

# A Review on Key Determinants Factors of Successful Shopping Malls

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**Abstract:** *Revitalizing traditional shopping malls in the omnichannel era necessitates the implementation of several best practices that prioritize innovation, customer-centricity, and sustainability. Embracing digital transformation is paramount, as malls need to seamlessly integrate online and offline channels to provide a cohesive and convenient shopping experience. This entails establishing a robust online presence through engaging websites and mobile apps that enable customers to browse, purchase, and access personalized offers and recommendations. Incorporating features such as click-and-collect, digital payment options, and virtual shopping experiences further enhance convenience and attract tech-savvy consumers. The problem at hand revolves around understanding the intricate dynamics that contribute to the achievement and continued profitability of shopping malls, considering the evolving consumer preferences, emerging market trends, and competitive challenges they face. In order to identify the key determinants for successful shopping malls, a desktop analysis was done to see how far the narrative of the study could be strengthened. The findings suggest that the crucial elements encompass location, tenant mix, customer experience, marketing strategies, innovation, facilities in the buildings and its surrounding, Safety and security, sustainability practices, and adaptation strategy are all factors for successful shopping malls. Through an in-depth examination of these factors, the study will offer valuable insights and practical recommendations for stakeholders in the retail today's dynamic retail environment industry to effectively navigate the evolving landscape and ensure the long-term viability and success of shopping malls.*

**Keywords:** Omnichannel era, Successful shopping malls, Profitability shopping malls, Innovation strategies, ideal tenant mix

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## 1. Introduction

The success of shopping malls is influenced by various key determinant factors that shape their performance and sustainability in the competitive retail industry. In addition, Porral and Mangin (2018) identified that the competition is growing among shopping malls due to the increasing number of new shopping malls and online shopping. Hence, the shopping mall must be within reach of sufficient potential customers and should be able to attract customers in

order to be profitable (Borgers and Vosters, 2011). Therefore, it is important to understand and identified all these factors for creating thriving and prosperous shopping malls. These factors play a crucial role in attracting and retaining customers, driving foot traffic, and establishing the mall as a preferred destination for shopping and leisure activities (Teller and Reutterer, 2008). However, only a few studies conducted related to the success factors of shopping malls. In this context, this article explores the key determinant factors that contribute to the success of shopping malls. Content analysis of reliable documents such as journals, articles, and newspapers are used to identify the key determinants of successful shopping malls. By examining these factors, we can gain valuable insights into the strategies and practices that drive the sustained success of shopping malls in today's dynamic retail landscape.

## 2. A Reviews: Key Determinants of Successful shopping malls

The literature on successful shopping malls encompasses a broad range of factors that contribute to their sustained prosperity. **Location** is consistently highlighted as a critical determinant of success, with studies emphasizing the importance of accessibility, visibility, and proximity to target demographics. The location of a shopping mall plays a pivotal role in its overall success and performance. According to Kiriri (2019) a prime location ensures that the mall is easily accessible to a wide range of potential customers. Easy access via major transportation routes and proximity to public transportation hubs make it convenient for shoppers to visit the mall, resulting in increased footfall and potential sales, B. Borusiak, B. Pierański, M. Florek, J. Mikołajczyk (2018). Moreover, the demographics and catchment area surrounding the mall are crucial considerations. A well-matched location aligns with the target market's preferences, income levels, and lifestyle, ensuring that the mall attracts the desired customer base, S Thomas & G B Pathak (2012) The mall's visibility from main roads and prominent landmarks is another crucial aspect, C Teller (2008). High visibility makes the mall easily recognizable, enticing passers-by, and generating spontaneous visits. Strategic placement in areas with high traffic or near tourist attractions can further enhance exposure and draw in more customers. Additionally, understanding the competitive landscape is vital. Evaluating the proximity to other retail centers and analysing the surrounding market helps determine the mall's unique selling points, differentiation strategies, and positioning. By selecting a favourable location that minimizes direct competition or offers complementary offerings, the mall can maximize its chances of success, C Teller and T Reutterer (2008). Overall, an ideal location, supported by adequate infrastructure, market dynamics, and careful consideration of customer convenience, can significantly contribute to the success of a shopping mall.

