MALL TALK

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COO'S DESK

Anjeev Kumar Srivastava,
COO, SCAI

The month of September brings us closer to the end of the year and it is always a reminder that winter is round the corner and so is the festivities. This is that time of the year when all shopping centres are gearing up to plan a festive celebration that allows the customers to rejoice and enjoy their community time with friends and family.

Post-COVID, the idea of shopping centres has drastically changed and keeping the community aspect at the centre of every decision, every strategy revolves around offering the customers the right ambience for them to spend maximum time within the premises.

I am hopeful that September this year will be special for the shopping centres as they plan to think differently to allure customers to the shopping malls and give them a perfect space to mingle and enjoy a good time whenever they are at the malls.

It is very interesting to see that every shopping mall today is depending on a strong marketing team to strategize the round the year campaigns and ideas that help the malls hit the right footfalls. It is a very planned approach now and unlike before the teams are conscious of the trends and uses a versatile intelligent tool-mix to build mind-grabbing campaigns.

This issue looks at such interesting methods and takes a deep dive into the approaches. Let's hope that it only gets more promising from here on.

MALL TALK

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COVER STORY

AI: EMPOWERING & ENERGIZING MARKETING APPROACHES

AI has been redefining the idea of doing business in varied ways. It has helped streamline operations, give action and perspective to ideas, and ushered as a support system for every industry. Let's understand how AI is helping the shopping centres fine tune their marketing approaches.

**Prasad Rane,
CMO, PPZ puts his views.**

At PPZ, we are harnessing the power of AI for our marketing and communication. For instance, we employ AI-powered chatbots to engage with visitors on our mall's website and social media platforms. These chatbots provide instant responses to inquiries, ensuring a seamless customer experience. Furthermore, we've utilized AI algorithms to analyse customer behaviour and preferences, helping us tailor personalized offers and recommendations. AI holds immense promise in the realm of mall marketing. It's not just a technological trend but a strategic shift that empowers us to understand customer preferences on a granular level. By harnessing AI's predictive analytics, we can anticipate trends, optimize promotional efforts, and enhance customer engagement. At PPZ, we view AI as a catalyst for creating hyper-personalized experiences. By analysing data points like footfalls patterns, purchasing behaviours, and even social media interactions, AI empowers us to deliver relevant and timely content to our visitors, driving higher engagement and loyalty.

AI is revolutionizing marketing by enabling us to move from generic campaigns to hyper-personalized interactions. It's like having a virtual assistant that comprehends customer behaviour, enabling us to create targeted content, offers, and experiences. This level of personalization fosters deeper connections with our visitors, driving loyalty and repeat visits. At PPZ, we believe AI will facilitate a shift from mass communication to one-on-one engagements, where each visitor feels uniquely valued. AI is clearly more of an enabler than a replacement. While AI automates repetitive tasks like data analysis and lead scoring, it empowers marketers to focus on creativity, strategy, and building authentic relationships. Moreover, AI amplifies the effectiveness of human efforts by providing insights that shape our marketing construct and strategies.

The future of mall marketing is exciting with AI at the helm. We envision AI-powered recommendation systems that guide shoppers through personalized routes in the mall, enhancing their experiences and encouraging longer stays (dwell time) Furthermore, AI could facilitate real-time offers based on footfalls traffic and shopper preferences, making visits even more enticing. In conclusion, AI is not just a tool; it's a transformational force that's reshaping how we connect with our customers. As AI continues to evolve, mall marketing will evolve with it, ushering in a new era of hyper-personalized experiences and seamless customer journeys over the course of time. Imagine personalized digital concierges guiding visitors through malls, suggesting stores, restaurants, and events based on their interests. AI will continue to reshape mall marketing, making it more engaging, efficient, and customer centric. Our AI-driven approach reflects our dedication to fostering meaningful connections between brands, shoppers, and shopping centres.

Gitanjali Singh, Head Marketing – Select CITYWALK shares her views.

As a mall business unit, we truly feel that we can leverage powerful AI tools to understand our customers better, strengthen tenant mix, proactively manage tenant performance, and optimize marketing ROI. We have been using data segmentation to optimize our communication mediums and reach out more effectively to our relevant target audience. Practical application of data analysis and artificial intelligence techniques can help solve a specific business objective like increasing footfall levels in a mall or to achieve increasing marketing ROI. It involves leveraging data and AI tools to generate actionable insights and drive informed decision-making. For example, a powerful tool for mall managers is the 'Heatmap Analysis' that helps in providing visibility on tenant performance, footfall performance, and optimization of mall layout. Visitor traffic can include data from Wi-Fi or beacon technology, footfall counters, or cameras to track movement and create a visual representation of their behaviour in the form of a heatmap. This type of analysis allows mall owners to identify high-traffic areas, such as popular stores or attractions, and cross that with low performing zones/tenants that may require attention. By analyzing these patterns, operators can make strategic decisions on store placements, tenant mix, and promotional activities to optimize layouts and improve visitor experience.

Dhiraj Kumar, Vice President – Marketing, Trehan IRIS shares his thoughts.

AI is transforming the way we live, work, and play. By assisting in automating tasks, making predictions, and providing personalized experiences in various domains, AI is emerging as a call of the hour. We use AI SEO and other digital tools in our marketing strategy. It helps in identifying opportunities for content optimization thus pushing the business and its marketing campaigns to stay ahead of the curve and growing its reach organically across the target audience. Leveraging AI SEO tools enables to the generation of accurate content thus leading the wider reach and higher footfall on the campaigns and websites. AI has become an important aspect of our lives today. By offering innumerable benefits across sectors, it stands relevant in marketing as well. With the help of AI, marketers can process large databases and understand client and customer behaviour, and their preferences, thus facilitating personalized communication and experiences that may lead to stronger customer relationships and enhanced loyalty towards businesses. AI plays an integral role in designing customized marketing strategies and campaigns by identifying the target audience's interests, demographics, and buying patterns which helps in understanding the target audience effectively. Besides, automation optimizes tasks like advertising, lead generation, social media marketing, SEO, and email marketing, leading to efficient and effective marketing along with improved ROI. Additionally, AI can be used to detect fraudulent activity, such as click fraud and bot traffic, and help

protect businesses from financial losses and ensure that their marketing campaigns reach genuine people.

The use of AI in marketing has evolved significantly in recent years, from simple automation tools to sophisticated machine learning algorithms. The earliest forms of AI in marketing were rule-based systems that automated simple tasks, such as sending emails or scheduling social media posts. Now, AI has reshaped the face of marketing by revolutionizing how businesses connect with their audience efficiently and optimize their strategies. It is driving data-driven decision-making through efficient data analysis, enabling hyper-personalization to customised content and experiences for individual customers. AI-driven automation streamlines processes, from content creation to advertising campaigns, ensuring more effective resource utilization. This technology enhances customer support through chatbots and refines targeting through "predictive analytics". AI can predict future trends by identifying the products or services that are likely to become a trend in the future. Despite its transformative power, maintaining ethical AI practices and human oversight remains crucial to ensure transparency, fairness, and alignment with business goals.

