



SHOPPING CENTRES  
ASSOCIATION OF INDIA

# MALL TALK

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# MALL TALK

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SCAI held a Masterclass at the Ambuja Neotia Corporate Office in Kolkata. This was the first Masterclass organized for the shopping malls of East India. The subject was "Master the Art of Cost Control: How to Keep

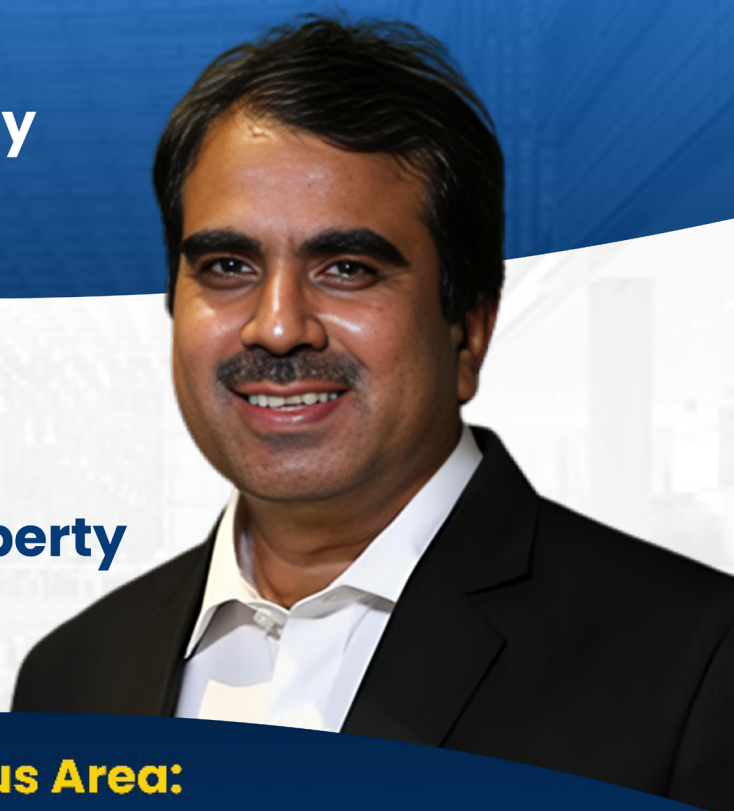
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SHOPPING CENTRES  
ASSOCIATION OF INDIA

# SCAI Master Class for AP – Telangana Malls On Master the Art of Cost Control: CAM Essentials and Optimization Methodology

**Audhesh Pandey**  
Head – Commercial, Retail  
Emerging Business, JLL Property  
Asset Management, India



## Key Focus Area:

- Energy Efficiency
- Waste Management
- Preventive Maintenance
- Vendor Management
- Sustainability Practices
- Space Utilization
- Budget Management

Sponsored by Aparna NEO Mall,  
Aparna Constructions



📍 Aparna 17 Degree North Club,  
Hyderabad.

📅 20<sup>th</sup> September, 2024

🕒 3.00 pm – 4.30 pm

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## COO'S DESK



**Anjeev Kumar Srivastava,**  
COO, SCAI

As we step into September, the air is filled with anticipation and joy as we prepare for a season rich with Indian festivities. From Raksha Bandhan to Ganesh Chaturthi, these celebrations offer us an incredible opportunity to connect with our communities, showcase our rich cultural heritage, and drive engagement within our shopping centres. For us in the retail sector, this festive season is not just about decorations and promotions—it's about creating memorable experiences that resonate with our diverse customers. This is a time to blend tradition with innovation, offering curated collections that reflect the essence of our festivals while embracing modern trends. It's also a moment to emphasize sustainability, whether through eco-friendly Ganesh idols or traditional attire made with ethical craftsmanship.

Our shopping centres have always been more than just retail spaces; they are community hubs where people come together to celebrate, shop, and create memories. Let's use this festive season to strengthen these bonds, offering spaces where every visitor feels the joy and warmth that these festivals bring.

Wishing everyone a festive season full of prosperity, unity, and vibrant celebrations!