**The ideal tenant mix** is also a crucial factor in the success of a shopping mall. It refers to the strategic selection and arrangement of tenants within the mall to create a diverse and complementary mix of retailers, services, and entertainment options, M Eppli & J D. Benjamin, 1994; Marona, B., & Wilk, A. (2016). The importance of an ideal tenant mix lies in its ability to attract and retain customers, enhance the overall shopping experience, and drive sales, J Kunc, F Križan, K Bilková, P Barlík & J Maryáš (2015). A well-planned tenant mix ensures a broad range of offerings, catering to various customer preferences and needs Borusiak et al., (2018). By including a mix of popular anchor tenants, specialty stores, boutique brands, and niche retailers, the mall can attract a wider customer base and cater to different demographic segments, C Teller, (2008). This diversity generates interest and draws in shoppers seeking a variety of products and experiences, Kushwaha. T, Ubeja.S & Chatterjee AS (2017). An ideal tenant mix promotes synergy and cross-shopping opportunities. Complementary retailers

placed strategically near each other can create a seamless and convenient shopping experience. For example, having a fashion boutique near a shoe store or a coffee shop adjacent to a bookstore can encourage customers to visit multiple stores and spend more time in the mall, thereby increasing sales for all tenants. Moreover, an optimal tenant mix can contribute to the mall's brand identity and positioning, C.C Porral & J P Lévy-Mangín (2018). Curating a selection of high-quality, well-known brands alongside unique and innovative offerings helps establish the mall as a destination for premium shopping experiences. This positioning can attract affluent customers and differentiate the mall from competitors, enhancing its overall reputation and market competitiveness.

Akpan I.J, Soopramanien, D and Kwak DH (2020) mentioned that **innovation** is of paramount importance for shopping malls in today's rapidly evolving retail landscape. It plays a crucial role in attracting and retaining customers, staying competitive, and ensuring long-term success. The importance of innovation for shopping malls can be understood in several key aspects. Firstly, innovation enhances the overall customer experience. By embracing innovative technologies and concepts, shopping malls can create immersive and engaging environments that captivate shoppers, D Ferreira & D Paiva (2017). Incorporating digital signage, interactive displays, augmented reality, and virtual reality experiences within the mall can elevate the level of excitement and entertainment, making the shopping trip more memorable and enjoyable. Secondly, innovation enables shopping malls to adapt to changing consumer behaviors and preferences, D Grewal, A L. Roggeveen & J Nordfalt (2017). With the rise of e-commerce and the shift towards online shopping, malls must find ways to differentiate themselves and provide unique value propositions. Innovations such as click-and-collect services, seamless integration of online and offline experiences, and personalized shopping experiences through data analytics and artificial intelligence can help malls cater to the evolving needs and expectations of customers.

Moreover, innovation can drive footfall and increase customer engagement. Innovation can also be effective marketing. By introducing novel concepts such as pop-up stores, experiential retail spaces, themed events, and interactive installations, malls can create a sense of excitement and exclusivity. These innovative elements not only attract shoppers but also encourage them to spend more time in the mall, explore different areas, and engage with the various offerings. Furthermore, innovation fosters tenant success and satisfaction. By providing a platform for retailers to showcase their products and services in innovative ways, malls can help their tenants stand out in a crowded market. For instance, supporting retailers in adopting new technologies, facilitating collaborations between brands, and offering flexible and creative store formats can enhance the tenant experience and contribute to their business growth. Lastly, innovation can contribute to the sustainability and future-proofing of shopping malls. Embracing eco-friendly practices, such as energy-efficient lighting, and waste Additionally, a carefully planned tenant mix can drive repeat visits and customer loyalty. By offering a diverse range of options and experiences, the mall becomes a one-stop destination for various needs, encouraging customers to return frequently, H C Ying & A N B Aun (2019). A satisfied customer who finds their desired products, services, and entertainment options is more likely to become a loyal patron and advocate for the mall, leading to sustained business growth. The tenant mix directly impacts the mall's financial performance. Successful and reputable retailers generate higher sales, pay higher rents, and contribute to the overall revenue of the mall. Collaborations with popular influencers, designers, or local artists can further enhance the appeal and create buzz around the mall. Moreover, introducing unique dining options, entertainment venues, and pop-up shops can add variety and excitement, encouraging