AI is ready to revolutionize mall marketing by offering personalized customer experiences through data analysis, enabling virtual shopping assistants, predicting trends for effective stock management, and optimizing store layouts using foot traffic data. Targeted ads, dynamic pricing, and AI-driven chatbots will enhance engagement, while Augmented Reality shopping will provide immersive shopping experiences, allowing customers to virtually try on products before making a purchase. AI's data-driven insights will empower retailers to make informed decisions, from inventory management to marketing strategies, while also boosting security through real-time analytics. Operational efficiency may lead to cost savings and improved customer experiences whereas, feedback analysis will help in providing valuable insights for continuous improvement in offering better brand experiences. Besides, e-commerce integration will bridge the gap between physical and online shopping experiences by integrating online and offline data, enabling seamless omni-channel strategies. Additionally, sustainability efforts will further transform malls into dynamic, customer-centric hubs, adapting to evolving market trends for enhanced growth.

AI has the potential to automate certain tasks and enhance efficiency in marketing. It complements marketing by handling repetitive tasks, optimizing campaigns, and providing insights. However, it is essential to understand that AI is a tool, and it is up to humans to decide how to use it. AI is not a replacement for human creativity, intuition, and judgment. Instead, it should be used to augment these skills and enable marketers to do their jobs better. AI can generate ideas, but they are not as creative as humans. Also, it cannot build relationships with customers in the same way as humans and lacks the emotional intelligence and social skills necessary to connect with people on a personal level. AI cannot make decisions on its own, rather needs human input to determine what course of action to take. Hence, AI, regardless of offering several benefits, will not replace marketers, but it will change the way they work.

MALL TALK

STRATEGY TALK

EFFECTIVE STRATEGIES TO MINIMIZE COMMON AREA MAINTENANCE (CAM) LOSSES

Common Area Maintenance (CAM) losses can significantly impact the profitability of property owners and managers. However, by implementing effective strategies and adopting a proactive approach, it is possible to minimize CAM losses and optimize the financial performance of commercial properties. In this comprehensive article, we will explore a variety of techniques, best practices, and innovative approaches to help you minimize CAM losses and maximize profitability.

Conduct a Comprehensive CAM Audit :
Begin by conducting a thorough CAM audit to gain a comprehensive understanding of your property's maintenance needs. Assess the condition of common areas, identify areas of inefficiency, and prioritize maintenance requirements. This audit will serve as a baseline for future improvements and allow you to allocate resources effectively.

Develop a Preventive Maintenance Program :
Implementing a preventive maintenance program is crucial for minimizing CAM losses. Regularly inspect and maintain common areas, identifying and addressing potential issues before they escalate into costly repairs. Develop a detailed maintenance schedule, including tasks such as HVAC system maintenance, plumbing inspections, landscaping, and regular equipment servicing. This proactive approach will extend the lifespan of assets, reduce unexpected breakdowns, and ultimately minimize overall maintenance expenses.

Optimize Vendor Management :
Vendor management plays a key role in minimizing CAM losses. Regularly review vendor contracts and seek opportunities for cost savings and improved service. Consolidate contracts with a single vendor for multiple services to negotiate competitive rates and secure favorable pricing. Continuously evaluate vendor performance, communicate expectations clearly, and establish service level agreements to ensure quality service delivery.

Energy Efficiency Initiatives :
Implementing energy-efficient measures can significantly reduce CAM losses associated with utilities. Upgrade to energy-efficient lighting, such as LED bulbs, and install motion sensors to minimize unnecessary usage. Consider investing in renewable energy sources, such as solar panels, to generate power for common areas. Implement smart building automation systems to monitor energy consumption and identify areas for improvement. These initiatives not only reduce operational costs but also contribute to environmental sustainability.

Implement Effective Cleaning and Janitorial Practices :
Maintaining cleanliness and hygiene in common areas is essential for minimizing CAM losses. Develop a comprehensive cleaning and janitorial program that includes regular cleaning schedules, waste management protocols, and proper maintenance of fixtures and amenities. Establish clear guidelines for tenants to ensure their responsibility in maintaining the cleanliness and condition of shared spaces.

BENU SEHGAL – COO, GULSHAN ONE29

Outsource janitorial services to professional cleaning companies, as they can offer cost-effective solutions and specialized expertise.

Utilize Technology for Efficient Operations :

Leverage technology and software solutions to streamline CAM operations and minimize losses. Implement computerized maintenance management systems (CMMS) to track and manage maintenance requests, work orders, and preventive maintenance schedules. Utilize mobile apps for real-time reporting and communication between property managers, vendors, and tenants. Embrace smart building technologies, such as IoT sensors and automation, to monitor equipment performance, detect issues, and facilitate prompt repairs.

Strengthen Tenant Communication and Engagement:

Effective communication and tenant engagement are essential for minimizing CAM losses. Establish clear communication channels with tenants to address maintenance concerns promptly. Implement regular surveys or feedback mechanisms to understand tenant satisfaction and identify areas for improvement. Educate tenants on their responsibilities regarding common area maintenance and encourage their participation in sustainable practices.

Regular Financial Analysis and Budgeting :

Regular financial analysis and budgeting are critical for minimizing CAM losses. Review CAM budgets periodically to identify areas of overspending or potential cost savings.

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CEO TALK

IN CONVERSATION

We speak to the visionary **Abhishek Bansal, Executive Director, Pacific Development Corporation Limited** to understand his take on leadership and what he is doing to create that difference in the industry.

What does the future of Shopping Malls in India look like?

Some of the evolutionary trends in shopping malls space are listed below.

Entertainment and Experience Focus: Traditional Shopping cannot happen 12 months a year but Entertainment& Experiential Gaming Zone can. New essentials for a mall are theme parks, virtual reality experiences, gaming zones, live performances, and interactive installations.

Sustainable Design and Operations : Malls will adopt sustainable design practices and operational strategies to reduce their environmental footprint. This includes energy-efficient lighting, HVAC systems, waste management, and water conservation measures. Incorporating green spaces, natural lighting, and efficient transportation options can also enhance the mall's sustainability.

Food and Dining Experiences : Food courts might evolve into gourmet dining destinations, offering a wide variety of cuisines and unique dining experiences. In addition to traditional food courts, upscale restaurants and cafes could become a significant draw for mall visitors.

Virtual Reality and Augmented Reality : With advancements in technology, malls might leverage virtual reality (VR) and augmented reality (AR) to enhance the shopping experience. Customers could use AR to try on virtual clothing or use VR to explore products before making a purchase decision.