*Anjeev Kumar*

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## DIGITAL OVERVIEW



### THE NEXT WAVE OF DIGITAL REVOLUTION

India is all set to become one of the world's largest economies by 2030, making us one of the fastest-growing markets in the next few years, largely fuelled by young Indian consumers. Today, almost one-third of the country's population is in the age bracket of 18 to 34 years who wield tremendous purchasing power and are consciously choosing to align with brands that reflect their values.

Gen Z spend over eight hours online, consume more than five hours of content every day, and listen to podcasts weekly. In fact, with close to 500 million people in India engaging with social media regularly, the average social media user in the country spends about two hours and 21 minutes on digital platforms daily. Therefore, adopting a digital first approach is no longer an option for brands. It's the key to cut through the clutter and stand out in a marketplace. Today, most companies have a marketing strategy that is based on an amalgamation of both traditional and digital media.

#### **The way ahead: A power-packed digital-first marketing approach**

The digital sphere provides an ideal platform for brands to highlight their narratives and showcase innovative product features to the customers. As virtual platforms get entrenched in our lives, consumers are getting accustomed to beginning their buying journey online. According to a report by Bain & Company, shoppers browse 10 product pages, on average, in electronics, and more than 15 in mobiles before adding any to their cart. Images are key, the report states, adding that one in two visitors browse image galleries, whereas only one in 22 read product descriptions. Brands that captivate consumers early in their buying journeys gain an edge when it comes to awareness and consideration. Another emerging trend in the industry is the blend of physical and digital experiences through experiential stores, offering customers the convenience of online shopping with the experience of a physical store. They can browse products online, try them in-store, and then make purchases either in-store or online.

#### **Real time engagement: Bringing the market to life**

A social media presence enables brands to engage with consumers in real time that allows immediate feedback, enabling a two-way dialogue that can

enhance the overall customer experience. Whether it's addressing concerns, or simply acknowledging positive feedback, real-time engagement helps build a stronger rapport between brands and their consumers as it humanises the brand and makes customers feel valued.

Moreover, to provide consumers with the most immersive experience possible, brands are also turning to newer technologies like virtual reality (VR) and augmented reality (AR). These innovative technologies offer a new dimension to traditional marketing channels, wherein brands can establish deeper connections with their customers and leave lasting impressions.

#### **Rise of social commerce to create a personal engagement mechanism**

Interestingly, social media and e-commerce have seamlessly merged to form a powerful marketing tool. The presence of social platforms is allowing marketers to engage with customers on a personal level, drive sales through targeted advertising, and build brand awareness.

In this process, design elements have taken the center stage, playing an important role in influencing purchasing decisions. An aesthetically pleasing design, coupled with easy navigation, can enhance user engagement, leading to higher conversion rates. It is ultimately a marriage of visual appeal and functionality. Moreover, with the rise of mobile commerce, responsive design has become crucial.





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## It's time to walk the talk for the tech savvy consumers

To captivate the interest of this new breed of consumers, marketers must devise innovative strategies to communicate the significance of their product features. The emphasis has shifted from what a product can do, to what one can achieve with it. This is the new marketing paradigm - demonstrating how a product's features can enhance lives, creating long term personalised experiences for the customers.

Sustainability is also high on the consumer radar, as the ever-evolving consumer demographic is more inclined to exhibit brand loyalty when brands champion such values. A recent survey by McKinsey found that 75 per cent of millennials consider sustainability when they're making a purchase. In the

same survey, 66 per cent of total respondents said they considered sustainability when making a purchase. As India strides forward into a future marked by progress and urbanisation, the urgency to adopt sustainable practices are a must. By embracing and championing sustainable energy efficient solutions, companies set an example of the tangible benefits of a greener approach.

By understanding and catering to the needs of this new generation of consumers, brands can establish a strong presence in one of the world's fastest-growing markets. Undoubtedly, the key to thriving in India's dynamic market involves leveraging digital platforms, crafting compelling and authentic brand narratives, and aligning with consumer values such as sustainability. Brands that successfully navigate these trends will capture market share and foster lasting consumer loyalty. Hence, the time to steer ahead is now—for a brighter tomorrow.





