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A Proposal of Novel Performance Criterias Development for Shopping Malls

Araştırma Makalesi / Research Article

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ABSTRACT

Shopping malls are not only perceived as a place for shopping by customers; but also a place for resting, having fun, and socializing. Given the increase in the number of shopping malls and the necessity in order to meet the expectation of customers, innovative studies are needed. In this study, a novel model is developed by setting shopping malls performance criteria to contribute to the progress and performance measurement of shopping malls, which have a significant place in our daily lives. Each criterion is set after interviews with experts who are outstanding in their fields and have management experience in the mall sector. To the best of our knowledge, this study is the first in the literature in terms of presenting a novel model to evaluate performance of shopping malls. Also, this study aims to fill the gap in the literature in this field and make a positive contribution to the shopping mall sector by its original and comprehensive (for all areas in this sector) criterias.

Keywords: Shopping malls, performance measurement, performance criteria.

Alışveriş Merkezleri İçin Yeni Performans Kriterleri Geliştirme Önerisi

ÖZ

Alışveriş merkezleri sadece bir alışveriş mekânı olarak değil, tüketiciler tarafından dinlenme, eğlenme ve sosyalleşme mekânı olarak algılanmaktadır. Alışveriş merkezleri sayısındaki artış ve tüketici beklentilerini karşılayabilme gerekliliği ile birlikte yenilikçi çalışmalara ihtiyaç duyulmaktadır. Bu çalışmada, hayatımızda önemli yeri olan alışveriş merkezlerinin gelişimine ve performans ölçümüne katkı yapılması amacıyla alışveriş merkezi performans kriterleri belirlenerek, bir model önerisi geliştirilmiştir. Belirlenen kriterlerin her biri kendi alanında etkin ve alışveriş merkezi sektöründe yöneticilik yapmış kişilerle görüşülerek belirlenmiştir. Bildiğimiz kadarıyla bu çalışma, alışveriş merkezlerinin performansını değerlendirmek için yeni bir model sunmak açısından literatürdeki ilk çalışmadır. Bu çalışma ile, sunulan kriterlerin alışveriş merkezi sektörü için tüm alanları kapsayıcı ve alanında özgün olması sebebiyle, bu alanda literatürdeki eksikliğin giderilmesi ve alışveriş merkezi sektörüne olumlu katkı yapması hedeflenmektedir.

Anahtar Kelimeler: Alışveriş merkezleri, performans ölçümü, performans kriterleri.

1. INTRODUCTION

As people's traditional consumption habits have changed, so too have shopping places. Shopping places have taken different forms and shapes in the past; the shopping mall is the most recent form. The concept of the shopping mall is of big structures in which different needs are met, that include plenty of shopping stores, are considered as life and entertainment centers, and located in the city center or periphery. We can say that Western-style shopping styles and behaviors have become widespread in Turkey. Shopping malls are no longer visited for only shopping, but have been turned into places also hosting social, cultural, and entertaining activities. And also, shopping malls are dynamic environment, in which shops change, promotions appear and disappear continuously [1]. Turkey's first mall was Galleria in the Ataköy district of Istanbul, which came

into use in 1988. Following the 2000s, the numbers of chain stores, entertainment centers, and showrooms have increased. This progress also spread to Anatolia. Plenty of malls have been constructed since 1988. The increasing numbers of shopping malls by year and city, according to Turkey's Council of Shopping Centers 2017 report, are specified below. The development of the Shopping Centers and Investors Association, by city and year, according to the activity report of 2017, is given below [Fig.1] and [Fig.2]. As malls' numbers have increased, the competition is rising. This competition pushes executives to follow progression closely and to develop successful administrative and advertising strategies to attract target customers. It may be said that, related to increasing numbers of shopping malls and tougher competition, innovative developments/solutions, which satisfy modern needs, are required. Diversity in social activities responding to customer needs, originality in architecture, and valuing children are the leading factors.

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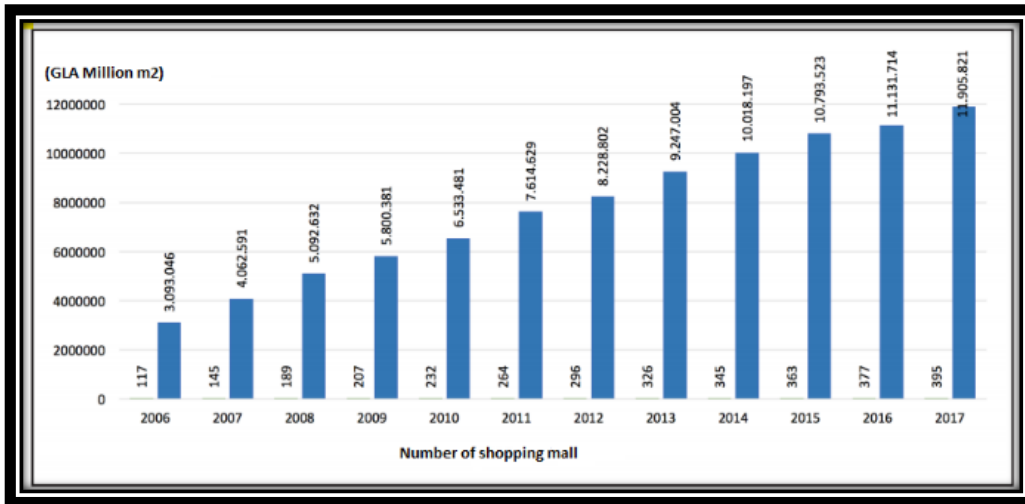


Fig.1. Development of malls by year, council of shopping centers (AYD report,2017)

