

Marketing Strategies On 7ps of shopping malls In India - A Study with Reference to Bengaluru City

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Abstract— The retail environment is changing more rapidly than ever before. It is characterized by intensifying competition from both domestic, and foreign companies, a spate of mergers and acquisitions, and more sophisticated and demanding retail shoppers who have greater expectations related to their consumption experiences. There is a general agreement that a basic retailing strategy for creating competitive advantage of the delivery of high service quality. Based on the various sources, the model proposes that retail shoppers can evaluate the retail marketing mix in shopping malls by using the 7Ps such as, Product, Price, Place, Promotion, People, Physical Evidence and Process. The main aim of the research is to study the marketing strategies on 7Ps of shopping malls in Bengaluru city in Karnataka State in India. The specific objectives of the research carried out are to find out the shopper's expectations on 7Ps of marketing offered by shopping malls, to analyze the shopper's perception of 7Ps of marketing offered by the shopping malls and to offer marketing strategies for improvement in all the 7Ps of marketing to improve satisfaction of shoppers in malls so as to retain them with the malls. It is concluded that this study compared customer's expectations and perception towards 7Ps on different attributes and categorized the mix into satisfied attributes, indifferent attributes and dissatisfied attributes. In Bengaluru shopping mall attributes, the current retailing marketing faces challenges in two major areas: a. Creating marketing strategy in the store and b. Converting browsers into buyers. The store brand is built on such parameters as merchandise category, price / quality, specific attributes of benefits, and lifestyle activity, etc.

Index Terms- Product, Price, Place, Promotion, People, Physical Evidence and Process

I. INTRODUCTION

The Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players. It is divided into organized and unorganized sectors. Organized retailing refers to trading activities undertaken by

licensed retailers for example shopping malls, supermarkets, discount stores, departmental stores, etc. Unorganized retailing, on the other hand, refers to the traditional formats of low-cost retailing, for example, the local kirana shops, owner-manned general stores, convenient stores and pavement vendors, etc. Total consumption expenditure is expected to reach nearly US\$ 3,600 billion by 2025 from US\$ 1,824 billion in 2021. It accounts for over 10% of GDP and around 8% of the employment in India.

India is the world's fifth-largest global destination in the retail space and is ranked 63 in the World Bank's Doing Business 2020. The revenue of India's offline retailers, also known as brick and mortar (b & m) retailers, is expected to increase by US \$1.39-2.77 billion in FY25. According to the Retailers Association of India (RAI), the retail industry achieved 93% of pre-COVID sales in February 2021. The retail environment is changing more rapidly than ever before. It is characterized by intensifying competition from both domestic, and foreign companies, a spate of mergers and acquisitions, and more sophisticated and demanding retail shoppers who have greater expectations related to their consumption experiences. Consequently, malls and grocery retailers today must differentiate themselves by meeting the needs of their retail shoppers better than the competition. There is a general agreement that a basic retailing strategy for creating competitive advantage of the delivery of high service quality. Based on the various sources, the model proposes that retail shoppers can evaluate the retail marketing mix in shopping malls by using the 7Ps such as, Product, Price, Place, Promotion, People, Physical Evidence and Process.

II. REVIEW OF LITERATURE

Elangovan & Sangeetha, (2016), in their article on “A study on customer’s perception and preferences towards shopping malls in Coimbatore” specified that the customer of Coimbatore is satisfied with quality, and they still need good offers in future days and the different factors which influence customers to visit malls. The consumer’s preferences are changing and they are moving from traditional stores to malls. It is the main challenge to the malls to attract the customers towards them from that of others stores. To attract more customers companies have to carry out the promotional activities in unique way.

Khanna & Seth, (2018), in their article on “Consumer perception towards shopping malls- Evidence from a Tier-II city”, states that, the concept of shopping malls in India is undergoing a tremendous change. Having reached maturity in Tier-I cities, these malls are treading onto Tier II and Tier III cities with positive anticipation. Mall developers and retailers need to understand the psychology of consumers and gain a deep insight into the factors which give them satisfaction. The study attempted to analyse the factors that had an impact on consumers shopping in malls in a Tier-II city. Use of exploratory factor analysis revealed that aesthetic ambience, physical infrastructure, hedonic factors, service and convenience, escape/stress relieving, promotional offers, merchandize, shopping enjoyment, and excitement were the most important factors influencing customers’ perception about shopping malls. The results of regression analysis further revealed that enjoyment; promotional offers, hedonic factors, stress relieving, and excitement had a substantial impact on customer perception about shopping malls in a Tier-II city.

Khanna & Seth, (2018), in their article on “Factors influencing customer satisfaction towards shopping malls- Evidence from Tier-II cities”, found that, shopping malls in India have seen an upsurge over the last couple of years with only five malls in 2001-2002 to more than 500 in 2017. Having achieved the milestone in Tier-I cities, retailers and mall developers are attracted by the chances like low rentals and comparatively lesser competition in Tier-II and Tier-III cities. Customer satisfaction is an important

component in order to earn loyalty of customers. The study identified the factors which influences the customer satisfaction towards shopping malls in Tier-II cities. Exploratory factor analysis was used for data reduction on a sample of 178 respondents. Six comprehensible factors were obtained from a set of 24 mall attributes. Findings of the study shows that customer satisfaction is an outcome of six factors such as mall infrastructure, convenience, customer service, time saving, promotional offers and stress-reliever. Further confirmatory factor analysis was applied to validate these factors. These results provide insight to mall managers and retailers to retain the customers.

Tabitha W. Waithaka and Moses Lukhanyu Wamalwa (2020) investigated the influence of marketing mix strategy on customer satisfaction in the mini-super markets in the county of Nairobi. The marketing mix strategies included the 7Ps of marketing, such as price, place, product, promotion, process, people and physical evidence. The sample size included 100 respondents who were the customers of the selected 20 mini-supermarkets in Nairobi. The results of the study showed that, of the 7Ps, price was found to be the most influencing factor, followed by place and product respectively. On the other hand, process was found to be the most significant element when it comes to what contributes most to customer satisfaction. It was followed by price and place. Promotion and physical evidence were found to be the least significant of the marketing mix elements.