## DEEP DIVE



### SHOPPING CENTERS BOOST REVENUE AND PROPERTY VALUE THROUGH INNOVATIVE ANCILLARY INCOME STRATEGIES

Shopping center owners are increasingly harnessing creative ancillary income streams to enhance net operating income (NOI) and increase property values. From hosting live events to installing rooftop solar panels, these strategies are not only generating significant revenue but also transforming the role of retail spaces in today's market.

Vestar, a Southern California shopping center operator, has found success by hosting commercial photo and video shoots at its properties, generating five-figure fees for single-day events. The company's flexibility in accommodating production teams has led to repeat bookings and referrals, turning an initial opportunity into a consistent revenue source.

The evolution of ancillary income programs has moved from seasonal extras to year-round revenue streams that are now integral to a property's merchandising strategy. These programs have become a significant part of a property's offerings, contributing to the overall experience at the center and driving customer engagement.

JLL-managed centers, for example, often aim for ancillary income to contribute around 10% of a property's NOI. This figure serves as an indicator of a center's overall success, reflecting strong foot traffic and market visibility rather than just filling gaps in occupancy.

In addition to traditional methods like seasonal pop-ups and advertising, shopping center owners are exploring new, experience-driven revenue opportunities. Vestar's Desert Ridge Marketplace in Phoenix, for instance, introduced the District Dome, a seasonal attraction offering sensory experiences paired with chef-driven meals and craft cocktails. The spring edition, Villa Fleur, sold out within hours, demonstrating the strong demand for such unique experiences.

Technology is also expanding these opportunities. Digital media screens in shopping centers now allow for more dynamic advertising, generating additional revenue by displaying multiple ads throughout the day. Media space in high-traffic areas, like regional malls or grocery-anchored shopping centers, has become highly valuable as businesses seek to capture the attention of consumers.

Electric vehicles (EVs) and 5G networks are creating new income streams as well. Shopping centers are hosting EV brand events, offering on-site test drives, and providing charging stations, while the expansion of 5G networks presents opportunities to install satellite dishes on retail properties. These additions not only generate revenue but also enhance the shopping experience by improving connectivity.

The impact of ancillary income on property values is becoming more apparent. Revenue from sources like cell towers, once considered difficult to monetize, can now be included in a property's NOI, thanks to long-term leases with telecom companies. Solar panels, which reduce energy costs, also positively affect NOI and are attractive to buyers and lenders. However, not all forms of ancillary income are easily monetized. Revenue from temporary events or food trucks may be harder to underwrite unless there is a consistent history of income or long-term contracts in place. Educating potential buyers about the value of these income streams is crucial for demonstrating their impact on property value.

Overall, ancillary income has evolved into a critical component of shopping center operations. With the right strategies and innovations, these revenue streams can significantly boost NOI and enhance the overall value of retail properties.





## PERSONALITY OF THE MONTH



### DEVANG SAMPAT, MD, CINÉPOLIS INDIA GIVES US SOME INSIGHTS INTO BUSINESS, WHAT HE HOLDS CLOSER TO HIS HEART, STRATEGIES, AND GROWTH PLANS



Your accomplishments are truly inspiring. We are eager to delve into your background and explore the experiences that have shaped your journey to its current success.

My journey with Cinépolis began 15 years ago, and it has been a deeply rewarding experience to witness and contribute to

the growth of the cinema industry. Cinépolis' values of passion for results, integrity, and commitment to excellence in customer service have been the guiding principles of my work here. My motivation has always been driven by the level of customer satisfaction, alongside the financial health of the organisation.

#### **Q. How has the cinema industry evolved in recent years, and what are the key trends shaping its future? How is Cinépolis positioning itself to capitalize on these trends?**

The cinema industry has undergone significant evolution in recent years, driven by technological advancements and changing consumer behaviour. India has historically been under-screened, with approximately 8 screens per million people, a stark contrast to countries like China, which has around 140 screens per million. This discrepancy underscores a significant growth potential, particularly in the expansion of multiplexes. As urbanization continues to spread across the country, especially into smaller cities and towns, there is an increasing demand for modern entertainment facilities. This shift is creating a burgeoning market for multiplexes, which offer a superior movie-watching experience compared to traditional single screens. Also, if we talk about the structure of this industry, there are 3 key stakeholders in the movie exhibition business: producers/distributors, government and mall owners. Exhibitors like Cinépolis act as a bridge between all stakeholders and contribute to the betterment of this entire ecosystem by ensuring regular stream of revenues for

producers and mall owners and an organised channel for taxation revenues for the central and state government.