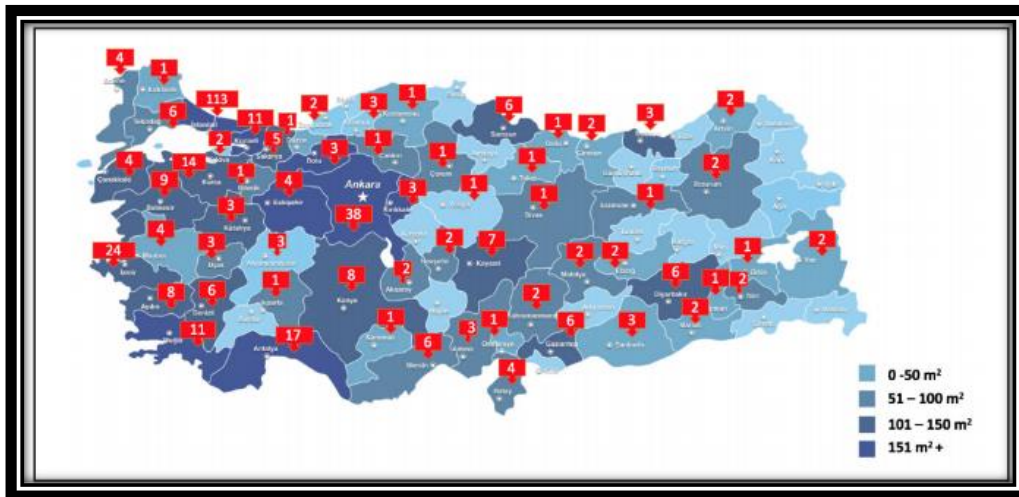


Fig.2. Development of malls by city, council of shopping centers (AYD report,2017)

In this study, we present a novel performance index model for shopping mall. In this model, we use following main criteria; like green building, investor, tenant, visitor, turn-over, and social life, and secondary criteria related to each, and with the help of literature research and expert opinions. The rest of the paper organized as follows; in section 2 we conducted a comprehensive literature review, in section 3; we presented the performance index model for shopping centers. And finally we addressed conclusion and discussion in the last section

2. LITERATURE REVIEW

The rapid increase in the number of shopping malls that has a crucial place in people’s daily lives necessitates examination of these centers’ positive and negative effects scientifically. It is observed that plenty of studies discussing different sides of shopping malls have been published in the national and international literature. Some of these studies on malls are summarized below.

Kirk L. Wakefield and Julie Baker studied (1998) individuals’ desire/motivation to spend time in a mall, and three factors that affect shopping enthusiasm: tenant diversity, the atmosphere of the mall, and participation in shopping [3]. E. Cengiz and B. Özden, (2002) examined buying behavior and conduct research on factors that influence visitors and tenants in preferring the shopping mall. In the study, researchers discuss visitors’ reasons for preference, what characteristics of malls are liked by customers, and what services provided by the mall are liked and used [4,5]. Kristy E. Reynolds and others’ (2002) compared traditional malls and factory outlets’ shopper typologies and discussed implications for retail strategy [6]. Ibicioglu’s (2005) research aimed to examine visitors’ demographic characteristics and visitors’ behaviors. He suggests that malls need to develop new strategies and alternatives for middle-aged and elderly adults. This study, which is assisted by statistical techniques, demonstrates that there is a strong tie between education level and going out/having fun, income level, and visiting frequency [5,7]. Akat and

others' (2006) made a study regarding buying behaviors of customers' in a mall in Bursa. In the study, a correlation is observed between customers' age and shopping frequency, education level, and paying methods [8]. In his research, Muhammed Ismail el-Adly (2006) emphasizes that to enhance the development of malls, more academic research is needed. His study aims to evaluate malls according to different shopper typologies. He concludes that different locations and designs are necessary for different typologies [9]. Ilter and others' (2009) aimed to classify the high school students' expectations regarding malls with the Kano model. It is defended that, to attract youngsters, mall administrations need to make restaurants, cafes, and movie theaters attractive; as a result, youngsters would spend much more time in malls. This study shows that, with the help of sustainable originality and fulfilling expectations permanently, customer satisfaction would increase [5,10]. Jean Charles Chebat and other's (2010) approached branding in the retail sector. This study sought an answer to the question of how 'the best mall image' is constructed; in this respect evaluation factors, like store atmosphere, price, and advertising, are discussed [11]. Hülya Bakırtaş (2010) investigated the effect of in-store atmosphere on consumption emotions. The method of the study is based on the hypothesis tests developed with the data obtained from the consumers with an improved questionnaire [12]. Asiltürk (2010) emphasized that the positioning of shopping malls in the market considering education, age, income and social class is important in terms of the integrity of the businesses and their long-term sustainability [13]. Köksal and Emirza (2011) dealt with the site selection of retail stores in the mall and on the high streets, and mall managers' approaches. They also made a suggestion about site selection for new retail stores. The study concludes that high rents and prices are needed to be reduced in malls; and issues like the parking lot, cleaning, and social activities are needed to be enhanced in high street stores [5,14]. Çelik, (2011) defended that customers' expected service quality is higher than perceived service quality in malls, and that this gap affects customer satisfaction negatively. The study concludes that retailing businesses' service and customer care are sometimes inadequate [5,15]. Akıncı (2013) examined customer behaviors of teenagers (13–19 age group) with 104 subjects. The study concludes that going to malls are the most preferred leisure activity, and some factors like location of the mall and its distance to the subject's home are the leading agents teenagers mall choices [16]. Yuzhen Shang and others (2016) investigated the indoor air quality during the summer in Western China using subjective survey and field measurement. The research makes a contribution to knowledge regarding discomfort in malls by investigating air conditioning systems within the stores and contaminants [17]. Narjes Haj-Salem and others (2016) researched what factors drive mall loyalty of male and female shoppers. For females, mall atmosphere,