Community and Gathering Spaces: Malls might transform into community centers where people gather not only for shopping but also for cultural events, workshops, and social interactions. They could host workshops, seminars, art exhibitions, and local community activities.

Health and Wellness: The focus on health and wellness could extend to malls, with the inclusion of fitness centers, yoga studios, wellness spas, and health-focused stores. Consumers' growing interest in health could drive this trend.

E-commerce Integration : Malls might collaborate with e-commerce platforms to create pick-up centers for online orders. This could offer customers the convenience of online shopping while also bringing foot traffic to physical mall spaces.

People are mainly visiting shopping malls for multiplexes and dinning. They choose to shop from high streets rather than Malls. How should shopping malls tackle this challenge?

The above statement is not true. F&B and Entertainment contribute between 16 to 18% of mall business rest is from other categories like Fashion, Sports, Skin Care,Jewelry, Home, Electronicsetc.
In Delhi & NCR context high streets may offer unique and specialized products that aren't commonly found in larger shopping malls. Also smaller, local shops can offer a more personalized shopping experience. Staff in these shops may know regular customers and their preferences, leading to a more tailored and welcoming
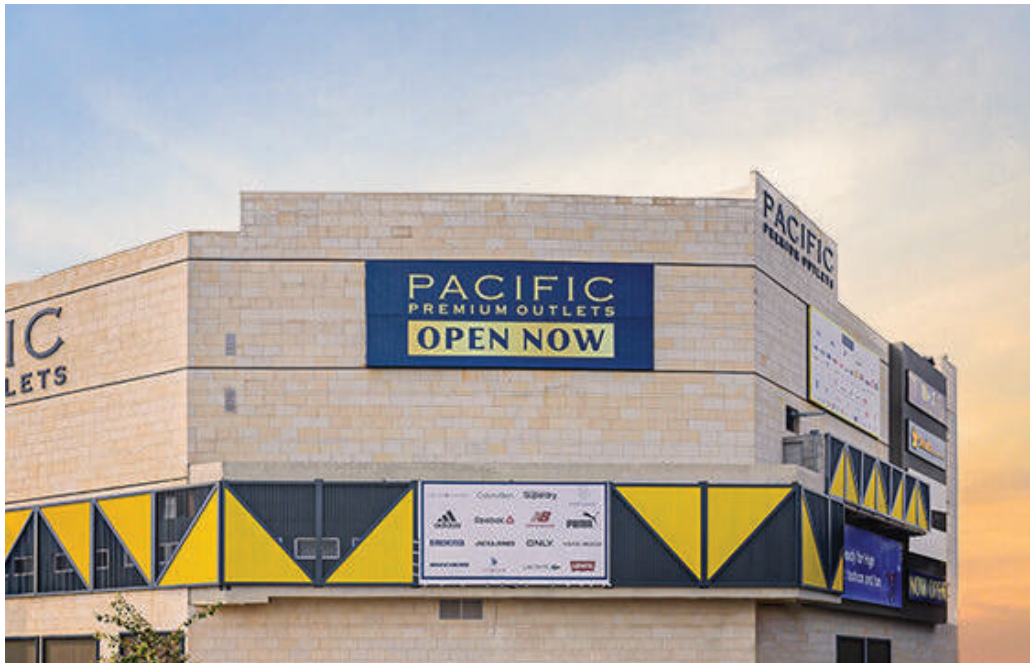
atmosphere. Other than that, high street cannot match to the convenience & amenities that a good mall provides as essential services.

For Example, South Extension Market used to be popular before the advent of South Delhi Malls, once malls opened footfalls dropped & brands shifted to malls. Only specialized brands in categories like Occasional Wear & Jewelry were able to sustain business in that market.

How should Mall tackle this challenge?
High Street Markets are not a challenge to Mall.
To improve footfalls from high street markets Mall, must work on their

strength. Service must be top notch like Air Conditioning, Hygiene Standards of Mall, Parking Services, Security Services etc. In all these aspects high street cannot match mall amenities & services.

In terms of brand mix popular local brands or traditional retailers can be added into the mall. We at Pacific have added such a mix to our food court offering, which is successful.

What should shopping malls do to become the primary purchasing destination for Indian?
To become the primary purchasing destination for Indian consumers, shopping malls need to adapt to changing consumer behaviors, preferences, and

expectations. Here are some strategies that shopping malls can consider:

1. Retail (Tenant) Mix : Curate a diverse mix of stores that cater to a wide range of consumer preferences.Include both global and local brands, as well as a mix of luxury, mid-range, and budget options to attract a broader demographic.

2. Entertainment and Experiences : Focus on providing unique and immersive experiences beyond just shopping. Integrate entertainment options such as movie theaters, gaming zones, virtual reality experiences, and live performances to attract visitors looking for a complete day out.

3. Food and Dining Variety : Create a vibrant dining scene with a diverse range of food and beverage options. From local street food to global cuisines and upscale restaurants, offer a variety that appeals to different tastes.

4. Technology Integration : Embrace technology to enhance the shopping experience. Implement mobile apps for navigation, personalized offers, and online ordering. Use augmented reality (AR) for virtual try-ons and interactive displays.

5. Omni channel Approach : Integrate online and offline shopping seamlessly. Offer options for online ordering with in-mall pickup, returns, and home delivery. Provide consistent brand experience across all channels.

6. Community Engagement : Create a sense of community by hosting events, workshops, and cultural activities that resonate with local interests and festivals. These events can attract foot traffic and foster loyalty among visitors.

7. Sustainability and Green Spaces: Emphasize sustainability by incorporating eco-friendly practices and green spaces. Shoppers are increasingly conscious of environmental impact, and malls that reflect these values can attract a dedicated customer base.

8. Personalized Shopping : Leverage data analytics understand consumer preferences and offer personalized recommendations. This can enhance the shopping experience and encourage repeat visits.

9. Family-Friendly Amenities : Cater to families by providing facilities such as children's play areas, family lounges, and diaper-changing stations. Family-friendly environments encourage longer stays and repeat visits.

10. Safety and Hygiene : Ensure strict adherence to health and safety standards. Regular sanitation, touchless technology, and crowd management strategies are essential to create a safe and comfortable environment for shoppers.

11. Effective Marketing : Develop engaging marketing campaigns that highlight the mall's unique offerings, special events, and promotions. Utilize both online and traditional marketing channels to reach a wider audience.

12. Accessibility and Convenience : Provide ample parking, easy access to public transportation, and services for visitors with special needs. Convenience plays a significant role in attracting and retaining customers.

13. Continuous Innovation : Stay updated with consumer trends and industry developments. Be willing to adapt and innovate to remain relevant and appealing to shoppers.

How have the purchasing habits of Indian consumers evolved in the last 5 years. How do you modify your strategy to adapt to the ever-evolving purchasing habits?