Key trends shaping future of the cinema industry include the rise of premium viewing experiences, the expansion of multiplexes in Tier 2 and 3 cities, and the increasing demand for localised content. Cinépolis is strategically positioned to capitalise on these trends through our commitment to innovation, such as introducing advanced movie-watching formats like 4DX and MacroXE and expanding our footprint across India.

#### **Q. With the rise of streaming services, how does Cinépolis differentiate itself to maintain a competitive edge and attract audiences to the cinema experience?**

In a landscape where streaming services are on the rise, Cinépolis differentiates itself by offering a premium cinema experience that cannot be replicated at home. Our focus on state-of-the-art technology, immersive formats, and superior customer service ensures that moviegoers continue to choose the cinema for an unparalleled entertainment experience.

#### **Q. How does Cinépolis ensure a superior customer experience in its theatre 's, and what initiatives are in place to attract and retain customers?**

Cinépolis ensures a superior customer experience by continuously innovating and optimising our offerings. Our loyalty program, Club Cinépolis, has over 7.5 million members, reflecting our commitment to building lasting relationships with our patrons. We have pioneered formats like VIP and Junior auditoriums globally, catering to diverse audience segments, and have implemented dynamic pricing strategies to ensure affordability and accessibility for all.

#### **Q. How does Cinépolis define and measure customer satisfaction? What strategies are in place to continuously improve the overall cinema-going experience?**

Customer satisfaction at Cinépolis is measured through a consistent feedback loop, where we anal-





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use customer preferences and experiences across all our cinemas. After every visit to a Cinépolis theatre, a customer receives a comprehensive feedback form to share their valuable experience & feedback with us, which is thoroughly analysed and acted upon by our team. In addition, we monitor digital mentions, comments and suggestions/complaints received via emails or on any social media platform daily via our comprehensive ORM setup. We prioritise customer service by continuously improving our CSAT scores, which in turn drives our business metrics and overall success.

**Q. Beyond ticket sales, how is Cinépolis diversifying its revenue streams? What is the role of food and beverage, advertising, and other ancillary services in the overall business?**

Beyond ticket sales, Cinépolis is diversifying its revenue streams through food and beverage offerings, advertising, and other ancillary services. Our customised F&B menu, featuring multiple popular cuisines, enhances the overall movie-going experience for our patrons. We continuously innovate and improve our F&B offerings, keeping in consideration the customers' tastes and preferences. Additionally, strategic collaborations and partnerships, for instance our recent partnership with Star Sports to screen ICC World Cup 2024's matches, have played a significant role in aligning with our goals and expanding our reach.

**Q. What is Cinépolis' commitment to sustainability and social responsibility? How are these values integrated into the company's operations and strategy?**

Cinépolis is deeply committed to sustainability and social responsibility. We have integrated eco-friendly practices in our theatres, such as energy-efficient lighting and waste reduction programs. On the social front, our annual event, "Let's All Go to Cinépolis", where we take thousands of underprivileged kids to watch movies on the big screen inside Cinépolis cinemas pan India, reflects our dedication to community engagement by providing these children with memorable experiences.

**Q. What is your vision for the future of the cinema industry, and how does Cinépolis plan to lead and innovate within this space?**

Looking ahead, my vision for the cinema industry is one of continued growth and innovation. Cinépolis will lead the way by expanding our reach, introducing new formats, and elevating the movie-going experience for all. The ratio of multiplex cinemas located

within shopping malls to standalone cinemas is a testament to our strategic approach, ensuring that we maximise revenue opportunities for mall owners and create a seamless entertainment experience for our patrons.

Cinépolis has played a transformative role in the Indian exhibition space over the last 15 years. When we entered India, the average screen count per cinema was three, but we set a new standard by introducing megaplexes with 14 and 15 screens in Thane and Pune. This innovation not only elevated the customer experience but also set an example for other mall owners, emphasising the importance of multiplexes in driving footfall and revenue.