design, and perceived service quality are determinants of mall loyalty. For males, the mall atmosphere and prices are the primary factors. This study aims to explain how service and product quality, prices, and mall atmosphere affect the mall loyalty of male and female shoppers [18]. Amit Mittal and Deepika Jhamb (2016) discussed determinants of shopping mall attractiveness. They found that merchandising, variety, milieu, and convenience are these determinants. This defends the idea of a close relation between motivations of Indian shoppers and the rest of the world [19]. Bikrant Kesari and Sunil Atulkar (2016) explained the positive correlation between mall shoppers' satisfaction and shopping values. The study aims to help mall owners to acquire a competitive advantage, attract new customers, and keep their profitable customers by enhancing customer satisfaction [20]. Johan Anselmsson (2016) examined the positive relation of developments in the mall sector to boosted sales figures and to visiting frequency. Moreover, he is seeking for an answer as to how to compete with online shopping, which has increased in the last decade [21]. Muhammed Ismail el-Adly and Riyad Eid (2016) researched perceived value, shopping atmosphere, customer satisfaction, and loyalty in UAE by structural equation modeling. Their findings defend that mall atmosphere has a positive impact on customer satisfaction [22]. İçal ve Aliağaoğlu (2016) reported that there was a significant relationship between the marital status of the consumers, their education and the frequency of visiting shopping malls [23]. Wessam el-Abd and others (2017) investigated the design of roof windows in the context of daylight performance. This paper suggests new designs to optimize daylight performance, and also gives a shopping mall from Cairo as an example [24]. Gopal Das and Geetika Varshneya (2017) proposed a model that helps to better understand customers' feelings in malls. This model includes the mall atmosphere, customers' feelings, and reactions [25]. As it is seen in the above-mentioned studies, there is no peer to the holistic model we propose, which covers every issue regarding malls. This research aims to fill the gap in the literature.

3. THE PROPOSED PERFORMANCE CRITERIAS

Shopping malls, are a cluster of independent shops, planned and developed by one or several entities, with a common objective [1]. Shopping malls, which are increasing in number day-by-day, give customers opportunities to have fun in addition to the shopping service. In this competitive atmosphere, performance evaluation has grown in importance. Decision making is one of the most important activities in the business world. Managers need accurate and reliable estimates for decisions. In doing so, it is better to take scientific measures into consideration [26]. Performance measurement is one of the methods that can be used when making decisions. The most significant phase of the performance evaluation is setting proper criteria. Many criteria are taken into account in the malls' performance

evaluation. The model we suggest for the mall sector has 140 criteria, of which six are main criteria and 134 sub-criteria. Literature about the sector is reviewed before setting these criteria. Following the review, issues not being covered in the literature and prominent concepts are decided. We put the finishing touches to criteria by interviewing with experts in the mall sector.

In the hierarchical structure model, the main criteria are specified at Level 1, and sub-criteria are specified at Levels 2, 3, and 4. Main criteria of the mall performance index are in Fig. 3. Sub-criteria diagram of each main criterion is given in the examples.

Green buildings are the product of rising sustainability and innovation trends in the real estate sector. These buildings allow us to live more healthily. In order to obtain higher standards they provide more efficiency, health, and comfort, and less pollution. As for the site selection of the structure, in all phases, these nature-friendly and economical buildings are compatible with the life cycle, suitable for nature, constructed by eco-friendly materials, and their energy needs are supplied by energy-efficient, renewable resources. The increasing popularity of green buildings over recent decades obliges us to take related concepts into account; the descriptive chart and hierarchical structure of criteria for green buildings in our model are specified in Fig.4 and Table 1.

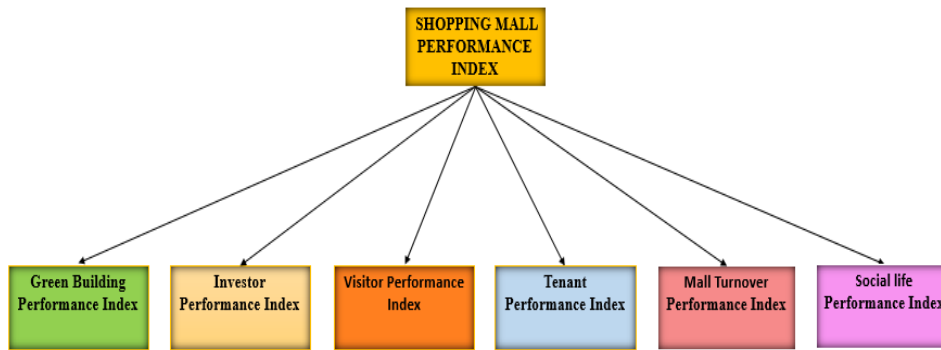


Fig.3 Hierarchical structure of shopping mall performance index main criteria

3.1. Green building performance index

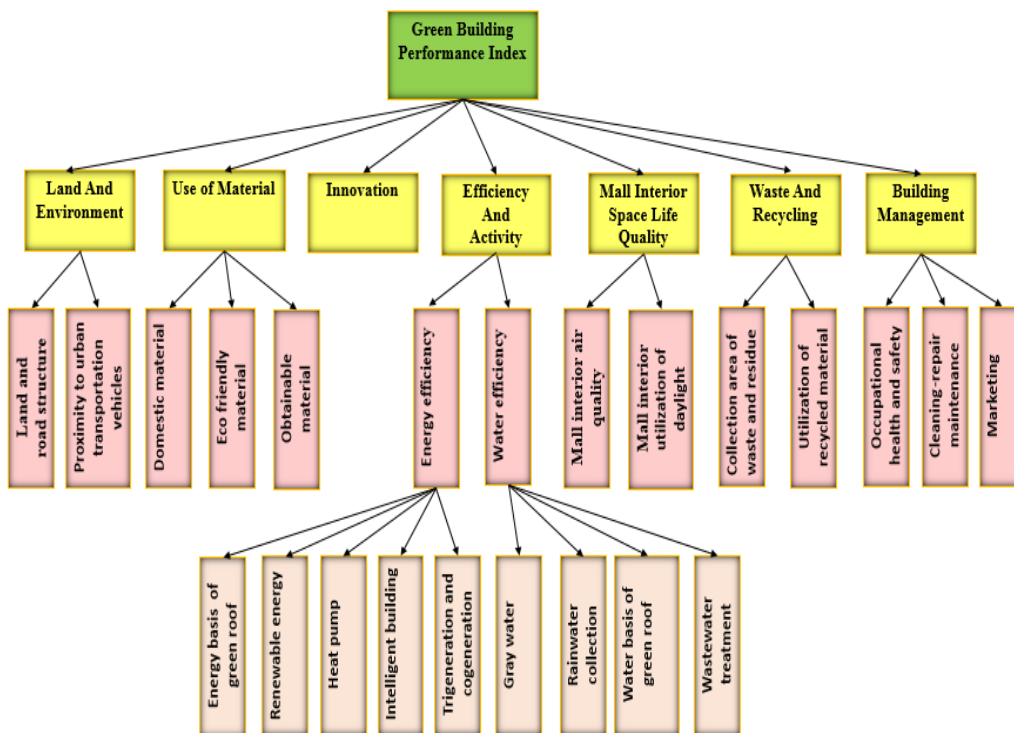


Fig.4. Hierarchical structure of green building performance index

Table 1. The explanations of criteria determined in green building performance index