Mok Kim Man, Mand, Cai Qian Qiu, Ricky (2021) examined the factors influencing the consumers’ buying behaviour in the shopping malls in Klang Valley of Kuala Lumpur, *Malaysia*. The service-related factors such as personal services, price, advertising and promotion; environmental related factors, like building structure, atmosphere, sounds and music and fragrance and smell; administrative related factors, like tenant mix, anchor tenant, entertainments as well as transportation; and location related factors, such as parking, location, accessibility were identified as independent variables, while consumer’s buying behavior within the malls as a dependent variable. The results of this research indicate that environmental, transportation and location related factors have significant impact on consumers’ buying behavior in the shopping malls.

Identifying the factors that can influence consumers' behaviors would assist the tenants and shop owners of the shopping malls to develop new channels to contact and attract consumers.

Ardvin Kester S. Ong, Yogi Triprasetyo, Barbara Eliza Valles Pin, Satria Fadil Persada, Reny Nadlifatin (2022) assessed how the dimensions of service quality and the value of shopping malls in *Philippines* affected shoppers' behavioral intention and overall satisfaction. These two factors positively impacted their behavioral intention even during the COVID-19 pandemic. This finding may be of great use to mall management in their strategic operations to maintain the business amidst the COVID-19 pandemic.

Chuloh Jung, Naglaa Sami Abdelaziz Mahmoud (2023) discussed the evaluation of rest areas in three different shopping malls in *Dubai* under the lens of four characteristics: comfort, aesthetics, convenience, and accessibility. The provision of convenience facilities and ancillary facilities in the escalator area was rated the highest. Regarding accessibility, users highly evaluated the connection between other spaces and circulation, with Dubai Mall receiving the highest score. It hints that careful planning is necessary to ensure that shopping mall users can comfortably and conveniently use the rest area. Ensuring a balanced incorporation of natural light, natural elements, convenience facilities, and more inclusive amenities, such as diaper-changing tables in men's restrooms, could lead to a more satisfying user experience in shopping mall's rest areas.

III. STATEMENT OF THE PROBLEM

The aforesaid review of literature reveals that limited studies were conducted covering peripheral issues of shopping malls in India. The reason for this may be that the corporate or organized retailing is of too recent origin to conduct research on it with supporting knowledge base on the match between demand and supply of operations and services and their effectiveness in marketing of goods and services by shopping malls. No specific studies on the strengths and weaknesses of shopping malls have been undertaken in a professional way. Instead, they were undertaken without a prescribed retailing model as a base for the study. Moreover, the research studies

conducted from the point of view of 7Ps of services marketing (retailing is taken granted as hybrid service as it includes 80 per cent of the product and 20 per cent of the service in the mall) are very few in number in India. As well, at national and regional levels, research on this front is neglected. There is a large gap in between the required sum of research and the one that is undertaken to study the satisfaction or dissatisfaction of the shoppers with their diversified demographics, psychographics, and economic profile on the 7Ps of shopping malls. Hence, the present study is proposed to fill this research gap in that perspective.

IV. OBJECTIVES OF THE STUDY

The main aim of the research is to study the marketing strategies on 7Ps of shopping malls in Bengaluru city in Karnataka State in India. The specific objectives of the research carried out are as follows:

- To find out the shopper's expectations on 7Ps of marketing offered by shopping malls.
- To analyze the shopper's perception of 7Ps of marketing offered by the shopping malls.
- To offer marketing strategies for improvement in all the 7Ps of marketing to improve satisfaction of shoppers in malls so as to retain them with the malls.

V. HYPOTHESES

The following hypotheses are formulated on the basis of the objectives set for the current study:

- There is no significant difference among shoppers on their expectations of 7Ps of marketing offered by shopping malls.
- There is no significant difference among the shoppers on their perceptions of 7Ps of marketing offered by the shopping malls.

VI. SAMPLE SIZE

The researcher has selected Bengaluru city as it nearer to Tirupati when compared to Hyderabad. Since the study is qualitative in nature the sampling unit of this study is only the shoppers at select 10 shopping malls in Bengaluru city in Karnataka State in India.

The sampling is done on multi-stage sampling technique. Since the Bengaluru city is of only 6 hours journey from Tirupati, the researcher, on convenience base, selected it as sample selection and then selected 10 shopping malls at random in Bengaluru city. Since the shoppers are not specific, 10 shopping malls are selected as sample for executing the questionnaires with them for eliciting their opinions on offered by shopping malls in Bengaluru city. Thus the total sample size was 300

Table 1 lists 10 attributes of the Bengaluru shopping malls, broken down into three categories, namely satisfaction, indifference, and dissatisfaction, with the help of 5-point Likert scale and mean values. The results indicated that there were 3 attributes with which consumers were satisfied, and 2 attributes with which they were dissatisfied. Consumers were neither satisfied nor dissatisfied with 5 other attributes. They are narrated below:

Customer satisfaction on various attributes of Product at Bengaluru Shopping Malls

Table 1: Customer satisfaction on various attributes of product mix in Bengaluru shopping mall

(N = 300)