**Q. How has Cinépolis progressed in adopting technological advancement?**

In terms of technology, Cinépolis has been at the forefront of driving growth and scaling our business. Our mobile app, advanced movie-watching formats, and cutting-edge audio and visual technology have revolutionised the cinematic experience. By staying ahead of technological advancements, we ensure that we continually elevate the movie-going experience for our customers.

We have also been instrumental in curbing piracy through the adoption of digital projections, which has expanded revenues for the exhibition industry and distributors. In India, we release about 1,200 titles annually, providing a wide variety of regional, foreign, and Bollywood content across all genres. The Indian movie landscape is vibrant, with the highest number of titles released globally. Despite challenges, such as the impact of the pandemic on admits, we are witnessing a recovery, with viewing habits gradually returning to pre-pandemic levels.

Cinépolis is committed to leading and innovating within the cinema industry. Our journey has been one of strategic growth, innovation, and unwavering dedication to our patrons. As we look to the future, we will continue to create memorable moments for moviegoers across the country, staying true to our values of customer satisfaction, sustainability, and excellence.

**Q. How would you characterize success? What essential habits should young executives nurture to boost their odds of achieving success?**

Success is the outcome of targeted steps taken in the right direction, and results will be successful if our focus is on the process. At Cinépolis, we believe that if our customers are happy, they will visit us again and



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again. Our focus is always on doing the right things consistently and improving the journey to meet our customers' ever-changing demands. Moreover, focusing on the controllable factors and working on improving the same makes all the difference. For instance, in the exhibition industry there's a heavy reliance on content inflow, which is an external factor, but managing and improving the customers' experience is something we can control and focus on.

**Q. How do you strike a balance between your professional responsibilities and personal commitments? What hobbies or sports are you involved with outside of work?**

When you love what you do, there is very little gap between personal and professional duty. In our business, every Friday brings new excitement, which keeps us going. My week starts on Friday, and you'll often find me and my family experiencing a movie at one of our cinema halls on Friday night. Tracking Friday box office collections and projecting Saturday

and Sunday collections is the biggest thrill of my life. Personal life for me is important too, and I strongly believe family members need equal attention. I am blessed to have both my parents, a beautiful wife, and a daughter at home. We look forward to Saturdays to spend quality time together, which keeps our weekdays focused on our respective duties. I enjoy playing cricket and maintain this hobby every Sunday morning. Regardless of how late Saturday night is, I ensure I'm on the ground at 7 am to get my weekly dose of this pastime.

**Q. Name an individual whose life and accomplishments inspire you the most?**

There are many leaders to learn from, each with their own natural talent that they've exercised to achieve success. If I had to choose one, I would pick MS Dhoni – a natural leader with a street-smart attitude and a never-say-die spirit.





## EXPERT SPEAK



### “9 TIPS FOR WORKING WITH INFLUENCERS TO PROMOTE YOUR STORE OR CENTER” – REBECCA MEISER

“The magic of marketing is when the message meets the medium,” said Najla Kayyem, executive vice president of marketing for Pacific Retail Capital Partners. Influencers, people who have built loyal communities around their social media content, are the most trusted advisers for many customers when it comes to purchasing decisions. Influencer marketing has evolved greatly during the past 15 years, from the era of bloggers to the advent of nano-influencers.

One reason for influencers’ success is their authenticity and relatability. Influencers “tell a story,” Kayyem explained. “They tell stories for brands. They tell stories about their experiences. And good stories told well over time, to the right audience, inspire people to act.”

A recent study by Influencer Marketing Hub showed that 61% of consumers trust influencer marketing recommendations, compared with only 38% who trust brand recommendations.

So how do you identify the right influencer for your brand or small business? And what are the best practices for influencer marketing? At ICSC LAS VEGAS, a panel of marketing experts offered their top tips for best practices.

#### 1. Figure out your objectives.

Before you begin your influencer marketing campaign, define your objectives clearly. What do you hope to achieve? Are you looking to increase brand awareness, drive traffic to your website, generate leads or boost sales? Or as The Dealey Group director of account management Liz Glosson suggested, perhaps you want to push a new retailer that’s opening or drive traffic to a Santa photo shop. Understanding your goals will help you identify the right influencers and measure the success of your campaign. Whitestone REIT COO Christine Mastandrea said: “If you don’t know what your goals are, you’re going to be shooting a shotgun versus a rifle shot. You have to be smart there, and then move on to the next steps.”