Over the past 5 years, the purchasing habits of Indian consumers have undergone significant changes due to various

factors such as increased internet penetration, changing demographics, technological advancements, and shifts in consumer preferences. Here are some ways purchasing habits have evolved:

1. E-Commerce Adoption : There has been a notable increase in online shopping. More consumers are now comfortable buying products ranging from electronics to clothing and groceries online.

2. Mobile Shopping : Mobile devices have become the primary platform for online shopping. Consumers are using smartphones for browsing products, comparing prices, and making purchases.

3. Rise of Digital Payments : The use of digital payment methods, such as mobile wallets and UPI, has grown significantly, making online transactions more convenient and seamless.

4. Omnichannel Shopping : Consumers are blending online and offline shopping experiences. They might research products online and then make purchases in physical stores, or vice versa.

5. Health and Wellness Focus : Consumers are increasingly seek-ing health-conscious products, leading to a rise in demand for organic, natural, and sustainable products.

6. Experience-Oriented Purchases : Consumers are valuing experiences over possessions. This has led to increased spending on travel, dining, entertainment, and leisure activities.

7. Social Media Influence : Social media platforms have become influential in shaping consumer choices. Many consumers discover products, read reviews, and get recommendations through platforms like Instagram and TikTok.

8. Personalization : Consumers expect personalized shopping experiences, from product recommendations to tailored offers based on their preferences and browsing history.

9. Conscious Consumerism : More consumers are making ethical and environmentally conscious choices, opting for brands that align with their values.

To adapt to these evolving purchasing habits, businesses and retailers need to modify their strategies:

1. Social Media Engagement : Actively engage on social media platforms to showcase products, respond to customer inquiries, and leverage influencer partnerships.

2. Multiple Payment Options : Offer various digital payment methods to cater to different preferences and increase convenience for customers.

3. Omnichannel Approach : Integrate online and offline shopping experiences. Allow customers to order online and pick up in-store or vice versa.

4. Eco-Friendly Initiatives : Highlight sustainable and eco-friendly products in your offerings to cater to conscious consumers.

5. Experiential Elements : If possible, create in-store experiences or events that go beyond shopping, enhancing the overall customer journey.

6. Collaborations and Local Partnerships : Collaborate with local artisans, brands, and influencers to tap into the demand for unique and local products.

7. Continuous Innovation : Stay updated on industry trends, technological advancements, and consumer preferences. Be willing to adapt and innovate to meet evolving demands.

8. Customer Feedback : Regularly seek feedback from customers and use it to make improvements in your products, services, and shopping experience.

9. Data Security : Prioritize data security and reassure customers that their personal and financial information is safe when shopping online.

How will shopping malls evolve in the next 5 years?

1. Experience-Centric Approach : Shopping malls are likely to continue shifting from being purely transactional spaces to becoming more experiential destinations. This could involve integrating entertainment options like virtual reality experiences, augmented reality games, indoor theme parks, interactive art installations, and live performances to attract visitors.

2. Technology Integration : With the advancement of technology, shopping malls may incorporate more cutting-edge features such as smart mirrors, augmented reality shopping guides, and contactless payment methods to enhance the overall shopping experience.

3. E-Commerce Integration : Malls might further integrate online and offline shopping experiences. This could involve offering seamless click-and-collect services, enabling shoppers to order online and pick up their purchases from the mall, or providing options for virtual shopping assistants who guide customers through their purchases remotely.

4. Diverse Tenant Mix : To remain relevant, malls could focus on curating a diverse mix of tenants beyond traditional retail stores. This might include a blend of dining options, co-working spaces, fitness centers, wellness facilities, pop-up stores, and local artisanal shops.

5. Sustainability and Wellness : With growing awareness of environmental issues and health concerns, shopping malls could prioritize sustainability initiatives and wellness features. This could involve incorporating green spaces, eco-friendly designs, and health-focused amenities like meditation rooms or wellness centers.

6. Community and Events : Malls may increasingly serve as community hubs by hosting events, workshops, and classes. These could include cooking classes, fitness sessions, art exhibitions, book readings, and other activities that encourage people to spend time together.

7. Personalization : Through data analytics and AI, malls might offer more personalized shopping experiences. This could involve sending tailored promotions, recommendations, and discounts to shoppers based on their preferences and past behaviors.

8. Social Media Integration : Malls may leverage social media platforms to connect with shoppers and create a sense of community. User-generated content, influencer collaborations, and interactive campaigns might be used to engage customers both online and offline.

9. Adaptive Design : To remain flexible and adaptive, malls might be designed with modular spaces that can easily be reconfigured to accommodate changing tenant needs and consumer preferences.

10. Health and Safety : The COVID-19 pandemic has heightened the focus on health and safety. In the next 5 years, malls might continue to implement measures like improved ventilation systems, touchless technology, and sanitation protocols to ensure the well-being of shoppers.

How do you define success?

Generally, success is the achievement of a desired outcome after a well-planned strategy execution. It should not only reflect the company's balance sheet but also brand positioning and its image in the segment. It should reflect on an individual's personal & professional growth.

Success can involve achieving a balance between different areas of your life, such as work, family, health, and personal interests. Prioritizing your well-being and maintaining harmony in these aspects can be a measure of success.

What is the biggest strength of your company?

For Pacific Group the biggest strength is leadership, Promoters with vast experience are personally involved in all aspects of the business with experienced professionals leading each department.

How do you create a working environment to get the best results from your team?

Clear Vision and Goals: Ensure that your team understands the organization's vision, mission, and goals. Clear communication of the bigger picture helps team members see how their work contributes to the overall success.

Empowerment and Autonomy: Provide your team with the autonomy to make decisions and take ownership of their projects. Empowered employees are often more engaged and motivated to deliver their best work.

Clear Expectations : Set clear and realistic expectations for tasks, projects, and performance. Clarity helps prevent misunderstandings and allows team members to focus on their responsibilities.

Open and Transparent Communication : Foster an environment where communication flows freely. Encourage open dialogue, active listening, and the sharing of ideas and concerns. Regularly update your team on important information and changes.

Supportive Leadership : Be an approachable and supportive leader. Provide guidance and mentorship while also allowing your team to learn from their mistakes. Offer feedback and praise for their efforts.

Collaborative Environment : Foster a sense of teamwork and collaboration. Encourage cross-functional collaboration and create opportunities for brainstorming and sharing ideas.

Feedback Culture : Create a culture where feedback is welcomed, and constructive criticism is given with the intention of improvement. Regular feedback sessions can lead to continuous growth.

Resource Allocation : Ensure that your team has the necessary resources, tools, and support to carry out their tasks effectively. Remove any barriers that might hinder their productivity.

How do you deal with pressure at the workplace?