visitors to spend more time exploring and engaging with the mall. This, in turn, supports the mall's operational costs, marketing efforts, and maintenance, ensuring its long-term viability and success. Tenant support and collaboration are essential elements of a successful tenant mix. Providing marketing assistance, organizing joint promotional events, and fostering networking opportunities among tenants create a positive and cohesive mall environment, D Ferreira & D Paiva (2017). Regular monitoring and evaluation of the tenant mix using data-driven insights allow for adjustments and refinements to optimize its performance management systems, and green building designs, not only reduces the mall's environmental impact but also appeals to environmentally conscious customers. Additionally, adopting innovative strategies for adapting to future trends and disruptions ensures that malls remain relevant and resilient in a dynamic retail industry, S Hadi & Supardi (2020).

**Facilities** in shopping malls refer to the amenities and services provided to enhance the overall shopping experience for customers. These facilities are designed to offer convenience, comfort, and additional value to visitors. Shopping malls typically incorporate a range of facilities to cater to the diverse needs of shoppers, C Teller (2008). Firstly, parking facilities are essential in shopping malls. Ample parking space, well-organized parking lots, and convenient access points ensure that shoppers can easily find parking and have a hassle-free experience upon arrival, A K Garg & S Steyn (2015). Adequate parking facilities also accommodate the high volume of visitors during peak shopping periods, Kiriri (2019). Secondly, shopping malls often provide various dining options. Food courts, restaurants, cafes, and fast-food outlets offer a wide array of cuisines and dining experiences to suit different tastes and preferences, Borusiak et al. (2018). These dining facilities provide shoppers with the opportunity to take a break, refuel, and socialize during their shopping trip. Thirdly, restrooms and baby-changing facilities are crucial amenities in shopping malls. Clean and well-maintained restroom facilities with separate areas for men and women contribute to visitor comfort and convenience, S.Mansori & J H Chin (2019). Additionally, baby-changing rooms equipped with changing tables and private nursing areas cater to the needs of parents and families. Furthermore, seating areas and rest zones are incorporated within shopping malls to provide shoppers with places to rest and relax. Comfortable seating options, such as benches, couches, and lounges, are strategically placed throughout the mall, allowing shoppers to take a break, catch their breath, or meet up with friends. Moreover, customer service centres and information desks are important facilities in shopping malls. These service points provide assistance, information, and guidance to shoppers, including directions, store locations, promotional offers, and general inquiries. Friendly and knowledgeable staff at these service centres enhance the overall shopping experience and ensure customer satisfaction. Additionally, entertainment facilities and recreational areas are becoming increasingly common in modern shopping malls, S.Mansori & J H Chin (2019). Cinemas, game zones, play areas for children, and entertainment venues offer additional experiences beyond traditional shopping. These facilities provide entertainment options for families and individuals, making the mall a destination for leisure activities. In conclusion, shopping malls offer a variety of facilities to enhance the shopping experience for customers, J. Kunc, F Križan, K Bilková, P Barlík & J Maryáš (2015). From parking facilities to dining options, prayers room, restrooms, seating areas, customer service centres, and entertainment venues, these facilities contribute to visitor convenience, comfort, and enjoyment, Kushwaha. T, Ubeja.S & Chatterjee AS (2017). By providing these amenities, shopping malls aim to create a welcoming and enjoyable environment, encouraging customers to spend more time in the mall and fostering a positive impression of the overall shopping experience, C Teller (2008)

The facilities surrounding shopping malls play a crucial role in enhancing the overall experience and convenience for visitors, S.Thomas & G.B Pathak (2012). Hotels near shopping malls provide a convenient accommodation option for out-of-town shoppers or tourists, allowing them to stay close to the shopping destination. Medical facilities nearby offer peace of mind and quick access to medical assistance in case of emergencies. Educational institutions in proximity to malls can foster partnerships and attract student populations, benefiting both the mall and the educational institutions. Recreational facilities, such as parks and sports complexes, provide opportunities for relaxation and outdoor activities, complementing the shopping experience. Business centres near malls cater to working professionals, enabling them to combine work-related activities with leisure activities. Cultural and artistic venues in the vicinity of shopping malls create a dynamic environment, attracting visitors interested in arts and culture (Mu F.L, Shen G.S and Yeng H.P, 2020). The availability of these diverse facilities surrounding shopping malls enhances their appeal, increases foot traffic, and ensures a more comprehensive and satisfying experience for shoppers.

