinating Exterior Appearance of Mall	5.90	5.11
	PE2 - Attractive Interior Design	6.09	4.94
	PE3 - Appropriateness of Lighting Inside Mall	5.89	5.16
	PE4 - Air Temperature Inside Mall	6.19	5.12
	PE5 - Music/Sound Ambiance which Created inside Mall	5.63	4.71
	PE6 - Comfortable Seating Area Inside Mall	6.06	4.42
	PE7 - Information Desk Facility in Mall	5.71	4.65
	PE8 - Direction/Sign Facility Inside Mall	5.67	4.56
	PE9 - Availability of Escalators/Elevators	6.11	5.01
	PE10 - Presence of Praying Room	6.47	5.93
	PE11 - Sufficient Number of Restroom inside Mall	6.34	5.18
	PE12 - Hygiene Quality of Restroom	6.39	5.01
	PE13 - Cleanness of Mall as Whole	6.44	5.36
PE14 - Availability of Large Parking Area	6.36	4.33	

\*Source: Primary Data Processed by Author (2016)

The result of Importance-Performance average score generates basis data to develop Importance-Performance Matrix (IPM). This IPM then divided all attributes to four quadrants based on the average mean rank to determine which attributes needed an immediate improvement and will affect attractiveness of Mall Ratu Indah. Therefore, Figure 1 presented IPM Matrix for attributes evaluated in this study.

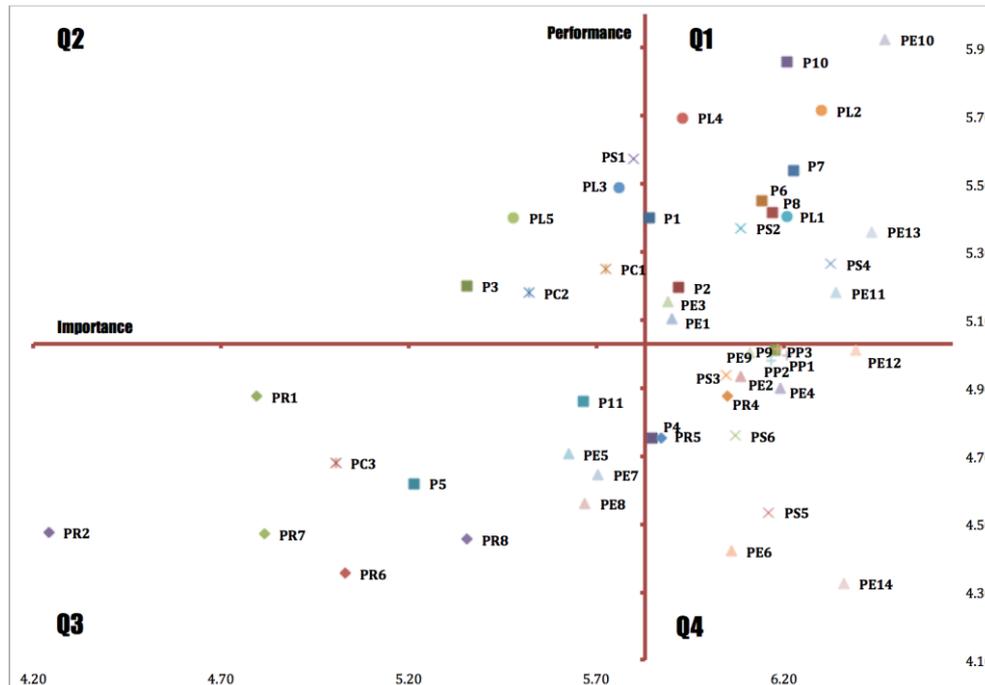


Figure 1: Importance Performance Matrix for Marketing Mix in MaRI

Figure 1 showed that each of quadrants is consist with different amount and variety of attributes. Table 6 defines all attributes in each quadrants of IPM.

Table 6 Define Attributes for IPM in MaRI

QUADRANT	VARIABLE	
Q1	P1 - Availability of Quality Products	PL4 - Availability of Public Transportation Near Mall
	P2 - Variety of Products in Mall	PS2 - Shopping Atmosphere
	P6 - Availability of Supermarket	PS4 - Secure Shopping Environment
	P7 - Availability of Foodcourt	PE1 - Fascinating Exterior Appearance of Mall
	P8 - Availability of Restaurant	PE3 - Appropriateness of Lighting Inside Mall
	P10 - Presence of Cinema in Mall	PE10 - Presence of Musholla
	PL1 - Ease of Accessibility to The Mall	PE11 - Sufficient Number of Restroom inside Mall
	PL2 - Convenient Location (Downtown)	PE13 - Cleanness of Mall as Whole
Q2	P3 - Variety of Stores which Allow to Try Products	
	PC1 - Appropriateness of Price Level with Salary	
	PC2 - Price Range Variety	

	PL3 - Ease to Travel to Other City Attraction from Mall PL5 - Distance to Get to Mall is Nearby (Reachable) PS1 - Ease of Walking Between Stores in Mall	
<b>Q3</b>	P5 - Availability of International Brand Stores P11 - Existence of "fun space" for kids PC3 - Parking Fees PR1 - Exhibition Held in Mall PR2 - Entertainment Activities like Concert Held in Mall PR3 - Entertainment Activities like Fashion Show Held in Mall	PR6 - Promotion through Advertising (Print Media) PR7 - Promotion through Radio PR8 - Promotion through Social Media PE5 - Music/Sound Ambiance which Created inside Mall PE7 - Information Desk Facility in Mall PE8 - Direction/Sign Facility Inside Mall
<b>Q4</b>	P4 - Variaty of High Fashion Stores P9 - Variety of Café in Mall PR4 - Discount Offered from Stores in Mall PR5 - Special Promotion Offered for Visitor During their Visit in Mall PS3 - Quick Services Toward Complains PS5 - Availability of Access inside Mall for Disabilities PS6 - Ease of Access for entrance & exit PP1 - Hospitality of Mall's Crew/Employee	PP2 - Crew/Employee Mall being Helpful PP3 - Polite Attitude of Crew/Employee of Mall PE2 - Attractive Interior Design PE4 - Air Temperature Inside Mall PE6 - Comfortable Seating Area Inside Mall PE9 - Availability of Escalators/Elevators PE12 - Hygiene Quality of Restroom PE14 - Availability of Large Parking Area