#### 2. Come up with a budget.

Glosson pointed out that today’s influencers come in categories. “You’ve got celebrity influencers, expert influencers, nano-influencers,” she said. Macro-influencers, who have 100,000 to a million

followers, typically command higher fees. In contrast, micro-influencers with fewer than 10,000 followers and nano-influencers, who have a relatively small but highly engaged follower base, often work on trade or smaller budgets. “Some nano-influencers are stay-at-home moms, for instance, who just want free products,” Glosson said.

Your budget will guide your influencer selection and the scope of your campaign. It’s essential to be realistic about what your budget can achieve. A smaller budget might mean collaborating with micro-influencers who have highly engaged, niche audiences, while a larger budget could allow you to work with celebrities or macro-influencers for a broader reach. There’s no reason to psych yourself out about the high prices that some celebrity influencers demand. With influencer marketing, really, “everybody can get into this game,” Glosson said. She shared an example from a few years ago. “I had eighth graders, and I gave them \$100 gift cards to the mall. They spent it at various stores, documented their experiences and created amazing TikTok that resonated with their age group. You can absolutely do influencer marketing on a budget, even by leveraging trade.”

#### 3. Identify your brand.

Selecting the right influencers is crucial. “You don’t want to get aligned with someone who’s not going to represent your brand,” said Ashlyn Booth, executive vice president and senior director of strategy and marketing for retail property management at JLL. Start by thinking about your store or brand’s persona. She explained: “Every property has an identity. What do





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people feel when they come to your property [or your store]? What is the experience they have when they're there? What are the values you imbue? Find someone who aligns with that."

You also need to understand your target audience's preferences and behaviours. Who are they, and what do they care about? Are they young, tech-savvy individuals, or are they families looking for wholesome experiences? What platforms are they on: X? TikTok? YouTube? That information will help drive your influencer decision. "Figure out who your audience is, then make sure you're picking the right influencer who is able to communicate to that audience," Mastandrea said.

#### 4. Think local.

Consumers are invested in local influencers because they feel the most authentic. These influencers often have deep understandings of their communities and can create content that genuinely reflects local culture and preferences. Leveraging local influencers can help build a more personal and relatable brand image. "We put together our promotions and programs seasonally," Booth said. "We're working with 50 different locations. I've got properties in Vancouver and properties down in South Texas. In the past, when we would do a campaign, we would pick a persona, one or two people, to represent the entirety of our portfo-

lio. My marketing managers would say things like: 'This doesn't feel like my market. It doesn't feel like my community.'" That's why local, or nano-, influencers often feel more credible than celebrities, whom consumers know are paid thousands for their content.

The lack of credibility is what Zelnik director of national advisory Kyle Inserra encountered when he decided to hire influencers to promote his New York restaurants. "We had influencers with 128,000 followers from the city offering to create content for us, but it did nothing. Instead, we were hospitable to the local moms and dads who coached Little League, and they posted pictures of their kids eating pizza and having a great time." That brought in the crowd. "This became our strategy: focusing on these smaller, community-based influencers," Inserra said. He suggests other small businesses do the same. Such influencers "may not have had large followings, but they are influential in their own right within the community."

#### 5. Search out influencers.

It's easy to be overwhelmed or go down a rabbit hole trying to find the right influencers. Start, Glosson recommended, by exploring popular social media platforms Instagram, YouTube, TikTok, X and Facebook. Search out hashtags that relate to your business, such as #EcoFriendlyProducts if your business focuses on sustainable and environmentally friendly items or #HomeDecor if your focus is on interior design and



home accessories. Google and blog searches also can find influencers. Look for bloggers who rank high in search results for keywords related to your products or services or see if any have been cited in local stories. Reporters more frequently are looking to influencers for quotes.

You also could just look to your frequent shoppers. "Find someone who loves to come and hang out at your restaurants and brings their kids there and comes early in the morning for yoga. It's their third place. Find someone [for whom] your property is their third place and partner with them, and they will tell the story for you," said Booth.