	CRITERIA	DEFINITIONS OF CRITERIAS	OF
Level 1 Criterion 1	Green Building Performance Index	The criterion that determines the importance of green building concept for shopping mall performance index	
Level 2 Criterion 1	Efficiency and Activity	The criterion that determines the importance of water and energy efficiency for green building performance	
Level 2 Criterion 2	Innovation	The criterion that determines the importance of activities such as; having firsts, offering differentiating services, renewal in interior and exterior design in green building performance	
Level 2 Criterion 3	Land and Environment	The criterion that determines the importance of land structure, transportation facilities in green building performance	
Level 2 Criterion 4	Use of Material	The criterion that determines the importance of domestic materials, environmentally friendly materials and recyclable materials in green building performance	
Level 2 Criterion 5	Mall Interior Space Life Quality	The criterion that determines the importance of activities in green building performance that may affect the basic quality of life in shopping mall such as; quality of indoor ventilation, quality of daylight utilization	
Level 2 Criterion 6	Waste and Recycling	The criterion that determines the importance of waste and waste collection, usage of recycled material in green building performance	
Level 2 Criterion 7	Building Management	The criterion that determines the importance of building management in the shopping mall for green building performance	
Level 3 Criterion 1	Water Efficiency	The criterion that determines the importance of water use efficiency in green building performance	
Level 3 Criterion 2	Energy Efficiency	The criterion that determines the importance of energy use efficiency in green building performance	
Level 3 Criterion 3	Proximity To Urban Transportation Vehicles	The criterion that determines the importance of shopping mall location, proximity to public transport, in green building performance	
Level 3 Criterion 4	Land and Road Structure	The criterion that determines the importance of shopping center land and road structure suitability in green building performance	
Level 3 Criterion 5	Domestic Material	The criterion that determines the importance of the use of local materials in shopping mall for green building performance	
Level 3 Criterion 6	Eco-Friendly Material	The criterion that determines the importance of sing environmentally friendly materials in shopping mall for green building performance	
Level 3 Criterion 7	Obtainable Material	The criterion that determines the importance of a product or material that previously used inside or outside the shopping mall	
Level 3 Criterion 8	Mall Interior Air Quality	The criterion that determines the importance of ventilation in shops and places in shopping mall for green building performance	
Level 3 Criterion 9	Mall Interior Utilization of Daylight	The criterion that determines the importance of sunlight in shopping mall for green building performance	
Level 3 Criterion 10	Collection Area Of Waste And Residue	The criterion that determines the importance of waste and residual landing points in shopping mall for green building performance	
Level 3 Criterion 11	Utilization of Recycled Material	The criterion that determines the importance of use of recycled materials in the shopping mall for green building performance	
Level 3 Criterion 12	Marketing	The criterion that determines the importance of marketing activities in shopping mall for green building performance	

Level 3 Criterion 13	Cleaning-Repair Maintenance	The criterion that determines the importance of activities of cleaning, repair, maintenance in shopping mall for green building performance
Level 3 Criterion 14	Occupational Health And Safety	The criterion that determines the importance of the activities of occupational health and safety in shopping mall for green building performance
Level 4 Criterion 1	Rainwater Collection Systems	The criterion that determines the importance of using rainwater harvesting system in water efficiency, for green building performance
Level 4 Criterion 2	Water Basis of Green Roof	The criterion that determines the importance of using green roof systems in water efficiency for green building performance
Level 4 Criterion 3	Gray Water	The criterion that determines the importance of using gray water system in water efficiency for green building performance
Level 4 Criterion 4	Wastewater Treatment	The criterion that determines the importance of using gray water system in water efficiency for green building performance
Level 4 Criterion 5	Intelligent Building	The criterion that determines the importance of using intelligent building system in energy efficiency for green building performance
Level 4 Criterion 6	Heat Pump	The criterion that determines the importance of using heat pump system in energy efficiency for green building performance
Level 4 Criterion 7	Renewable Energy	The criterion that determines the importance of using renewable energy system in energy efficiency for green building performance
Level 4 Criterion 8	Trigeneration and Cogeneration	The criterion that determines the importance of using trigeneration and cogeneration system in energy efficiency for green building performance
Level 4 Criterion 9	Energy Basis of Green Roof	The criterion that determines the importance of using green roofing system in energy efficiency for green building performance

3.2. Investor performance index

Mall investors can be defined as intermediaries providing a good shopping experience, creating added value in the retail sector, contributing to the improvement of the sector, and constructing world-class places that intertwine with cities. The descriptive chart and hierarchical structure of criteria, taking into account concepts regarding the mall sector that are emphasized by investors, are specified in Fig.5 and Table 2.

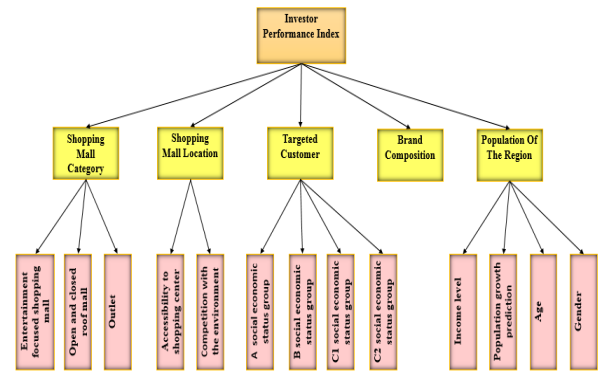


Fig 5. Hierarchical structure of investor performance index

Table 2. The explanations of criteria determined in investor performance index

	CRITERIA	DEFINITIONS OF CRITERIA
Level 1 Criterion 2	Investor Performance Index	The criterion that determines the importance of green building concept in shopping mall performance
Level 2 Criterion 8	Shopping Mall Category	The criterion that determines the importance of shopping mall classified as entertainment-based, open-air in investor performance
Level 2 Criterion 9	Brand Composition	The criterion that determines the importance of the brand structure to be formed in the shopping mall in investor performance
Level 2 Criterion 10	Shopping Mall Location	The criterion that determines the importance of shopping mall location in investor performance
Level 2 Criterion 11	Targeted Customer	The criterion that determines the importance of visitor group which targeted to come to the shopping mall in investor performance
Level 2 Criterion 12	Population of The Region	The criterion that determines the importance of demographics in shopping mall environment in investor performance
Level 3 Criterion 15	Entertainment Focused Shopping Mall	The criterion that determines the significance of the entertainment-themed shopping center in the context of investor performance