Being Organized : To makenotes works well for being organized and meeting or talking to all the heads of the department gives stocks of the situation and further planning becomes easy.
Priority of tasks for me and my team is cleared on daily basis so that there is no last minute's hustle. Break down complex tasks into smaller, manageable steps. This approach makes the work feel less daunting and allows us to track progress more effectively.

Delegate When Possible : Delegate tasks with clarity of execution & expected results. Delegation not only lightens workload but also empowers team members.

Focus on Solutions : Instead of fixating on the problem, concentrate on finding solutions. A problem -solving mindset can help address challenges more effectively.

How do you deal with the challenges which you face while managing man power?
Open & Clear communication with team members. Encourage them to communicate their concerns or ideas as well.

Set Clear Expectations : Clearly define roles, responsibilities, and performance expectations for each team member. When everyone knows their responsibilities, it reduces confusion and helps tasks run smoothly.

Empowerment : Delegate tasks based on team members' strengths and skills. Empower them to make decisions within their roles, fostering a sense of ownership and boosting their confidence.

Provide Training and Development : Invest in your team's professional growth by offering training and development opportunities. This not only improves their skills but also enhances their job satisfaction.

Address Conflict Promptly : Address conflicts and issues within the team promptly and impartially. Encourage open dialogue to resolve misunderstandings and promote a harmonious work environment.

Promote Collaboration : Encourage collaboration and teamwork. Create opportunities for team members to share ideas, work together on projects, and learn from each other.

Motivation and Recognition : Recognize and appreciate your team's efforts and achievements. Motivated employees tend to be more engaged and productive.

Lead by Example : Demonstrate the qualities and behaviors you expect from your team. Be punctual, reliable, and respectful to set a positive example.

Regular Check-Ins : Conduct regular one-on-one meetings to discuss goals, progress, challenges, and growth opportunities. These meetings build rapport and provide a platform for open communication.

Problem-Solving Approach : When facing challenges, involve your team in finding solutions. Collaborative problem-solving can lead to innovative approaches.

Be Available and Approachable: Make yourself accessible to your team members. An approachable attitude encourages them to reach out when they need guidance or support.

Conflict Resolution : Conflicts are natural in any group. Address conflicts promptly and professionally, focusing on finding mutually beneficial solutions rather than assigning blame.

TECH BYTES

FUTURISTIC TECH FOCUS FOR GROWTH

In recent years, the world of marketing has experienced a significant transformation with the rise of digital trends like influencer marketing, user-generated content (UGC), artificial intelligence (AI) and machine learning (ML).These developments have revolutionised traditional marketing strategies and opened new opportunities and challenges for brands and agencies.

More specifically, the emergence of these trends has led marketers to rethink their approach to the ways they create.The convergence of creative execution, social and digital activation, content, and data-driven intelligence has allowed for broader audience reach and cost-effective campaigns. The ability to leverage data and analytics for decision-making has given marketers the power to optimise their efforts continually. Let's look deep into these trends and growth narratives.

Personalising Narratives

One significant advancement driven by data analytics and AI is personalisation.Marketers can tailor content and marketing communications in real-time based on user interactions, making for more engaging and relevant experiences.The integration of natural language processing has also enabled automated customer services, offering immediate and tailored responses to customer queries. Leveraging technology effectively is key to optimising marketing efforts.

Creative Approach

Instead of replacing marketers, AI and other technologies empower creatives to explore new avenues and make data-driven decisions. A test-and-learn approach, coupled with continuous optimisation based on AI insights, will ensure marketing strategies stay ahead of the curve.The same principle can be applied to execution. For example, how do we leverage tools such as Adobe's Firefly to enhance and roll out more assets that are already informed by data and predictability?

Traditional to tech-oriented

Another challenge often faced by agencies and even internal marketing teams is the gap between technologically driven campaigns and the decision-makers inclination towards traditional approaches. Bridging this divide requires education and showcasing the impact of innovative strategies on brand success.

It is the agency or marketer's role to provide perspective on the next steps for the brand and how to evolve traditional thinking to views that embrace digital. The more we showcase the art of the possible and the impact it can have on a brand's success, the easier this conversion becomes.

Ethical Considerations

Despite the opportunities that technology integration brings, it also presents ethical considerations. Bias and fairness in AI algorithms must be diligently monitored and addressed to ensure inclusive and fair creative endeavours.

Furthermore, finding the right balance between human creativity and technology-driven processes is crucial to preserving the emotional connection that defines impactful work.While technology can enhance creativity, there is a large risk of overreliance, which could result in generic or cookie-cutter content that lacks soul, emotion and cultural relevance — the root of what makes our work special and meaningful.

Specifically, data visualisation plays a crucial role in modern creative practices. By telling data-driven stories with emotional impact, creatives can forge stronger connections with their audience and inspire action.

Future behold

Looking ahead, the future of creativity in marketing lies in addressing societal issues, telling impactful stories of change and doing good for its own sake.While technological innovation excites, reimagining narratives and driving positive impact are essential

differentiators in the marketing landscape.

Embracing personalisation, AI, and data-driven insights can optimise marketing efforts and engage audiences on a deeper level. AI and ML should be viewed as tools to enhance creativity rather than replace it, fostering exploration and pushing creative boundaries.As technology becomes an integral part of creativity, it is vital to address ethical considerations and maintain the human touch in storytelling.

A TO Z OF BUSINESS TERMINOLOGY

Sometimes we keep hearing the same terminology, over and over. But do these terminologies register in our mind? Are you up to date with all the relevant retail business terminology?

Our A-Z guide is here to help you decode some fundamental shopping centre terminologies that come in handy when handling operations.

1. Destination Retailer
Destination shops are those that consumers seek out specifically due to their selection, price, style, etc., often regardless of their location.

2. Drop Shipping
This form or logistics and shipping transfer orders from the retailer to the distributor upon a purchase. The retailer might have a showroom and manage the marketing and sales, but doesn't have any actual stock. Though Amazon is fulfilling more and more orders internally, it still widely uses drop shipping.

3. Dynamic Clustering
Similar to segmented email campaigns, this technique for structuring sales is useful for retailers that have a varying customer base. It allows you to cater your products, pricing, marketing and inventory to certain locations, thereby appealing to a wider audience.

4. Demographics
Identifies population in groups based on age, gender, income, occupation, education, religion, race, family size, family life style and more. Government studies often provide demographic information.

5. Discount
A reduction in the price of an item or transaction based upon the customer making the purchase.

6. Email Blast
An email sent to a large group of people at once.

7. Electronic Article Surveillance (EAS)
Similar to credit card processing, retail fraud prevention has to continue to evolve to face new challenges. One common technique uses tags and labels attached directly to the products. These devices will trigger alarms if not removed by a cashier. The technology is getting more subtle and cheaper, allowing more retailers to take advantage.