Source: Primary Data Processed by Author (2016)

Findings of this study indicated that most of indicators are classified as important indicators of a shopping mall; which similar with findings of Markovic (2014) research that shown majority of their evaluated indicators are positioned as important factors in perspective of consumer.

## 5. Discussion

According to IPM results, it signified that there is sixteen attributes in quadrant one (Q1) which means are major strengths in Mall Ratu Indah's marketing mix that needed to be maintain and preserved. These attributes are the reasons that keep visitors coming back to Mall Ratu Indah. For instance, consumers tend to like shopping mall that had cinema and they assume that cinema in Mall Ratu Indah is favorable. Therefore, this cinema is one of attractiveness factor in Mall Ratu Indah.

Moreover, six attributes in quadrant two (Q2) are attributes in Mall Ratu Indah that perceived well performed, but unfortunately, did not bring significant effects to consumers because they were not important factors in consumer perspective. It means, even these attributes are performed excellently; they probably do not attract customers since customers did not see them as attractive or important factor of shopping mall. Example of this matter is consumer sees location of Mall Ratu Indah is nearby, but they did not matter about distance of shopping

mall. Hence, they still can choose to visit distant shopping mall if they offer more favorable attributes.

For quadrant three (Q3), these attributes are minor weaknesses of Mall Ratu Indah because they are having poor performance, but fortunately perceived as unimportant factors to evaluate shopping mall. This study did not urge management to improve these attributes immediately because consumer tends to disregard these matters. For instance, consumer sees Mall Ratu Indah is lacking of fun space for kids, but they did not see this fun space for kids as important factor of shopping mall. Therefore, whether or not Mall Ratu Indah present fun space for kids, it did not significantly influence attractiveness of Mall Ratu Indah in customer perspective.

Furthermore, there are 16 attributes consists in quadrant four (Q4) that should be a major focus of Mall Ratu Indah. It needs immediate response and allocate resources to making improvement for these attributes because customer tends to evaluate these factors as important factors while Mall Ratu Indah poorly performed in there. Management should change negative beliefs or perception related to these attributes to become positive beliefs because it will affect customer decision to visit Mall Ratu Indah. Berkowitz et al. (2000) also confirmed that beliefs about product features are important due to it contributing factor to create favorable or unfavorable attitude that consumer held toward certain product or services.

Changing customer perception about these attributes is through conducting positive marketing stimuli that would attach customers to Mall Ratu Indah. Therefore, marketing mix of Mall Ratu Indah will be improved with focus on Product, Promotion, Process, People, and Physical Evidence. A variety of high fashion store and café are concerned attributes for Product strategy. Moreover, in term of Promotion, Mall Ratu Indah should stimulate visitor through discount or sales season and special promotion held in mall. In terms of Process, management should focus on three attributes as a quick service toward complains, attention for disabilities, and easy access for entrance and exit. Further, all attributes regarding People in Mall Ratu Indah are classified poorly performed, therefore management should encourage employee or crews to be helpful, polite, and hospitable. Physical Evidence variable has most attributes to be evaluated; they are interior design, air temperature, seating area, escalators or elevators inside mall, hygiene quality of restroom, and parking space. Parking space has the lowest score of Mall Ratu Indah performance. Subsequently, management needs to take concrete actions to handling this parking issue.

## **6. Conclusion and Implication for Shopping Mall Management**

This study aims to determine attractiveness of shopping mall through evaluation of marketing mix in perspective of consumer. Specifically, this study also analyzed importance and performance of attributes in marketing mix to identify major strengths and major weaknesses of Mall Ratu Indah. Therefore, these findings would be insightful for management of Mall Ratu Indah to arrange priority of improvement effectively. In light of these, management could develop comprehensive marketing mix that matched with consumers' needs.

Through development of proper blend of marketing mix, overall performance of shopping mall is expected to be improving and eventually enhance attractiveness of shopping mall. Moreover, to comply with attractiveness factors, this study has identified factors to be enhance, which is attributes in Quadrant 1 (Q1) while focus on improving attributes in quadrant 4 (Q4). Furthermore, if management could manage these factors accordingly, it will help them to achieve and sustain competitiveness of shopping mall.

## **7. Limitation & Further Research**

Limitation of this study is this research only conducted in perspective of one shopping mall; therefore, the findings may not representative of shopping mall in general. Future research that evaluates another mall in other cities is suggested to compare and enhance factors

identified in this study. Moreover, this study is limited to signify attributes importance and evaluated performance without examine to what extent these attributes influenced customer satisfaction. Therefore, future research is expected to analyze to what extent these attributes affect customer satisfaction.

This study only evaluates variables of marketing mix, while more of aspects in shopping mall also influence attractiveness of shopping mall. Further, research can be extended to explore about spectrum of shopping mall more comprehensively in order to enrich understanding about variable of shopping mall and their impact toward sustainability of shopping mall in the future.

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