**Customer experience (CX)** refers to the overall perception and impression that customers have of a shopping mall based on their interactions and engagements throughout their journey. It encompasses every aspect of the customer's experience, from the moment they enter the mall to the time they leave. Customer experience encompasses both the tangible and intangible elements that contribute to the overall satisfaction and emotional connection a customer feels. Tangible elements of customer experience include the physical environment, such as the mall's design, layout, cleanliness, and aesthetics, A.K Garg & S Steyn (2015). It also includes amenities and facilities provided, such as seating areas, restrooms, and Wi-Fi access. These factors contribute to the comfort, convenience, and functionality of the mall, enhancing the overall experience. Intangible elements of customer experience are more focused on emotions and perceptions. This includes the quality of customer service and interactions with mall staff. Kiriri (2019) found that friendly, knowledgeable, and helpful staff members contribute to a positive experience and create a welcoming atmosphere. Efficient customer service processes, such as quick checkout lines and responsive assistance, also play a significant role. S C Wong & P B Nair (2018) found that, the overall ambiance and atmosphere of the mall greatly impact customer experience. Factors such as lighting, music, and scent can influence the mood and create a pleasant and engaging environment C.C Porral & J P Lévy-Mangín, 2018). The integration of art installations, interactive displays, or engaging activities within the mall can also enhance the overall experience by providing entertainment and stimulation (Borusiak et al., 2018). Personalization is another essential aspect of customer experience. Tailoring experiences and offers based on customer preferences and behavior adds a personalized touch, making customers feel valued and understood, S C Wong & P B Nair (2018). This can be achieved through loyalty programs, personalized recommendations, or customized promotions. Ultimately, a positive customer experience is vital for a shopping mall's success. Satisfied customers are more likely to return, recommend the mall to others, and spend more time and money. By focusing on creating a seamless, enjoyable, and personalized experience, shopping malls can differentiate themselves, build customer loyalty, and drive long-term success

**Sustainability** has become a significant factor influencing the success of shopping malls in recent years. By incorporating sustainable practices and initiatives, malls can demonstrate their commitment to environmental responsibility and appeal to a growing segment of socially conscious consumers. One key sustainability factor is energy efficiency. Shopping malls can invest in energy-efficient lighting systems, utilize renewable energy sources, and implement smart building management systems to minimize energy consumption. By reducing energy

usage, malls can lower their carbon footprint and operating costs while creating a more environmentally friendly space. Another important aspect is waste management. Malls can implement recycling programs, promote waste reduction and separation, and collaborate with tenants to encourage sustainable practices. Proper waste management reduces landfill waste, conserves resources, and contributes to a cleaner environment. Water conservation is another sustainability consideration. Shopping malls can adopt water-efficient fixtures and systems, such as low-flow toilets and sensor-based faucets, to minimize water usage. Implementing water-saving landscaping techniques, such as using native plants or installing efficient irrigation systems, can further reduce water consumption.

Incorporating eco-friendly materials and construction practices is also essential. Malls can choose sustainable building materials, such as recycled or locally sourced materials, that have a lower environmental impact. Utilizing green building designs, such as maximizing natural lighting and ventilation, can also contribute to sustainability goals. Additionally, sustainable transportation options are becoming increasingly important. Malls can promote public transportation use by providing easy access to bus stops or train stations. Installing electric vehicle charging stations and offering incentives for carpooling or biking can also encourage eco-friendly commuting. Furthermore, supporting local and sustainable businesses is crucial for mall sustainability. Encouraging tenants to adopt sustainable practices, such as using environmentally friendly packaging or sourcing products from local suppliers, contributes to the overall sustainability of the mall and the surrounding community. Mu F .L et al., (2020) found out, by incorporating these sustainability factors, shopping malls can not only minimize their environmental impact but also attract environmentally conscious customers who value sustainability. Embracing sustainability practices not only benefits the environment but also enhances the mall's reputation, builds customer loyalty, and contributes to long-term success in an increasingly eco-conscious society, Nebati E. E & Ekmekçi İ (2020).