S.No	Attributes of Product mix	Satisfaction Mean1	Expectation Mean 2	Mean Difference	t-value
1	Products with latest fashions are available	4.01 (0.810)	3.45 (0.740)	0.563	8.841** (0.000)
2	Quality products are offered	3.82 (0.660)	3.33 (0.720)	0.487	8.689** (0.000)
3	Products of similar use are placed in one place of the store	3.94 (0.71)	3.92 (0.84)	0.017	0.315 (0.753)
4	Products of wider choice are made available.	3.84 (0.690)	3.73 (0.760)	0.113	1.856 (0.064)
5*	International brands are available	3.93 (0.720)	4.01 (0.840)	-0.080	1.252 (0.211)
6*	Sales personnel try to sell related and advanced products to me while buying a product (cross selling and upselling)	3.92 (0.670)	3.99 (0.800)	-0.070	1.246 (0.213)
7	Right weights and measurements are found	3.99 (0.66)	3.89 (0.78)	0.100	1.695 (0.091)
8	Warranties and return policies are clear	3.94 (0.70)	3.93 (0.82)	0.013	0.161 (0.872)
9	Products offer value for money	4.15 (0.80)	3.90 (0.620)	0.250	4.278** (0.000)
10	Vegetables are fresh and hygienic	3.99	3.49	0.503	8.051** (0.000)

Source: Primary Data **Significant at 0.01 level; *Significant at 0.05 level

Satisfying attributes

Results indicate that all customers were satisfied with four attributes namely “products with latest fashions are available”, “quality products are offered”, “product offer value for money”, “vegetables are fresh and hygienic”.

Suggestion

Same status on attributes 1-2-9 and 10 has to be maintained.

Indifferent attributes

There are 4 such attributes, namely “Products of similar use are place in one place of the store”, “Products of wider choice are made available”, “Right weights and measurements are found”, “Warranties and return policies are clear”.

Dissatisfying attributes

The results on “International brands are available”, “Sales personnel try to sell related and advanced products to me while buying a product (cross selling and upselling)”, indicates that customers are dissatisfied with these 2 attributes.

Suggestion

Since the expectation of the shopper is more than the perception on the attributes 5 and 6, the quality of the products, and customer's purchase experience while shopping has to be improved.

Reliability of scale and item-construct loading factors related to product

The reliability of scales used in this study was calculated by Cronbach's coefficient alpha. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The closer Cronbach's alpha coefficient is 1.0, the greater the internal consistency of the items in the scale. The coefficient alpha values are equal to the minimum standard of 0.70. It has provided acceptance of internal consistency reliability. Based upon the formula $\alpha = r_k / [1 + (k - 1)r]$ where k is the number of items considered and r is the mean of the inter-item correlations and the size of alpha is determined by both the number of items in the scale and the mean, inter-item correlations.

Table 1.a: Reliability of scale for the factors related to product

S.No	Attribute Items	Scale mean if item deleted	Cronbach's alpha if item deleted.
1	Products with latest fashions are available	35.81	.791
2	Quality products are offered	35.82	.797
3	Products of similar use are placed in one place of the store	35.94	.792
4	Products of wider choice are made available.	35.96	.769
5*	International brands are available	35.88	.773
6	Sales personnel try to sell related and advanced products to me while buying a product (cross selling and upselling)	35.93	.759
7	Right weights and measurements are found	35.88	.762
8	Warranties and return policies are clear	35.91	.761
9*	Products offer value for money	35.68	.792
10	Vegetables are fresh and hygienic	35.81	.763
	<i>Mean</i>		39.85
	<i>Variance</i>		22.608
	<i>SD</i>		4.76
	<i>Cronbach's alpha based on standardised items</i>		0.795
	<i>Cronbach's alpha</i>		0.794
	<i>No of items</i>		10

As shown in table 1.a, the coefficient alpha values range from 0.759 to 0.797 949 for all the constructs. All the constructs obtained an acceptable level of a

coefficient alpha of above 0.70, indicating that the scales used in this study were reliable. It provides the following rules of thumb: more than 0.9 is Excellent,

more than 0.8 is Good, more than 0.7 is Acceptable, more than 0.6 is Questionable, more than 0.5 is Poor and less than 0.5 is Unacceptable. While increasing the value of alpha is partially dependent upon the number of items in the scale and it should be noted that this has diminishing returns. It should also be noted that an alpha of .761 is probably a reasonable goal. It should also be noted that while a high value for Cronbach's alpha indicates good internal consistency of the items in the scale, it does not mean that the scale is unidimensional. So, it can be used for further analysis. Shoppers opinion on Price Mix

The pricing objective of shopping mall is to get maximum market share. All this added with competitive prices, good ambience and aspirational needs of middle class. Pricing at shopping malls is based on the following techniques:

1. Value Pricing (EDLP - Every Day Low pricing): shopping malls promises consumers the lowest

available price without coupon clipping, waiting for discount promotions, or comparison shopping.

2. Promotional Pricing: shopping malls offer financing at low interest rate. The concept of psychological discounting (Rs. 99, Rs. 49, etc.) is also used to attract customers. It is also caters on special event pricing (Close to Diwali, Gudi Padva, and Durga Pooja).

3. Differentiated Pricing: Differentiated pricing i.e. difference in rate based on peak and non-peak hours or days of shopping is also a pricing technique used in Indian retail, which is aggressively used by BB. e.g. Wednesday Bazaar

4. Bundling: It refers to selling combo-packs by offering discount to customers. The combo-packs add value to customer and lead to increased sales. Shopping mall lays a lot of importance on bundling. e.g. 3 Good Day family packs at Rs 60 (Price of 1 pack = Rs 22) 5 kg oil + 5kg rice + 5kg sugar for Rs 599.