8. EMV
Standing for Europay, MasterCard, Visa, chipped credit cards offer a more secure way for consumers to pay. It is not required that every

retailer in the U.S. offer this form of payment, but it is certainly recommended. Any fraudulent transaction run as a swipe instead of a chip must be reimbursed by the retailer instead of the bank. Here's a great guide to EMV payments.

9. Endless Aisle
An endless aisle allows customers to look through the whole catalog of products electronically or in a booklet rather than require them to walk around a retail space. This highlights certain products that might otherwise have gone unnoticed in a normal shopping experience.

10. E-tailing
Perhaps more simply known as ecommerce, e-tailing just refers to the sale of goods and through

the internet. More and more brick and mortar retailers are adding an ecommerce side of their operations. It requires careful website planning and a great ecommerce payment platform.

11. FIFO
An inventory management system, FIFO stands for first-in-first-out. This means that whichever product is in stock that was delivered first must be the first one sold. This system helps prevent waste and spoilage of perishable products. Here is a breakdown of the 4 most common retail costing methods.

12. Flash Sale
This type of sale is a limited time offer and typically features at least some heavily discounted products it's a great way to start a buzz around your brand and also to create a sense of urgency. Black Friday and Cyber Monday are simply giant flash sales. They encourage larger purchases and more impulse, extravagant buys.

13. Franchise
Franchising is a way of a successful business to expand by selling the rights to its name, brand, product, and operations to an independent party. In return, the owner of the initial franchise receives an upfront franchise fee to cover all initial overhead costs and residual royalties based on the store's retail sales.

14. Franchisor/Franchisee
The franchisor is the owner of the corporation that grants licenses, trademarks, and provides access to products and marketing. The franchisee is the purchaser or one or more locations of the franchise.

15. Footfall
Footfall measures the number of people who enter a retailer's premises. Calculating footfall helps retailers identify the in-store purchasing opportunities they have and gives businesses an idea about the status of their marketing efforts.

16. Gross Margin
A business's margin subtracts the cost of products from the overall sales revenue. That total is then divided by sales revenue to give a percentage. The larger the profits are the higher percentage this will be.

17. Hardlines / Softlines
These refer to the actual physical feel of goods. Hardlines are less personal and often made of metal. Electronics, vehicles, appliances, etc. are examples of hardlines.

Softlines are soft feeling and often can be worn or edible.

18. High-Speed Retail
Consumers have a lot of expectations about their shopping experiences. One of the most important is convenience. This means creating a seamless and quick retail checkout experience. The most successful retailers are all thinking about ways to create a high-speed experience.

19. Impulse Purchase
Impulse purchases are made solely because the item is in front of the consumer's face. There was no plan beforehand to make the purchase and there probably won't be in the future. The most common spot for impulse products is the area around your POS, or, for ecommerce retailers, on the checkout or receipt pages.

20. Integrated Supply Chain
Consolidating processes into a single platform saves time. The supply chain is no exception. Managing all relationships with suppliers and distributors through a centralized system is a great way to save time.

KNOW YOUR MALL

BUILDING WITH PASSION: METRO JUNCTION MALL

Metro Junction Mall is KDU's (Kalyan-Dombivli-Ulhasnagar) largest mixed-use development with 7.5 lacs sqft of retail. With ~86% leased out with ~81% operational area, it houses all major key anchors, 5 Screen Multiplex by INOX, Zingeria and Zingeria 2.0 a large-scale family entertainment centre, 14 departmental stores, over 40+ National and International brands and over 36+ F&B brand partners. Being the largest community hub of KDU and with an ideal location; adjacent to premium Residential project Metro Residency & Metro Grande, Commercial hub Metro Plaza, 5 mins from the railway station, Metro Junction Mall has an average footfall of over 7 lacs per month.

Metro Junction Mall Kalyan spreads across 7,50,000 sqft and has been operational since 2008. However, the mall leasing and its brand portfolio is now significant and worth a mention. However, in the last 2 months alone the mall has welcomed 10 New stores of amazing brands Styleup, Trends footwear, Lee Cooper, John Player, Just in time, Dcot, Jockey, Mochi, Zodiac, and Cotton Culture. They have also added under fit outs 4 new brands such as Reliance Yousta, Mamaearth, Puma, Cotton King.

For better store and customer experience Shoppers stop, Metro Shoes and Domino's has renovated their existing stores and are welcoming customers with a new

shop front that is inviting and ready to elevate the customer experience with every order.

Creating a difference

Rome was not built in a day and just like that Metro Junction Mall's approach was not built in a day, rather over the years. The shopping mall has always reflected trends and over the years by assessing the evolution of retail it has planned the right mix to invite the right set of

customers through its doors. Leasing is a crucial component for the shopping centre ecosystem. This is because,the list of prominent brands present within the mall anchors footfalls and indirectly helps the shopping mall perform and grow from a business perspective. Some of the significant brands the mall has brought in the recent few months to the premise are M&S, Westside, Skechers, Puma, KFC, Mamaearth, Lenskart, Croma, Zudio, StyleUp, Reliance Yousta, Mochi, Haldiram's and many more. Moreover, the team is eyeing 5% more leasing with some more big brands in the next few months. The mall right now is very robust about the leasing landscape and the authorities want to establish the shopping mall as a coveted space within the retail ecosystem of India to build its supremacy across all aspects. The team is eyeing at category expansion with great attention and want to attain the leasing record by handpicking the best brands across every category of retail, to cater to the Indian target audience of all age groups.

Advantage for brands
The Metro Junction Mallhas already built itssupremacy andestablished its position as a community leader given its attractive premises. At present the shopping centre attracts over 7,00,000 footfall per month. But the team is positive that the same is only going to grow with the leasing push. Community building is a big aspect for shopping centres now and every

brand is trying to build the best premise and Metro Junction Mall is no different.

From a long list of food service brands, the mall also boosts of 54,000+ sq. ft of hypermarket space, a 5-screen Inox multiplex and Zingeria play zone. Moreover, to increase the entertainment quotient of the mall and connect to varied age groups with more intent, the Zingeria 2.0 has been launched which solely aims to allure the youth and adults. These together allow the customer to spend more time in the shopping mall and enjoy some entertainment with family and friends.

Keeping in mind the positive growth of the shopping mall and to make it future ready

**Mihir Chandrakant Somaiya
the Leasing Head, Metro Junction
Mall**

has single-handedly signed 50 brands across categories in just 4 years, in spite of intense competition from nearby shopping malls, growing highstreet shopping arenas and 'low-income' image of immediate catchment, With his vision and knowledge.

Today he is completely responsible for signing of LOI, closing agreements and fit-out management to ensure timely commencement of the store. Given his and the team's efforts they have been successfully increased occupancy of the mall by signing approximately 25,000 sq ft. More is in the pipeline and efforts are visibly on the surface and is ready to welcome the customer in a new way in the days to come.