**Adaptation** is an ongoing process for shopping malls that requires continuous monitoring of market trends, consumer behavior, and technological advancements. It involves staying agile and responsive to changes in the retail industry to meet evolving customer expectations. This may involve remodeling and renovating mall spaces to create a fresh and modern atmosphere, introducing new and innovative concepts to keep up with emerging trends, and leveraging technology to enhance the overall shopping experience (Sunarsih P, Novitasari and Setini, 2020). Shopping malls also need to adapt their marketing strategies to reach and engage with customers through various channels, including social media, online advertising, and experiential campaigns. Additionally, successful adaptation involves fostering collaborations and partnerships with local businesses, community organizations, and even online retailers to create synergies and provide customers with a seamless omnichannel experience. According to Akpan I. J, Soopramanien D & Dong H (Austin) Kwak (2020), by constantly evolving and adapting, shopping malls can ensure their long-term success and remain competitive in an ever-changing retail landscape. The adaptation strategies mentioned above are not exhaustive and may vary depending on the specific context, location, and target market of a shopping mall. It is essential for mall management to conduct thorough market research, engage in regular analysis of consumer trends, and stay informed about industry developments to tailor their adaptation strategies accordingly. The success of adaptation also relies on effective communication and collaboration among stakeholders, including tenants, mall management, and other relevant partners. Putra et al., (2020) found that by continuously evaluating and refining their adaptation strategies, shopping malls can position themselves as dynamic, customer-centric destinations that cater to the ever-changing needs and preferences of their

target audience. The adaptation strategies mentioned above are not exhaustive and may vary depending on the specific context, location, and target market of a shopping mall. It is essential for mall management to conduct thorough market research, engage in regular analysis of consumer trends, and stay informed about industry developments to tailor their adaptation strategies accordingly. The success of adaptation also relies on effective communication and collaboration among stakeholders, including tenants, mall management, and other relevant partners. By continuously evaluating and refining their adaptation strategies, shopping malls can position themselves as dynamic, customer-centric destinations that cater to the ever-changing needs and preferences of their target audience.

**Safety and security** are of utmost importance in shopping malls to ensure the well-being and peace of mind of visitors and tenants. Shopping malls strive to create a safe and secure environment by implementing various measures and facilities. Firstly, shopping malls typically have security personnel stationed throughout the premises. These trained professionals monitor the mall, patrol the common areas, and respond to any security concerns or emergencies. Their presence acts as a deterrent and provides a sense of security to shoppers, Kiriri (2019). Secondly, the implementation of surveillance systems is vital. Shopping malls employ a network of security cameras strategically placed in different areas, including entrances, parking lots, corridors, and common spaces. These cameras help monitor activities, deter criminal behaviour, and provide evidence in the event of an incident. Thirdly, access control systems are often implemented to regulate entry and exit points in the mall. Measures such as controlled entrances, electronic gates, and security checkpoints help prevent unauthorized access and maintain a secure environment. Furthermore, emergency preparedness and response protocols are crucial for shopping malls. They have comprehensive plans in place to address potential emergencies, including fire incidents, natural disasters, medical emergencies, and security threats. Regular drills and training sessions ensure that staff members are well-prepared to handle such situations and ensure the safety of visitors. Additionally, well-lit premises and clear signage contribute to the safety of shopping malls. Adequate lighting in parking lots, corridors, and other common areas enhances visibility and reduces the risk of accidents or criminal activity. Clear signage indicating emergency exits, fire escape routes, and emergency contact numbers helps visitors navigate the mall during emergencies. Moreover, collaboration with local law enforcement agencies and security partners is important. Shopping malls often maintain strong relationships with local police departments and private security firms. This collaboration ensures quick response times and effective coordination in case of security incidents or emergencies. Regular maintenance and inspections of facilities and equipment are conducted to identify and address potential safety hazards. This includes routine checks of fire suppression systems, escalators, elevators, and other critical infrastructure to ensure they are in proper working order. In conclusion, safety and security are top priorities for shopping malls (S C Wong & P B Nair, 2018). By implementing measures such as security personnel, surveillance systems, access control, emergency preparedness protocols, adequate lighting, and collaborations with law enforcement agencies, malls strive to provide a secure environment for visitors and tenants. These efforts create a sense of trust, encourage repeat visits, and contribute to the overall positive shopping experience.