Table 2: Customer satisfaction on various attributes of price mix in Bengaluru shopping malls

(N = 300)

S.No	Attributes of Price mix	Satisfaction Mean1	Expectation Mean 2	Mean Difference	t-value
1	Discounts on invoice prices are offered	4.070 (0.760)	3.920 (0.770)	0.150	2.401* (0.016)
2*	Prices are consistent with quality	3.920 (0.660)	3.990 (0.710)	-0.070	1.251 (0.212)
3	Prices are lower than that of other malls	4.120 (0.740)	3.970 (0.760)	0.157	2.449* (0.015)
4	Availability of high-quality products at reasonable price	4.020 (0.640)	3.42 (0.750)	0.600	10.540** (0.000)
5	Merchandise is billed as per the price tag	4.11 (0.77)	4.05 (0.68)	0.053	1.012 (0.312)
6*	Providing affordable price for products	3.99 (0.786)	4.07 (0.843)	-0.080	1.202 (0.230)
7	Availability of branded products with reasonable prices	4.12	4.02	0.100	1.849 (0.065)
8	Prices are consistent with brand image	4.04	4.01	0.030	0.578 (0.563)

Source: Primary Data **Significant at 0.01 level; *Significant at 0.05 level

Table 2 shows that 8 pricing attributes are listed, classified into satisfaction, indifference and dissatisfaction categories. The results indicated that there were 3 attributes with which consumers were

satisfied, 2 attributes with which they were dissatisfied, and 3 attributes with which consumers were indifferent.

Satisfying attributes

Results indicate that all customers were satisfied with " Discounts on invoice prices are offered", " Prices are lower than that of other malls ", "Availability of high-quality products at reasonable price".

Suggestion: Same status on attributes 1-3 and 4 has to be maintained.

Indifferent attributes

"Merchandise is billed as per the price tag", "Availability of branded products with reasonable prices", "Prices are consistent with brand image", are treated as indifferent attributes.

Dissatisfying attributes

"Prices are consistent with quality", Availability of quality products at reasonable prices" are the attributes of which customers are dissatisfied.

Suggestion

Since the expectation of the shopper is more than the perception on the attributes 2 and 6 'Prices are consistent with quality', 'Availability of quality products at reasonable prices' to be intimated and provide all facilities have to be improved.

2.a. Reliability of scale and item-construct loading factors related to Price

S.No	Attribute Items	Scale mean if item deleted	Cronbach's alpha if item deleted.
1	Discounts on invoice prices are offered	28.23	.792
2	Prices are consistent with quality	28.17	.809
3	Prices are lower than that of other malls	28.15	.803
4	Availability of high-quality products at reasonable price	28.13	.802
5*	Merchandise is billed as per the price tag	28.10	.800
6	Providing affordable price for products	28.08	.810
7	Availability of branded products with reasonable prices	28.14	.805
8	Prices are consistent with brand image	28.08	.809
	Mean		32.15
	Variance		16.485
	SD		4.060
	Cronbach's alpha based on standardised items		0.816
	Cronbach's alpha		0.824
	No of items		8

Source: Primary data

To make sure that the, eight items are on reliable measurement scale and reliability item analysis was carried out and the results are presented in table 2.a. It can be seen that all the seven measurement scale items are reliable as the Cronbach alpha coefficient of 0.824 is greater than the threshold level of 0.70. it has provided good estimates of internal consistency reliability, and also, the coefficient alpha values ranged between 0.792 and 0.809 for all the constructs. It indicates that the scales used in this study are

reliable. It also clearly indicates that the above scale items are consistent with one another and they are reliable to measure customer satisfaction on price.

Shoppers opinion on Distribution mix (Place)

The customers of shopping mall stated that their shopping behaviour and purchase decisions became altogether different when the shopping mall put a lot of items on sale, held special sales /exhibits and staged other promotional events / recreational services/

activities / concerts /live performances etc, whereas such things are least mattered to the typical visitor to a hypermarket, who showed interest only to shopping and was not in wasting time in leisure or such related recreational activities.

shopping malls has nine attributes, broken down into satisfaction, indifference and dissatisfaction categories. The results indicated that the customers were satisfied, dissatisfied and indifferent with 3,3 and 3 attributes respectively.

Table 3 has tried to portray mall loyalty, which is depicted from the fact that place (Distribution) mix of

Table 3: Customer satisfaction on various attributes of Distribution mix in Bengaluru shopping mall (N = 300)

S.No	Attributes of Distribution mix	Satisfaction Mean1	Expectation Mean 2	Mean Difference	t-value
1	Mall's operating hours are convenient	4.04 (0.800)	3.90 (0.670)	0.140	2.324* (0.021)
2*	Location of the mall near to my workplace/ residence and convenient to go	3.99 (0.580)	4.06 (0.760)	-0.070	1.289 (0.198)
3	Accessibility of mall by public transportation	4.09 (0.730)	4.04 (0.77)	0.050	0.816 (0.415)
4*	Availability of sufficient parking space	4.01 (0.640)	4.05 (0.700)	-0.040	0.731 (0.465)
5	Location of the mall is such that many visitors are pulled in	4.13 (0.730)	4.04 (0.760)	0.090	1.479 (0.140)
6	Home delivery is effective	4.09 (0.690)	3.84 (0.736)	0.250	4.292 (0.000)
7	The security and safety to the shoppers is provided at mall	4.14 (0.700)	4.10 (0.738)	0.040	0.681 (0.496)
8*	No vehicular and traffic jam on the road connecting the mall	4.02 (0.670)	4.01 (0.744)	0.010	0.173 (0.863)
9	Location of stock godowns within the mall	4.20 (0.702)	4.10 (0.773)	0.140	2.322* (0.020)

Source: Primary Data **Significant at 0.01 level; *Significant at 0.05 level

Satisfying attributes

Results indicated that all customers were satisfied with “Malls operating hours are convenient”, “Home delivery is effective”, “Location of stock godowns within the mall”.

Suggestion: Same status on attributes 1 and 7 has to be maintained.

Indifferent attributes

“Accessibility of mall by public transportation”, “Location of the mall is such that many visitors are pulled in”, “The security and safety to the shoppers is

provided at mall”, are the place mix attributes with which customers were neutral in terms of satisfaction.

Dissatisfying attributes

“Location of the mall near to my workplace/ residence and convenient to go”, “Availability of sufficient parking space”, “No vehicular and traffic jam on the road connecting the mall”, are attributes with which customers are dissatisfied.