A competent professional with over 24 years of experience in Property Acquisition, Retail Leasing, Business Development, Retail Operations, Marketing, Channel Management, Client Relationship Management and Team Management, Mihir has closely followed the market trends and over the years drafted the right strategy for growth for the mall. He has been able to bring about a prominent change to the mall environment and a 360-degree development over the last 4 years.

TREND STORY

CLIENTELING FOR RETAIL: ITS IMPORTANCE

Clienteling seems to be the latest great strategy to achieve success in an ever-changing world. Reflecting on what clienteling is, we can realize that it has been around for centuries. After all, human beings haven't changed much, at least our inner desires haven't. Yes, we have deeper knowledge about a lot of things, and we've become better at building, healing, advancing technology, but love is still love, fear is still fear, and, even after ages, we all still like to feel and be treated as special.

The selling technique that provided special and personalized treatment for the single customer, making them feel special and cared for, was winning in the ancient ages and it's still winning today. The only difference is that today, we've given a name to it: it is called clienteling. Based on research reports and comments from senior leaders at large retailers, customer satisfaction and selling strategies based on the customers' experience are becoming more important. Which is why there's greater discussion around clienteling and clienteling software in the retail industry. In this article, we are just about to dig deeper on this topic, understanding why it is becoming a trend (in a good way!) in the luxury retail world.

What is clienteling?

Clienteling today is what it has always been: the practice of focusing on your individual client's satisfaction, making their shopping experience exclusive, personal and unique.

However, clienteling today isn't just a definition or a general practice: the theme is sodeeply discussed that it is becoming a sort of discipline. Clienteling today is based on several principles that, according to the characteristics and demands of the market, are aimed at providing your customers with the best shopping experience possible.

How is shopping changing in 2023?

Clienteling isn't a trend growing at random; the causes of its growth are to be found in the changes that retailers, big and small, are facing these days. What are these changes? And how are they affecting the shopping experience? The two major changes the retail **world has faced recently are :** i) the advent of technology and ii) the lasting impacts of the pandemic.

Both factors seem to have worked in the same direction : e-commerce websites are now available for anyone to create and they are more efficient than ever.

The first consequence is simple :

people can buy online and they do it more often. The second consequence is that retail stores are becoming more important than before. Wonder why? Well, while online and e-commerce is a good strategy for retailers, omnichannel is where consumers have moved to. Retail stores aren't doomed, but they must change with the times (read: demands and wishes of their consumers).

Until some years ago, the shopping journey of a customer was easier to track : a person would enter a store, browse through the products, pick the one they prefer, maybe try it out or test it, and buy it on the spot. Today, customers can see a product in a store, go home and search for that product online, read reviews, watch videos, buy the product in a second store (physical or e-commerce), and have it delivered to their house. Imagine the complexities in tracking that journey!So while clienteling has been around for centuries, with the current changes in the market, it is becoming more complex than ever to practice it successfully.

The principles of clienteling

We've mentioned above that clienteling is evolving and today it has become a sort of discipline, based on a set of principles. These principles are the ones you should

apply to make your luxury retail business successful; this is why they are, of course, worth knowing. So, how can you make your

program (if you run one). Of course, to personalize the shopping experience for your customers, you need to know them.

of technology and, in particular, of clienteling software. As we're discussing in the following paragraphs, the use of technology is one of the backbones of today's clienteling. It is technology, and software, in particular, that makes today's clienteling strategies possible.

To sum up, personalization of the shopping experience is key in clienteling today. To achieve personalization you need to rely on a system that, on one hand, allows you to gather data efficiently, and, on the other hand, allows you to retrieve data just when you need it.

customers' shopping experience personal, exclusive and unique?

Personalization

The most effective way of enhancing the omnichannel shopping experience for your customers is by personalizing it for them. What does that mean in terms of actionables?
Instead of providing the same standard service, promotions, and discounts to anybody who enters your luxury retail store, you can start personalizing the services according to each client's characteristics, needs and tier within your loyalty

When you are able to know who your clients are, what products they've already bought in your store, and the preferences they have expressed on your website (think wishlists and abandoned carts), it suddenly becomes possible for you to personalize your service and their experience.
And yet this is only one side of personalization: to get to know your client's preferences and characteristics, you need a previous step, one where you gather these types of data.
This process passes through the use

Omnichannel

As we've discussed above, shopping today is no longer confined to a single channel. It happens in multiple channels: some of them are physical, and some are virtual. In other words, the shopping experience is becoming omnichannel. Customers no longer want to experience a gap between the virtual and the physical world. As a luxury retailer, you need to provide an omnichannel platform (consisting of a physical store supported by an online store or vice-versa) where clients can move freely between channels. And while moving between these channels, the customer wants to be personally known and served equally well. Think of it this way, the customer would love it if they had their in-store associate to guide them in their virtual journey with the retailer as

well.
Again, technology is key. But you need to be careful: you don't need to replace human activity with automation; you need to use technology to complete and enhance human activities, communication, and relationships.

Technology

As we've seen, clienteling today is based on technology. Technology makes the application of clienteling principles possible.
Clienteling technology is software and, in particular, software tools that allow you to create and perform your clienteling strategies. So, what can you use clienteling software for?

1. **Collect clients' data :** As we've seen, the first step in the process of shopping experience personalization is data collection. You need an efficient system that automates a lot of the aspects of data collection.

2. **Process the data :** Use artificial intelligence to augment the existing data and pull out important information, trends and build forecasts.

3. **Retrieve data :** The final step of clienteling tools is that of data retrieval. Clienteling apps that can be downloaded on a smartphone and used by a store owner or associate, display the data in an easy to use and familiar interface.

4. **Omnichannel 1:1 customer communication :** with clienteling software tools you can provide 1:1 customer communication and service through a lot of different channels including WhatsApp, WhatsApp Business, email or live chat.

5. **Omnichannel payment methods:** most clienteling tools provide you with the ability to collect payments from anywhere. With these features, clients can check out with their mobile inside or outside your luxury retail store.
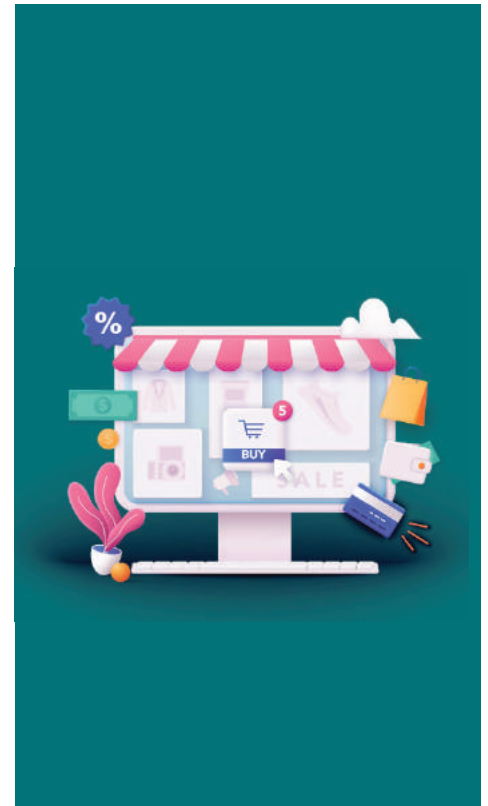
THOUGHT PROCESS

THE BENEFITS AND CHALLENGES OF APPOINTMENT-BASED SHOPPING

Appointment-based shopping, a new trend in omnichannel retailing, is being closely watched by emerging markets as they anticipate future trends from developed countries.This shopping approach allows customers to schedule a visit to a physical store instead of browsing and purchasing products independently.
By providing a more individualised shopping experience, appointment -based shopping is becoming increasingly important for today's consumers.