The factors determining the attractiveness of shopping centers and the attributes of shopping centres that potentially determine their attractiveness are represented as shown in Table 1 and Table 2.

**Table 1: An overview of the findings of research into the factors determining the attractiveness of shopping centres**

No.	Author(s)	Attractiveness factors
1	Singh and Sahay (2012)	Ambience Physical infrastructure Marketing focus Convenience to shoppers Safety and security
2	Venkateswarulu and Uniyal (2007)	Appeal and convenience Amenities and atmospherics Ambience Personnel Parking and seating Restrooms Smell Security Size of store
3	Teller, Elms and Reutterer (2008)	Atmosphere Retail tenant mix Merchandise value Ambience Accessibility Parking Personnel Orientation Infrastructural facilities
4	Wong, Yu and Yuan (2001)	Location Quality and variety Popularity Facilities and sales incentives
5.	Bodkin and Lord (1997)	Convenience Presence of a specific store in the mall Services and prices
6.	El-Adly (2007)	Comfort Entertainment Diversity Mall Essence Convenience Luxury
7.	Ahmad (2012)	Aesthetic Convenience and accessibility Product variety Entertainment Service quality
8.	Hui, Ning and Chan (2016)	Design-image factor Transport-marketing factor Commodity factor Service-tenant factor Relaxation factor
9.	Tandon, Gupta, Tripathi (2016)	Atmospherics Entertainment Tenant management Facilities management
10.	Dębek (2015)	Aesthetics Atmosphere Convenience Commercial capability Layout Leisure potential Perceived safety Social positioning
11.	Can, Kurtulmusoglu and Atalay (2016)	Sensory characteristics and employee trustworthiness Perception of mall quality Adequacy Physical features Accessibility and empathy Structural features Security and convenience Mall comfort and politeness of employees
12	Ikpe Justice Akpan, Didier Soopramanien & Dong-Heon (Austin) Kwak (2020)	the roles of cutting-edge or advanced technologies market and product innovations

Sources: Updated version from B. Borusiak, B. Pierański, M. Florek, J. Mikołajczyk (2018)