Level 3 Criterion 16	Open and Closed Roof Mall	The criterion that determines the importance of fully closed or partially open shopping mall structures in investor performance
Level 3 Criterion 17	Outlet	The criterion that determines the importance of the shopping center where investors mainly sell end-of-season products in investor performance
Level 3 Criterion 18	Accessibility To Shopping Center	The criterion that determines the importance of transport alternatives being very comfortable and convenient to the shopping center in investor performance
Level 3 Criterion 19	Competition With the Environment	The criterion that determines the importance of having different shopping center options in the targeted region in investor performance
Level 3 Criterion 20	A Social Economic Status Group	The criterion that determines the importance of the top class Socio-Economic Status group in investor performance. The social elite consists of noble families, wealth from at least 2-3 generations, major industrialists, senior managers and famous self-employed individuals.
Level 3 Criterion 22	C1 Social Economic Status Group	The criterion that determines the importance of the socio-economic status group, which is above the level of the middle, in investor performance. This group of professional professionals and managers together with C2 constitute a large part of the country.
Level 3 Criterion 23	C2 Social Economic Status Group	The criterion that determines the importance of Socio-Economic Status group under the medium level in investor performance. Officers, workers, small business owners (trades).
Level 3 Criterion 24	Age	The criterion that determines the importance of the average age of the target region in investor performance
Level 3 Criterion 25	Gender	The criterion that determines the importance of gender status in the targeted region to investor performance
Level 3 Criterion 26	Income Level	The criterion that determines the importance of the income situation in the targeted region to investor performance

Level 3 Criterion 27	Population Growth Prediction	The criterion that determines the importance of the future population situation in the targeted region in investor performance
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3.3. Visitor performance index

When we consider the growing number of malls and competition, businesses need to satisfy target customers to increase attraction and retention. Malls, which turn into social centers, are no longer places for shopping only; hence, they ought to offer entertainment, new experiences, and a broad range of products and services. Moreover, they need to be places that have a modern and attractive architecture, as well as open and green spaces. The descriptive chart and hierarchical structure of criteria, which are set in the light of mall visitors' expectations, are specified in Fig.6 and Table 3.

Table 3. The explanations of criteria determined in visitor performance index

	CRITERION	DEFINITIONS OF CRITERION
Level 1 Criterion 3	Visitor Performance Index	The criterion determining the importance of customers in shopping mall performance
Level 2 Criterion 13	Expectations of Visitor	The criterion determining the importance of visitor expectations in visitor performance
Level 2 Criterion 14	Satisfaction of Visitor	The criterion determining the importance of visitor satisfaction in visitor performance
Level 2 Criterion 15	Loyalty of Visitor	The criterion determining the importance of loyal visitor mass in visitor performance
Level 2 Criterion 16	Profile of Visitor	The criterion determining the importance of kind of visitor which coming to the shopping mall
Level 3 Criterion 28	Outdoor and Green Area Expectation	The criterion determining the importance of open and green area visits for visitors
Level 3 Criterion 29	Social Activity Expectation	The criterion determining the importance of social activities for visitors
Level 3 Criterion 30	Health and Fitness Service Expectation	The criterion determining the importance of health-sport service areas for visitors
Level 3 Criterion 31	Physical Elements Expectation	The criterion determining the importance of areas such as ventilation, lighting, cleaning, parking for visitors

Level 3 Criterion 33	Diversity in Service	The criterion determining the significance of the venues (eg VIP in the cinema) that differentiate the standard service offered at each shopping mall
Level 3 Criterion 34	Location	The criterion determining the importance of shopping mall location for visitor
Level 3 Criterion 35	Staff	The criterion determining the importance of shopping mall and store staff for visitors
Level 3 Criterion 36	Interior-Exterior Design	The criterion determining the importance of interior and exterior designs in shopping mall for visitors
Level 3 Criterion 37	Customer and Shopping Mall Prestige Relation	The criterion determining the importance of prestige in shopping center and importance of harmony between the targeted customer and incoming customers
Level 3 Criterion 38	Financial Expenditure Capacity	The criterion that determines the importance of the client's financial expenditure capacity in the shopping mall in visitor performance
Level 3 Criterion 39	Time Spent at Mall	In visitor loyalty, The criterion that determines the importance of the time that the customer spends in shopping mall
Level 3 Criterion 40	Frequency of Going To Mall	In visitor loyalty, The criterion that determines the importance of the frequency of the customer going to the shopping mall
Level 3 Criterion 41	Tourist Visitor	The criterion determining the importance of the number of tourists in arriving visitors
Level 3 Criterion 42	Child Visitor	The criterion determining the importance of the number of children in arriving visitors
Level 3 Criterion 43	Male-Female Visitor	The criterion determining the importance of the number of adults (male and female) in arriving visitors