Reason

Usually, weekends are more traffic compared to weekdays because of the crowd. Malls re reside in outskirts of the city to overcome the maintenance. If

they want to extend their parking place in malls they will get a more space in outskirts compared to city.

maintained sufficient parking space’ ‘malls need to maintain in and out the vehicles separately so we can reduce the traffic. Malls need to reside near to the workplace or residence’.

Suggestion

Since the expectation of the shopper is more than the perception on the attributes 2,4 and 9, ‘mall has to be

3.a: Reliability of scale and item-construct loading factors related to Distribution

S.No	Attribute Items	Scale mean if item deleted	Cronbach’s alpha if item deleted.
1	Mall’s operating hours are convenient	32.472	.805
2	Location of the mall near to my workplace/ residence and convenient to go	32.411	.810
3	Accessibility of mall by public transportation	32.331	.799
4	Availability of sufficient parking space	32.328	.800
5	Location of the mall is such that many visitors are pulled in	32.338	.800
6	Home delivery is effective	32.227	.825
7	The security and safety to the shoppers is provided at mall	32.271	.802
8	No vehicular and traffic jam on the road connecting the mall	32.361	.808
9	Location of stock godowns within the mall	32.231	.801
	<i>Mean</i>		36.371
	<i>Variance</i>		18.167
	<i>SD</i>		4.262
	<i>Cronbach’s alpha based on standardised items</i>		0.824
	<i>Cronbach’s alpha</i>		0.823
	<i>No of items</i>		9

Source: Primary data

It reveals that all the nine measurement scale items are reliable as the Cronbach alpha coefficient of 0.823 is greater than the threshold level of 0.70. It has provided good estimates of internal consistency reliability, and also, the coefficient alpha values range between 0.799 and 0.810 for all the constructs. All constructs have obtained an acceptable level of a coefficient alpha above 0.70. It indicates that the scales used in this study are reliable. It also clearly indicates that the above scale items are consistent with one other and they are reliable to measure value added services provided by shopping malls. So, it can be used further analysis.

- They provide carry bags which contain brand name and logo.
- They distribute catalogues through newspapers and to the customers inside the store.
- Through billboards outside the store.
- Other type of promotion is the particular store-oriented promotion which includes speaking on the loudspeaker inside the store.
- Voting contest promotions are a fun way to hear your customers' opinions, and show them that you value their contributions. Create a public gallery with photos, videos, or text, and ask your shoppers to choose their favourite.

Shoppers Opinion on Promotion Mix

The shopping malls promotion strategy include:

- They promote their products through local and national newspapers.

Shopping mall offers many events and promotion activities in a shopping mall which attract customers to visit more times. Table 4 listed 11 promotional attributes of the shopping mall, broken down into

satisfaction, indifference and dissatisfaction categories. The results indicated that there were 5 attributes about shopping mall with which consumers were satisfied, 3 attributes with which they were

dissatisfied and 3 attributes customers were neither satisfied nor dissatisfied.

Table 4: Customer satisfaction on various attributes of Promotion mix in Bengaluru shopping mall (N = 300)

S.No	Attributes of Promotion Mix	Satisfaction Mean 1	Expectation Mean 2	Mean Difference	t-value
1	Creation of awareness on products through promotion campaign	4.19 (0.732)	3.87 (0.739)	0.317	5.329** (0.000)
2	Promotion creates changes in attitude of shoppers.	3.99 (0.616)	3.80 (0.671)	0.190	3.613** (0.000)
3	Promotion reinforces positive behavior of the shoppers	4.07 (0.709)	3.99 (0.729)	0.080	1.363 (0.174)
4	Limited time offers are often quite attractive	4.01 (0.620)	3.98 (0.691)	0.030	0.559 (0.576)
5	Mall provides free offers to encourage consumer response	4.32 (0.729)	4.10 (0.762)	0.220	3.613** (0.000)
6	Mall maintains a community website to get feedback from customers	3.86 (0.712)	3.93 (0.796)	-0.050	0.811 (0.418)
7	Ads on mall are apparent at visually attractive places	3.95 (0.716)	3.91 (0.743)	0.040	0.6714 (0.502)
8	Availability of monetary and quantity benefits, like cash back/ refund, and free gifts.	4.12 (0.721)	3.93 (0.817)	0.190	3.020* (0.003)
9	Use of contests, scratch card, lucky draw, and anniversary/festival schemes	3.91 (0.717)	3.96 (0.821)	-0.050	0.795 (0.427)
10	Availability of weekly/monthly offers and product warranties.	4.17 (0.733)	3.97 (0.799)	0.197	3.195** (0.002)
11	Purchasing products at shopping malls is a status symbol	3.93 (0.715)	4.02 (0.784)	-0.090	1.469 (0.142)

Source: Primary Data **Significant at 0.01 level; *Significant at 0.05 level

Satisfying attributes

Results indicated that all customers were satisfied with “Creation of awareness on products through promotion campaign” “Promotion creates changes in attitude of shoppers”, “Mall provides free offers to encourage consumer response”, “Availability of monetary and quantity benefits, like cash back/ refund, and free gifts”, “Availability of weekly/monthly offers and product warranties”.

Indifferent attributes

“Promotion reinforces positive behaviour of the shoppers”, “Limited time offers are often quite attractive”, “Ads on mall are apparent at visually

attractive places”, are the attributes with which the customers were neutral.

Dissatisfying attributes

“Mall maintains a community website to get feedback from customers”, “Use of contests, scratch card, lucky draw, and anniversary/festival schemes”, “Purchasing products at shopping malls is a status symbol”, are the attributes with which customers were dissatisfied.

Reason: different kind of people will visit the mall so no need to see the community in the malls,

Suggestion: Since the expectation of the shopper is more than the perception on the attributes 6,9and 11, ‘malls need to maintain a community website to get

feedback from customers’, mall needs to offer branded products with attractive prices.