**Table 2: Attributes of shopping centres that potentially determine their attractiveness**

No.	Attributes	Author/s (year)
1.	Accessibility (convenient location, distance of mall from home/workplace, access conditions, trading hours)	Rajagopal 2009, 2010, 2011; Keng et al. 2007; El-Adly 2007; Teller, Elms 2010; Ahmad 2012; Singh, Sahay 2012; Ahmad 2012; Hui, Ning, Chan 2016; Dębek 2015, Borusiak et al. 2018
2.	Parking (free parking, type of parking facilities, distance between car park and centre)	Ammani 2013; Dilek, Top 2013; Singh, Sahay 2012; Keng et al. 2007; Teller, Elms 2010; Hui, Ning, Chan 2016
3.	Infrastructural services/physical infrastructure (cash dispensers, toilets, child care, place to sit, elevators and escalators, size of the centre, facilities for disabled people, layout)	Singh, Sahay 2012; Tsai 2010; Keng et al. 2007; Kim 2002; Dennis et al. 2001; Teller 2008; Teller, Elms 2010; Hui, Ning, Chan 2016; Tandon et al. 2016; Mikołajczyk 2012
4.	Entertainment (special events, theme-based events, promotional events, entertainment events, cinema, exhibitions, recreational facilities, recreational area, play area for children, centre popularity)	Ahmad 2012; Rajagopal 2010, 2011; Khare, Rakesh 2010; Khare 2011; Farrag et al. 2010; Tsai 2010; El-Adly 2007; Ahmed et al. 2007; Parsons 2003; Kim 2002; Dennis et al. 2001; Can et al. 2016; Teller, Elms 2010; Tandon et al. 2016, , Borusiak et al. 2018
5.	Aesthetics/atmosphere/atmospherics/ambience (aroma, music, lighting, décor, architecture, temperature, ventilation, cosiness, luxury)	El-Adly 2007; Teller, Elms 2010; Ammani 2013; Ahmad 2012; Cai, Shannon 2012; Singh, Sahay 2012; Rajagopal 2009, 2011; Khare, Rakesh 2010, Khare 2011; Tsai 2010, Ahmed et al. 2007; Keng et al. 2007; Parsons 2003; Kim 2002; Tandon, et al. 2016; Dębek 2015, Kiriri (2019)
6.	Tenant-mix/offer variety (specialization, diversification, product range, merchandise value, width and breadth of assortments, selection of merchandise, choice of major stores, anchor store, quality of the stores, variety of brands, prestige of brands, quality of services, human services, eating and drinking, catering)	Ammani 2013; Cai, Shannon 2012; Keng et al. 2007; Ahmad 2012; El-Adly 2007; Parsons 2003; Kim 2002; Dennis et al. 2001, Teller, Reutterer 2008; Teller, Elms 2010; Hui et al. 2016; Tandon et al. 2016; Mikołajczyk 2012, , Borusiak et al. 2018
7.	Orientation/traffic management (crowd management, space management, ease of navigation, ease of orientation)	Keng et al. 2007; Teller, Elms 2010; Tandon et al. 2016; Ahmad 2012
8.	Shopping centre personnel (employee attitude, posture, politeness, friendliness, competency, supportiveness, reliability, knowledge, experience,)	Hui et al. 2016; Teller, Elms 2010, Can et al. 2016, Kiriri (2019)
9.	Security and safety (safety from accidents, safety while shopping, security against acts of terror)	Singh, Sahay 2012; Can et al. 2016, , Borusiak et al. 2018, Kiriri (2019)
10.	Cleanliness (general hygiene, maintenance of flooring, clean washroom)	Singh, Sahay 2012; Tandon et al. 2016; Teller, Elms 2010; Dennis et al. 2001
11.	Prices (price-value ratio, overall price level, commodity price, number of price promotions)	Hui et al. 2016; Teller, Elms 2010
12.	Promotion (promotional schemes, advertising, signage, programmes for loyal customers)	Singh, Sahay 2012; Can et al. 2016; Hui et al. 2016
13.	Social positioning/socialization (quality of people visiting the centre, similarity of people visiting the centre)	Dębek 2015; Can et al. 2016; Dennis et al. 2001; Tandon et al. 2016
14.	Innovation to enhance the operations activities, create competitive advantages, and enhance growth	Ikpe Justice Akpan, Didier Soopramanien & Dong-Heon (Austin) Kwak (2020)

Sources: Updated from B. Borusiak, B. Pierański, M. Florek, J. Mikołajczyk (2018)

### 3. Conclusion

Successful shopping malls play a crucial role in the real estate industry, benefiting property managers, mall operators, developers, and investors in various ways. Firstly, for property managers and mall operators, successful malls provide a reliable and consistent source of rental income. With a high occupancy rate and a diverse mix of tenants, these malls generate stable cash flow and contribute to the financial stability of property management companies. Additionally, successful malls attract high-quality tenants, leading to long-term lease agreements and fostering strong tenant relationships, which further enhance the reputation and credibility of property managers. Furthermore, successful malls offer opportunities for property managers and mall operators to showcase their expertise in managing thriving retail properties. They can demonstrate their ability to curate a compelling tenant mix, create engaging shopping experiences, and implement effective marketing strategies to attract and retain customers. This allows property managers and mall operators to position themselves as industry leaders and attract new clients and business opportunities. For developers, successful malls present significant advantages. These malls serve as flagship projects that showcase their development capabilities, architectural design expertise, and market insights. Successful malls contribute to the developer's reputation, leading to increased brand recognition and credibility in the real estate market. Moreover, thriving malls provide developers with opportunities for expansion and diversification, allowing them to explore new markets and create additional revenue streams. Investors also benefit from successful shopping malls. These malls offer attractive investment opportunities with the potential for stable returns and capital appreciation. Successful malls typically have high occupancy rates, strong lease agreements, and a proven track record of generating consistent rental income. They provide investors with a tangible asset that holds value and can be leveraged for long-term financial growth. Additionally, successful malls often have a positive impact on property values in the surrounding area, benefiting investors who own adjacent properties. Overall, successful shopping malls hold great significance for property managers, mall operators, developers, and investors. They provide financial stability, reputation enhancement, growth opportunities, and contribute to the overall economic development of the community. The success of shopping malls relies on the collective efforts and expertise of these stakeholders, reinforcing the importance of their roles in creating and maintaining thriving retail spaces.

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