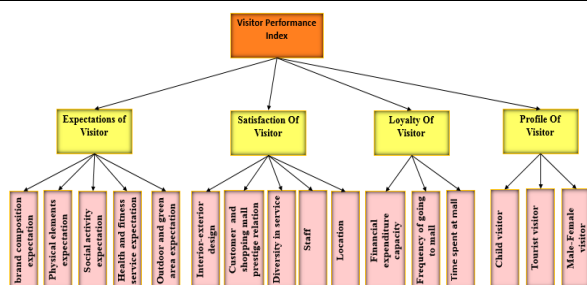


Fig.6. Hierarchical structure of visitor performance index

3.4. Tenant performance index

Tenants are intermediaries who establish the connection between producers of goods and end consumers. Businesses focus their attention on some criteria to maintain and increase their market share; therefore they need to enhance products, services, and processes in consideration of these criteria to meet customers' expectations. Definitions and hierarchical structure of the main and the subcriteria, having an impact on tenants' performance in malls, are specified in Fig.7 and Table

Table 4. The explanations of criteria determined in tenant performance index

	CRITERIA	DEFINITIONS OF CRITERIA
Level 1 Criterion 4	Tenant Performance Index	The criterion determining the importance of existing tenants in shopping mall performance
Level 2 Criterion 17	Tenant Expectations	The criterion determining the importance of tenants' expectations in tenant performance
Level 2 Criterion 18	Satisfaction of Tenant	The criterion determining the importance of The criterion for measuring the satisfaction of tenants
Level 2 Criterion 19	Performance of Store	The criterion determining the importance of The criterion for measuring tenants' store performance
Level 2 Criterion 20	Type of Tenant	The criterion determining the importance of the tenant's performance of being a national, local or international tenant
Level 3 Criterion 44	Physical Conditions	The criterion determining the importance of physical properties of the shopping center, such as ventilation, cleaning, lighting, etc.
Level 3 Criterion 45	Campaigns and Ads	The criterion determining the importance of campaigns and advertisements by the mall management in tenant performance
Level 3 Criterion 46	Request of Tourist Visitor	The criterion determining the importance of number of tourist visitors in tenant performance
Level 3 Criterion 47	The Right Brand Composition	For the tenant, the criterion indicating the importance of being in the right brand mix
Level 3 Criterion 48	Square Meter Leasable Area	The criterion determining the importance of the square meter leasable area for tenant satisfaction
Level 3 Criterion 49	Mall Management	For tenant satisfaction, the criterion that determines the importance of the mall managers and management policies
Level 3 Criterion 50	Rental Terms	The criterion determining the importance of rental conditions for tenant satisfaction

Level 3 Criterion 51	Storefront Lighting	The criterion that determines the importance of the shop window layouts for tenants
Level 3 Criterion 52	Staff	The criterion determining the importance of staff in store performance for tenant
Level 3 Criterion 53	Store Location	The criterion determining the importance of store location for store performance
Level 3 Criterion 54	Product Diversity	The criterion determining the importance of product variety for store performance
Level 3 Criterion 55	Domestic Brand Tenants	The criterion determining the importance of local tenants in tenant performance
Level 3 Criterion 56	National Brand Tenants	The criterion determining the importance of national tenants in tenant performance
Level 3 Criterion 57	International Brand Tenants	The criterion determining the importance of international tenants in tenant performance
Level 4 Criterion 10	Number of Personal	The criterion determining the importance of the number of personnel in store performance
Level 4 Criterion 11	Staff Training and Experience	Criterion determining the importance of educated and experienced personnel for store performance

3.5. Mall turnover performance index

Not all malls show the same performance. Some malls overtake their rivals in terms of turnover and efficiency. The aim to reach high turnovers constitutes the majority of the workload. The role turnover plays in malls changes vis-a-vis category, time, and brand. The descriptive chart and hierarchical structure of the criteria for turnover are specified in Fig.8 and Table 5.

Table 5. The explanations of criteria determined in mall turnover performance index

CRITERION		DEFINITIONS OF CRITERIA
Level 1 Criterion 5	Mall Turnover Performance Index	The criterion determining the importance of turnover concept in shopping mall performance
Level 2 Criterion 21	Category of Stores for Turnover	The criterion determining the importance of category classification in turnover performance
Level 2 Criterion 22	Brand Composition With Respect To Turnover	The criterion that determines which brand mix is important at the shopping mall: e.g. national, international, local
Level 2 Criterion 23	Turnover Classification With Time	The criterion determining the importance of the time-dependent changes in the shopping mall e.g. weekday, weekend, holiday, discount