4.a: Reliability of scale and item-construct loading factors related to Promotion

S.No	Attribute Items	Scale mean if item deleted	Cronbach’s alpha if item deleted.
1	Creation of awareness on products through promotion campaign	39.74	.828
2	Promotion creates changes in attitude of shoppers.	39.72	.836
3	Promotion reinforces positive behaviour of the shoppers	39.62	.829
4	Limited time offers are often quite attractive	39.62	.839
5	Mall provides free offers to encourage consumer response	39.45	.839
6	Mall maintains a community website to get feedback from customers	39.78	.827
7	Ads on mall are apparent at visually attractive places	39.67	.830
8	Availability of monetary and quantity benefits, like cash back/ refund, and free gifts.	39.68	.827
9	Use of contests, scratch card, lucky draw, and anniversary/festival schemes	39.65	.829
10	Availability of weekly/monthly offers and product warranties.	39.59	.827
11	Purchasing products at shopping malls is a status symbol	39.59	.826
	<i>Mean</i>		43.61
	<i>Variance</i>		27.316
	<i>SD</i>		5.226
	<i>Cronbach’s alpha based on standardised items</i>		0.843
	<i>Cronbach’s alpha</i>		0.844
	<i>No of items</i>		11

Source: Primary data

It reveals that all the ten measurement scale items are reliable as the Cronbach alpha coefficient of 0.844 is more than the threshold level of 0.70. It has provided good estimates of internal consistency & liability, and also, the coefficient alpha values ranged between 0.826 and 0.839 for all the constructs. It indicates that the scales used in this study are reliable. It also clearly indicates that the above scale items are consistent with one other and they are reliable to measure the level of satisfaction in the performance of the shopping mall. So, it can be used for further analysis.
Shoppers Opinion on Employees Mix

Well trained staff is kept at stores to help people with their purchases. No three cities are on regular basis and more on monthly basis. Well-dressed staff improves the overall appearance of the stores. Using scenario planning as a tool, for making quick decisions, operating multiple counters for payment, staff at store to keep baggage, and security guards at every gate made for a customer-friendly atmosphere. The reputation of the brand rests in the people's hands. Therefore, both malls ensure that all people are appropriately trained, well-motivated and have the right attitude. As depicted in the table 5, the listed 10 attributes of people mix in shopping malls, are broken

down into satisfaction, indifference and dissatisfaction categories. The results indicated that there were 4 attributes with which consumers were satisfied, 3 attributes with which they were dissatisfied, and 3

other attributes with which consumers were neither satisfied nor dissatisfied.

Table 5: Customer satisfaction on various attributes of Employees mix in Bengaluru shopping mall

(N = 300)

S.No	Attributes of Employee mix	Satisfaction Mean 1	Expectation Mean 2	Mean Difference	t-value
1	Sales personnel are up-to-date on knowledge about products.	4.16 (0.768)	3.98 (0.701)	0.180	2.998** (0.002)
2	Employees are courteous.	4.05 (0.678)	3.37 (0.751)	0.680	11.641** (0.000)
3	Staff are efficient to solve my queries and to guide in my product choice.	4.04 (0.743)	4.09 (0.784)	-0.050	0.802 (0.423)
4	Employees spend reasonable time with consumers.	4.01 (0.620)	3.98 (0.691)	0.030	0.559 (0.576)
5	The willingness of attendants to offer assistance to shoppers.	4.02 (0.729)	4.10 (0.762)	-0.080	1.314 (0.189)
6	Staff have good negotiation capability.	3.97 (0.674)	4.03 (0.790)	-0.060	1.001 (0.317)
7	The staff actively inform the ongoing offers and promotions.	4.08 (0.720)	3.91 (0.742)	0.170	2.848* (0.005)
8	Availability of supporting staff.	4.05 (0.662)	3.93 (0.750)	0.120	2.078* (0.038)
9	The level of skills, motivation and experience of employees.	4.20 (0.688)	4.13 (0.774)	0.070	1.171 (0.242)
10	Employees are patient enough in dealing with shoppers.	3.91 (0.724)	3.82 (0.890)	0.090	1.359 (0.175)

Source: Primary Data **Significant at 0.01 level; *Significant at 0.05 level

Satisfying attributes

Results indicated that all customers were satisfied with " Sales personnel are up-to-date on knowledge about products ", " Employees are courteous ", "The staff actively inform the ongoing offers and promotions", "Availability of supporting staff".

Suggestion: Same status on attributes 1,2,7 and 8 has to be maintained.

Indifferent attributes

The customers are indifferent to " Employees spend reasonable time with consumers", "The level of skills, motivation and experience of employees", " Employees are patient enough in dealing with

shoppers", are the attributes with which the customers were neutral.

Dissatisfying attributes

The attributes " Staff are efficient to solve my queries and to guide in my product choice", "The willingness of attendants to offer assistance to shoppers", and " Staff have good negotiation capability" showed negative mean scores indicating that the customers were dissatisfied with them.

Suggestion

Since the expectation of the shopper is more than the perception on the attributes 3,5 and 6, efficient, committed, and knowledgeable staff has to be

appointed and give prompt service to the shoppers has to be improved for higher satisfaction.