Driving appointment-based shopping

The Covid-19 pandemic has accelerated the adoption of appointment-based shopping, although restrictions have been lifted, appointment-based shop-ping has allowed retailers to offer personalised shopping experiences. Customers also expect more personalised offerings. As retailers gather more customer data, customers want to see retailers use this information to improve experiences and not bombard them with marketing messages. Customers expect the retailer to use the data gathered through loyalty programmes, websites, and shopping applications guide their appointment-based shopping offerings on an individual level.

Not a one-size-fits-all

Appointment-based shopping is best suited for retailers who sell high-end or luxury products, such as jewellery, fashion, or beauty products. It is also ideal for retailers who sell products that require a lot of customer attention, such as home furnishings or electronics. Some retailers are also in a better position to implement appointment-based shopping. For example, retailers with deep customer data would be in a good position to identify the customers who would be attracted to appointment-based shopping offerings.
Like what banks have done with private banking – offering the additional personalised services of a private banker – retailers can offer highly customised offerings to selected profitable customers. Several retailers have already implemented appointment-based shopping in their stores. Neiman Marcus, the luxury department store, allows customers to book a one-on-one appointment with a personal stylist.
Sephora, the beauty retailer, has implemented a similar shopping experience: customers can book appointments for makeup and skincare services or schedule a private shopping session with a beauty expert.Apple, the technology giant, offers customers individual in-store consultations, product

demos, and technical support appointments. Tesla, the electric car manufacturer, allows custom-ers to book a test drive or schedule a private consultation with a sales associate.

Benefits of appoint-ment-based shopping

Adopting appointment-based shopping can benefit retailers in several ways.
1. It allows the management of customer flow and ensure that their stores are not overcrowded, which would improve the shopping experience for everyone.
2. It enables retailers to provide a more personalised shopping experience, thus increasing customer satisfaction and loyalty.
3. It provides retailers with valuable data on customer preferences and behaviours that could be used to improve the shopping experience and increase sales. The technology behind appointment-based shopping has made it possible for retailers to provide this type of shopping experience. Retailers can use a variety of tools such as appointment scheduling software, mobile apps, and customer relationship management systems to manage appointments and so provide a seamless shopping experience.
These tools also allow retailers to collect data on customers'

preferences and behaviours, enabling them to provide even more personalised experiences in the future.

Challenges to appointment-based shopping

1. A main challenges associated with appointment-based shopping is ensuring that customers show up for their appointments. Retailers would need to have a system in place to confirm appointments and remind customers of their scheduled appointments.

2. Another challenge is managing the required time and resources to provide a personalised shopping experience. Retailers would need to ensure that enough staff and resources were available to provide a one-on-one shopping experience for each customer. They would need to train their staff how to service customers during an appointment and, ideally, give frontline service employees access to customer data and the right technological tools to make the experience rewarding for both staff and customers.

Appointment-based retailing is an important part of omnichannel retailing. It allows retailers to provide customers with more value by offering a personalised shopping experience.By allowing customers to book an appointment, retailers could also attract customers back to their brick-and-mortar stores and develop a one-to-one relationship with customers.

SCAI WORKSHOP

WORKSHOP AT MUMBAI

On 17th August 2023, SCAI Maharashtra Chapter successfully organised a workshop on the subject SUSTAINABLE ENERGY – ADOPTION & WAYFORWARD . It was conducted by Mr. Gautam Das , Founder & CEO of OORJAN CLEANTECH and Ex Director of CITI Bank ,India . The session was very interesting. 30 Participants attended the session. It was conducted at Nexus SEAWOODS Mall Mumbai . On special request from the ITM, Khargar. Their 10 students of MBA First year were allowed to attend the session.

WORKSHOP AT NEW DELHI

The Delhi-NCR chapter of SCAI hosted a workshop on 25th August 2023 at Pacific Mall in Jasola, New Delhi, focusing on the topic of How To Keep CAM Under Control The session, led by Mr. Audhesh Pandey, Head of Commercial and Retail Emerging Business at JLL Property Asset Management, India, saw the participation of 115 management professionals (20 attendees from 10 non SCAI member shopping malls).

WARM WELCOME

Oorjan is a technology-enabled distributed solar company in India,
serving residential, commercial, and industrial end users. Oorjan possesses proprietary technology for site assessment, proposal creation, and IoT-based remote monitoring.
Oorjan, in a short span of time, has crossed 3500 customers across 22 states / UTs in India and enabled about 200 megawatts of renewable energy and deployment of close to 1000 crore of sustainable capital.

SCAI NEWS

UNVEILING THE EPITOME OF PREMIUM RETAIL: FORUM KOCHI

Prestige Group makes its debut in Kerala with its newest mall in Maradu, Forum Kochi, a part of the 'Forum' brand Forum Kochi - The most anticipated retail developments with an investment of 700 Cr and spread over a total expanse of 6.5 lakh Sq. Ft.

EVENT WATCH

INDEPENDENCE DAY CELEBRATION

Ambuja City Center Haldia

Capital Mall, Nallasopara
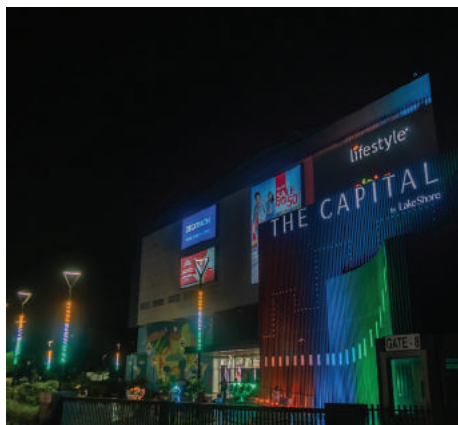
MALL TALK

Legend Group

Lulu Mall Bangalore

Lulu mall Lucknow

Lulu Mall Kochi

Metro Junction Mall

MALL TALK

R city Mumbai

TGV Anantha City Square Mall, Kurnool

Forum Mall, Bangalore Prestige Group

Inorbit Hyderabad

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