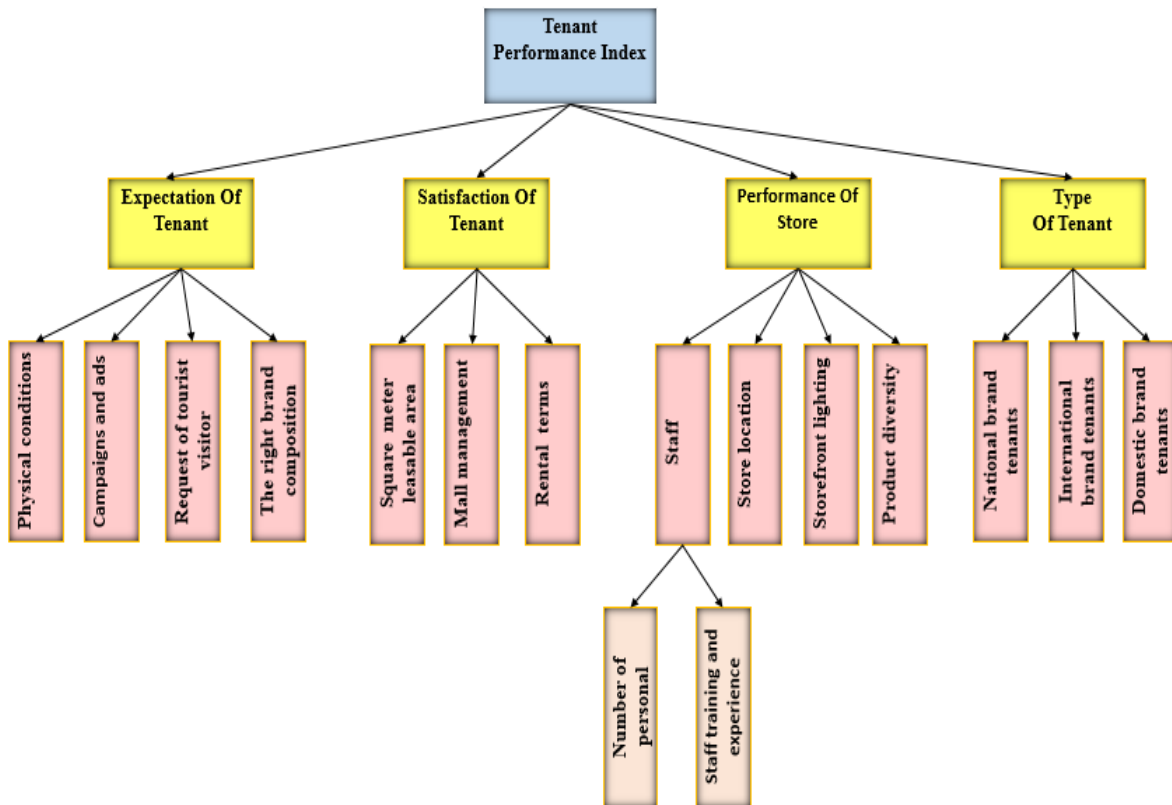


Fig 7. Hierarchical structure of tenant performance index

Level 3 Criterion 58	Food	The criterion that determines the importance of turnover in the food sector	Level 3 Criterion 69	Weekdays	The criterion that determines the importance of turnover in weekdays.
Level 3 Criterion 59	Hyper-Tech market	The criterion that determines the importance of turnover in the hyper-tech market sector	Level 3 Criterion 70	Weekend	The criterion that determines the importance of turnover in weekend
Level 3 Criterion 60	Entertainment	The criterion that determines the importance of turnover in entertainment sector	Level 3 Criterion 71	Holiday-Discount Days	The criterion that determines the importance of turnover in holiday and discount days
Level 3 Criterion 61	Fashion	The criterion that determines the importance of turnover in fashion sector	Level 4 Criterion 12	Women's Apparel	The criterion that determines the importance of women's wear in fashion sector
Level 3 Criterion 62	Electronic	The criterion that determines the importance of turnover in electronic sector	Level 4 Criterion 13	Men's Apparel	The criterion that determines the importance of men's wear in fashion sector
Level 3 Criterion 63	Home Textile	The criterion that determines the importance of turnover in home textile sector	Level 4 Criterion 14	Kids Apparel	The criterion that determines the importance of kids wear in fashion sector
Level 3 Criterion 64	Accessory,Optical, Clock, Jewelry	The criterion that determines the importance of turnover in Accessory, optical, clock jewelry sectors	Level 4 Criterion 15	Underwear	The criterion that determines the importance of underwear in fashion sector
Level 3 Criterion 65	Health-Care Cosmetics	The criterion that determines the importance of turnover in health-care and cosmetics sectors	Level 4 Criterion 16	Sportswear	The criterion that determines the importance of sportswear in fashion sector
Level 3 Criterion 66	Turnover in National Brands	The criterion that determines the importance of national brands in turnover performance	Level 4 Criterion 17	Department Stores	The criterion that determines the importance of department stores in fashion sector
Level 3 Criterion 67	Turnover in International Brands	Criterion determining the importance of international brands in turnover performance	Level 4 Criterion 18	Leather- Shoes	The criterion that determines the importance of leather and shoes stores in fashion sector
Level 3 Criterion 68	Turnover in Domestic Brands	Criterion determining the importance of local brands in turnover performance	Level 4 Criterion 19	Cafe-Restaurant	The criterion determining the importance of cafes and restaurants in catering sector
			Level 4 Criterion 20	Fast-Food	The criterion determining the importance of fast food places in catering sector

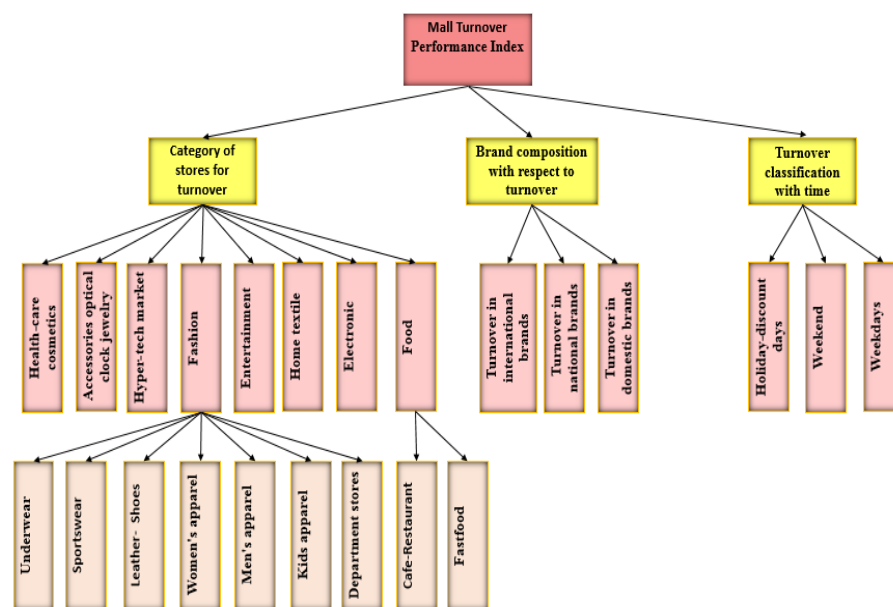


Fig 8. Hierarchical structure of mall turnover performance index

3.6. Social life performance index

Transforming economic institutions and global developments have made shopping malls an integral part of modern city life in Turkey since the 1980s. In addition to shopping, people go to malls in the summer months to avoid the heat, and in winter months to avoid the cold. Moreover, malls have become a hub for people to socialize, to participate in sports activities, to spend time with their children, to meet their friends, as well as to enjoy cultural activities such as theatre, cinema, and exhibition. Some main and sub-criteria are set in this context of malls' changing social role. Definitions and hierarchical structure of the criteria are specified in Fig.9 and Table 6.