5.a: Reliability of scale and item-construct loading factors related to Employees

S.No	Attribute Items	Scale mean if item deleted	Cronbach's alpha if item deleted.
1	Sales personnel are up-to-date on knowledge about products.	36.35	.822
2	Employees are courteous.	36.29	.844
3	Staff are efficient to solve my queries and to guide in my product choice.	36.34	.815
4	Employees spend reasonable time with consumers.	36.36	.819
5	The willingness of attendants to offer assistance to shoppers.	36.29	.815
6	Staff have good negotiation capability.	36.30	.819
7	The staff actively inform the ongoing offers and promotions.	36.28	.816
8	Availability of supporting staff.	36.32	.821
9	The level of skills, motivation and experience of employees.	36.20	.815
10	Employees are patient enough in dealing with shoppers.	36.21	.825
	<i>Mean</i>		40.33
	<i>Variance</i>		24.194
	<i>SD</i>		4.919
	<i>Cronbach's alpha based on standardised items</i>		0.837
	<i>Cronbach's alpha</i>		0.836
	<i>No of items</i>		10

Source: Primary data

It reveals that all the ten items are reliable as the Cronbach alpha coefficient of 0.836 is greater than the threshold level of 0.70. It has provided good estimates of internal consistency reliability, and also, the coefficient alpha values range between 0.815 and 0.844 for all the constructs. It indicates that the scales used in this study are reliable. It also clearly indicates that the above scale items are consistent with one other and they are reliable to measure the level of satisfaction on the people in shopping mall.

Shoppers Opinion Operations Mix (Process)

Many customers no longer simply buy a product or service - they invest in an entire experience that starts from the moment they discover your company and lasts through to purchase and beyond. That means the process of delivering the product or service, and the

behaviour of those who deliver it, are crucial to customer satisfaction. A user-friendly internet experience, waiting times, the information given to customers and the helpfulness of staff are vital to keep customers happy. Customers are not interested in the detail of how your business runs, just that the system works.

However, they may want reassurance they are buying from a reputable or 'authentic' supplier. Customers initially come into contact with your company - whether online or offline - and ensure the process there, from encounter to purchase, is seamless. Ensure that your systems are designed for the customer's benefit, not the company's convenience. Shopping mall places a lot of importance on the process right from the purchase till the delivery of goods. When

customers enter the stores, they can add the products which they purchase in their trolley from the racks. There are multiple counters where bills can be generated for the purchases made.

dissatisfaction categories. The results indicated that that there were 3 attributes about shopping malls with which consumers were satisfied, and 3 attributes with which they were dissatisfied. Consumers were neither satisfied nor dissatisfied with 4 other attributes.

Table 6 listed 10 process attributes. of the shopping malls, broken down into satisfaction, indifference and

Table 6: Customer satisfaction on various attributes of Operations mix in Bengaluru shopping mall (N = 300)

S.No	Attributes of Employee mix	Satisfaction Mean1	Expectation Mean 2	Mean Difference	t-value
1	Staff show concern and arrange the queuing up for payment properly.	4.06 (0.724)	3.98 (0.738)	0.080	1.340 (0.181)
2	Fixed timings of the opening and closing of shopping malls	3.93 (0.671)	3.87 (0.759)	0.060	1.026 (0.305)
3	Products are replenished without out-of-stock.	4.10 (0.727)	4.05 (0.774)	0.050	0.816 (0.415)
4	Various payment options are available.	3.97 (0.669)	3.79 (0.694)	0.180	3.234** (0.001)
5	Supervision of the parking process by security.	4.09 (0.712)	3.96 (0.860)	0.130	2.073* (0.039)
6	The speed in service delivery.	4.03 (0.717)	4.04 (0.746)	-0.010	0.167 (0.867)
7	Speedy and efficient processing of operations in the shopping mall.	4.08 (0.736)	4.06 (0.797)	0.020	0.319 (0.750)
8	Customers feel their transactions are safe in the mall.	4.04 (0.656)	3.92 (0.729)	0.120	2.119* (0.035)
9	Error free sales transactions and records provided by mall.	4.14 (0.736)	4.16 (0.797)	-0.020	0.319 (0.750)
10	Ease of walking between stores in mall.	4.10 (0.724)	4.18 (0.744)	-0.080	1.366 (0.173)

Source: Primary Data **Significant at 0.01 level; *Significant at 0.05 level

Satisfying attributes

Results indicated that surveyed customers were satisfied with " Various payment options are available", " Supervision of the parking process by security ", and " Customers feel their transactions are safe in the mall".

Suggestion: Same status on attributes 4,5 and 8 has to be maintained.

Indifferent attributes

"Effective and efficient consumer follow up process", " Staff show concern and arrange the queuing up for payment properly", " Fixed timings of the opening and closing of shopping malls ", "Products are replenished without out-of-stock", "Speedy and efficient processing of operations in the shopping mall", are found to be indifferent from customer satisfaction point of view.

Dissatisfying attributes

" The speed in service delivery", " Error free sales transactions and records provided by mall " and " Ease of walking between stores in mall" were found to be dissatisfying variables.

Suggestion: Since the expectation of the shopper is more than the perception on the attributes 6,9 and 10, shopping malls establishing clear goals and performance standards, involving citizens in the

service delivery process, using performance data to drive continuous improvement, investing in training and professional development, simplifying policies and procedures, using technology to improve efficiency, have to be improved. Ask a respected peer to monitor your sales interactions and provide advice about where you need work. Then schedule a regular time every week to work on those skills.

6.a: Reliability of scale and item-construct loading factors related to Operations

S.No	Attribute Items	Scale mean if item deleted	Cronbach's alpha if item deleted.
1	Staff show concern and arrange the queuing up for payment properly.	36.24	.823
2	Fixed timings of the opening and closing of shopping malls	36.20	.828
3	Products are replenished without out-of-stock.	36.07	.814
4	Various payment options are available.	36.13	.827
5	Supervision of the parking process by security.	36.07	.812
6	The speed in service delivery.	36.09	.831
7	Speedy and efficient processing of operations in the shopping mall.	36.06	.815
8	Customers feel their transactions are safe in the mall.	36.15	.819
9	Error free sales transactions and records provided by mall.	36.04	.818
10	Ease of walking between stores in mall.	36.08	.824
	<i>Mean</i>		40.13
	<i>Variance</i>		23.375
	<i>SD</i>		4.835
	<i>Cronbach's alpha based on standardised items</i>		0.835
	<i>Cronbach's alpha</i>		0.836
	<i>No of items</i>		10

Source: Primary data

It reveals that all the ten items are reliable as the Cronbach alpha coefficient of 0.836 is greater than the threshold level of 0.70. It has provided good estimates of internal consistency reliability, and also, the coefficient alpha values ranged between 0.815 and 0.831 for all the constructs. It indicates that the scales used in this study are reliable. It also clearly indicates that the above scale items are consistent with one other and they are reliable to measure the level of satisfaction in the delivery process in shopping mall. Shoppers Opinion on Physical Evidence

Products in shopping mall are properly stacked in appropriate racks. There are different departments in the store which display similar kind of products. Throughout the store there are boards/written displays put up which help in identifying the location of a product. Moreover, boards are put up above the products which give information about the products, its price and offers. Shopping malls has a 'rectangle shaped' and well planned & designed. As depicted in the table 7, physical evidence listed 11 attributes of the shopping malls, broken down into satisfaction, indifference and dissatisfaction categories. The results

indicated that there were 5 and 3 attributes about which consumers were satisfied, and dissatisfied

respectively. Consumers were neither satisfied nor dissatisfied with 3 other attributes.

Table 7: Customer satisfaction on various attributes of Physical Environment mix in Bengaluru shopping mall (N = 300)

S.No	Attributes of Physical Environment Mix	Satisfaction Mean 1	Expectation Mean 2	Mean Difference	t-value
1	Mall has emergency exits and CCTV cameras	4.17 (0.759)	3.85 (0.746)	0.320	5.208 (0.000)
2	The existence of play area and amusement parks for children	3.96 (0.619)	3.98 (0.672)	-0.020	0.379 (0.705)
3	The architectural design of a mall is very attractive.	3.79 (0.672)	3.75 (0.741)	0.040	0.693 (0.489)
4	Ambient conditions like sound, temperature, music, smell quality, etc. are important	3.98 (0.691)	3.85 (0.776)	0.130	2.167* (0.031)
5	Restrooms and smoking areas	3.94 (0.727)	4.08 (0.757)	-0.140	2.310* (0.021)
6	Convenient parking area	3.98 (0.769)	4.02 (0.816)	-0.040	0.618 (0.537)
7	Information desk facility	4.01 (0.664)	3.95 (0.739)	0.060	1.046 (0.296)
8	Employee's dress and uniform are appealing.	3.99 (0.713)	3.790 (0.793)	0.200	3.248** (0.001)
9	Hygienic maintenance of mall.	4.00 (0.687)	3.79 (0.797)	0.210	3.457** (0.001)
10	Availability of ATM machines	3.99 (0.718)	3.91 (0.734)	0.080	1.350 (0.178)
11	It is a good place to spend with family and friends.	4.09 (0.681)	3.92 (0.771)	0.170	2.862* (0.004)

Source: Primary Data **Significant at 0.01 level; *Significant at 0.05 level

Satisfying attributes

Results indicated that all the customers were satisfied with “Mall has emergency exits and CCTV cameras”, “Ambient conditions like sound, temperature, music, smell quality, etc. are important”, “Employee’s dress and uniform are appealing”, “Hygienic maintenance of mall”, “It is a good place to spend with family and friends”.

Suggestion: Same status on attributes 1,4,8,9 and 11 has to be maintained.

Indifferent attributes

The customers were indifferent to “The architectural design of a mall is very attractive”, “Information desk facility”, “Availability of ATM machines”.

Dissatisfying attributes

Results indicated that customers were dissatisfied with " The existence of play area and amusement parks for children", " Restrooms and smoking areas", “Convenient parking area”.

Suggestion

Since the perception of the shopper is less than the expectation on the attributes 2, 5 and 6, play area, restrooms, parking area have to be improved for the better satisfaction of the shoppers.

7.a: Reliability of scale and item-construct loading factors related to Physical Environment

S.No	Attribute Items	Scale mean if item deleted	Cronbach's alpha if item deleted.
1	Mall has emergency exits and CCTV cameras	40.24	.824
2	The existence of play area and amusement parks for children	40.10	.835
3	The architectural design of a mall is very attractive.	40.16	.819
4	Ambient conditions like sound, temperature, music, smell quality, etc. are important	40.17	.823
5	Restrooms and smoking areas	40.01	.833
6	Convenient parking area	40.07	.824
7	Information desk facility	40.03	.828
8	Employee's dress and uniform are appealing.	40.09	.821
9	Hygienic maintenance of mall.	40.07	.821
10	Availability of ATM machines	39.96	.825
11	It is a good place to spend with family and friends.	39.97	.822
	<i>Mean</i>		44.09
	<i>Variance</i>		26.661
	<i>SD</i>		5.163
	<i>Cronbach's alpha based on standardised items</i>		0.838
	<i>Cronbach's alpha</i>		0.838
	<i>No of items</i>		11

Source: Primary data

It reveals that all the ten scale items are reliable as the Cronbach alpha coefficient of 0.838 is greater than the threshold level of 0.70. It has provided good estimates of internal consistency reliability, and also, the coefficient alpha values ranged between 0.819 and 0.835 for all the constructs. It indicates that the scales used in this study are reliable. It also clearly indicates that the above scale items are consistent with one other and they are reliable to measure the level of satisfaction in the performance of the physical evidence in shopping malls.

CONCLUSION

The study compared customer's expectations and perception towards 7Ps on different attributes and categorized the mix into satisfied attributes, indifferent attributes and dissatisfied attributes. In Bengaluru shopping mall attributes, the current retailing marketing faces challenges in two major areas: a. Creating marketing strategy in the store and b. Converting browsers into buyers. Creating marketing strategy in the store starts with building the store

brand, positioning the store, profiling target customers and understanding their buying behaviour, defining the retail marketing mix, creating customer relationship and loyalty, and direct marketing. Micro marketing is a significant strategy as it totally focuses on the target consumer. The store brand is built on such parameters as merchandise category, price / quality, specific attributes of benefits, and lifestyle activity, etc.

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