Table 6. The explanations of criteria determined in social life performance index

CRITERION		DEFINITIONS OF CRITERION			
Level 1 Criterion 6	Social Life Performance Index	The criterion determining the importance of social life in shopping center performance	Level 3 Criterion	74	Art The criterion determining the importance of areas related to art in social areas.
Level 2 Criterion 24	Social Areas	The criterion determining the importance of places (cinema, theater, concert) that offer social life opportunities in the shopping center	Level 3 Criterion	75	Game Halls The criterion determining the importance of game halls in social areas.
Level 2 Criterion 25	Outdoor And Green Areas	For the shopping mall's social life, the criterion determining the importance of the open-green areas in shopping mall	Level 3 Criterion	76	Social-cultural Activities The criterion determining the importance of number of social and cultural activities in shopping center social life
Level 2 Criterion 26	Originality	The criterion determining the importance of shopping center to have different structures and services compared to other shopping malls in social life	Level 3 Criterion	77	Educational Activities The criterion determining the importance of the number of Educational activities in shopping center social life
Level 2 Criterion 27	Number Of Activity	For the shopping center's social life, the criterion determining the importance of activity numbers in shopping mall	Level 3 Criterion	78	Historical Building Structure For shopping mall social life, The criterion determining the importance of options, such as making it inspired by a historical structure or creating historical bazaar concepts in a part of shopping center or making the shopping center as a historical building
Level 2 Criterion 28	Building Design	The criterion determining the importance of the design inside and outside of the shopping center and stores	Level 3 Criterion	79	Modern Building Structure The criterion determining the significance of the construction of shopping centers as modern constructions in social life
Level 3 Criterion 72	Entertainm ent And education	The criterion determining the importance of areas related to recreation and education in social areas.	Level 4 Criterion	21	0-6 Age The criterion determining the importance of game halls which belonging to 0-6 age group in social areas
Level 3 Criterion 73	Fields of Sports And Recreational	The criterion determining the importance of areas related to Fields of sports and recreational in social areas.	Level 4 Criterion	22	6-15 Age The criterion determining the importance of game halls which belonging to 6-15 age group in social areas
			Level 4 Criterion	23	15-18+ Age The criterion determining the importance of game halls which belonging to 15-18+ age group in social areas
			Level 4 Criterion	24	Social-Cultural Activities For Kids The criterion determining the importance of social and cultural activity numbers for children in social areas
			Level 4 Criterion	25	Social-Cultural Activities For Adults The criterion determining the importance of social and cultural activity numbers for adults in social areas
			Level 4 Criterion	26	Educational Activities For Kids The criterion determining the importance of educational activity numbers for children in social areas
			Level 4 Criterion	27	Educational Activities For Adults The criterion determining the importance of educational activity numbers for adults in social areas

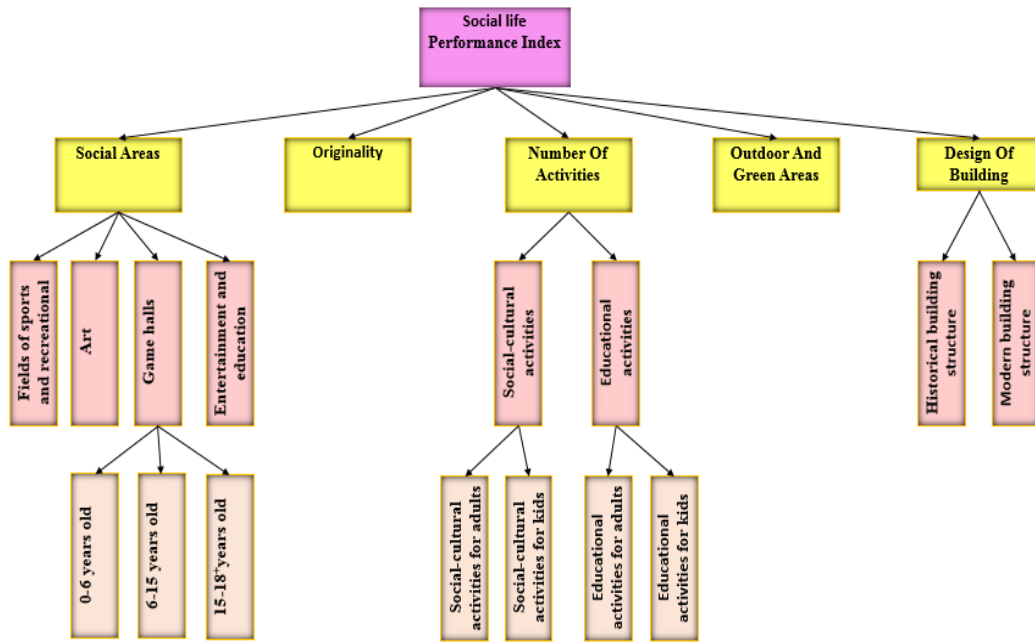


Fig.9. Hierarchical structure of social life performance index

4. CONCLUSION

Due to the highly competitive environment between business, the managers of the customer-centric companies try to attract more customers and to develop a lasting relationship with profitable customers [27, 28]. Also, competition is getting tougher in the mall sector. Malls that are managed well, enhance themselves with original and innovative methods, give importance to social life, and understand the customers' needs and provide solutions, overtake their competitors in this race. Therefore, making a proper analysis, comprehending supply and demand correctly, and setting up a project is more crucial now. While new generation malls are introduced, old ones renew themselves as needed. Shopping malls are no longer places that people go for shopping only; they have been turned into something that symbolizes a lifestyle with their architecture, services, social spaces, and activities. In the new era, only malls that are managed well, promote themselves with the right concept, and adapt themselves to the new normal will survive. In this study, six main criteria and 134 sub-criteria of them, which enable us to evaluate performance measurement in the mall sector, are set with the hierarchical structure. All of the main criteria in the proposed criterias are effective factors that play a role in evaluating the performance of shopping centers.

In this study, a model is developed by deciding significant concepts and issues of shopping malls. Before setting the criteria, crucial sectoral concepts in literature are reviewed, and criteria are examined in detail. Since then, the present author has interviewed five senior experts from the mall sector and revisited the research. It is hoped that the performance of shopping centers, which are important structures in the retail sector, together with

the model and criteria presented in the study, will allow for a more effective and easy evaluation. In addition, the study has a serious potential to make a positive

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