## 6. Be specific in your ask.

Make sure influencers you hire stay on message and promote the aspects of your brand or campaign that align with your objectives. "We were very specific in the content we wanted them to produce," Booth said. "We had a very detailed manual of what they could produce, what we wanted for that shopping center, what to film, so we were creating a consistent message." At the same time, don't be overly controlling, allow room for creativity. "We gave them six different content scenarios with very specific instructions of the content we wanted produced, and we sort of let them go," Booth added.

Allowing influencers some creative freedom leads to more engaging and authentic content. "Lean into being a show, not a commercial," said Inserra. This approach encourages influencers to showcase your brand in a way that resonates with their audience rather than appearing overly promotional. "My mind was blown when the first couple of videos started coming in. I could not get over the quality of the content that was being produced by these influencers, just the video skills," said Booth.

## 7. Measure success.

Partnerships with influencers "only matter if there are results," said Mastandrea. "Questions I always ask [influencers] are: How is this going to make money for my clients and how is that going to pay off for us being the landlord and for people coming into this space?" Measuring influencer marketing success requires tailored metrics aligned with specific objectives. "When we started working with micro-influencers and navigating this space, it was eye-opening," Mastandrea reflected. "They used terms like 'impression' that were unfamiliar to me. What does an 'impression' really mean, and how does it contribute to our goals?" That's why, as mentioned before, establishing clear objectives and metrics from the ■■■

beginning is crucial. "We want to make sure that it gets monetized," Mastandrea said.

## 8. Look into the future.

Trends are always changing, and today, artificial intelligence is taking the front seat, even in the influencer industry. According to Booth, this underscores the importance of always looking ahead. In February, JLL made headlines as the first shopping center owner to introduce a virtual influencer. Named Cindy, this virtual shopping "bestie" was developed by AI provider Imaginarily and rolled out across 13 shopping centers in the U.S. Cindy's goal over a two-month campaign was to promote, on each center's website and social media, local events and sales offered by retailers. "We went through numerous iterations to perfect Cindy," explained Booth. "Our goal was to embrace technology and explore its potential in this space. Plus, sourcing and managing 50 influencers across 50 diverse markets is time-consuming. This approach allowed us to create a unified voice for multiple properties."

Glosson, who assisted with the rollout, highlighted the challenge of ensuring Cindy's authenticity across different demographics and climates. "Customizing Cindy's appearance and outfits for each market was crucial," she noted. "Each property had its own content specialists, enabling tailored content for retailers." Cindy was not interactive AI but offered fashion advice, shopping tips and dining recommendations through pre-produced content. The campaign yielded impressive results: Within a month of launch, online website sessions across participating shopping centers increased by 500%, new site users by over 1,000% and page views by nearly 500%. And though some audiences might be leery of AI influencers, it's important not to look away, Glosson said, and to keep your eye on this trend.

## 9. Be Ok with experimenting.

"I have a motto with my team: Fail fast," said Glosson. The moral of this new influencer-driven landscape is: Try it all, be innovative and embrace new things. It's OK to make mistakes because content is ephemeral. "If a post doesn't work, you can delete it and try something else," Glosson added. "Back in the day, when we started shopping center marketing, whatever you created lasted forever. If you bought ads or produced radio or TV commercials, you had to live with them. Now, you can literally change things on the fly," said Booth. But first, you must jump in and get started.



## RESEARCH



### THE HUMBLE SHOPPING CART

The invention of the shopping cart revolutionized the way people shop, transforming the retail experience and greatly influencing consumer behaviour. The story of the shopping cart begins in the 1930s, a time when grocery stores were becoming increasingly popular, and self-service shopping was beginning to take hold.

#### The Birth of the Shopping Cart

The shopping cart was invented by Sylvan Goldman, an American businessman who owned the Humpty Dumpty supermarket chain in Oklahoma City. In the 1930s, as self-service grocery stores started to replace traditional clerk-assisted shopping, Goldman noticed that customers were often struggling with the wire baskets they used to carry their groceries. The baskets would quickly become heavy and cumbersome, especially for shoppers buying in bulk. This limitation not only affected the customer's experience but also restricted the amount of goods they could purchase. Goldman realized that if customers had an easier way to carry their groceries, they might buy more, increasing his store's profits. Inspired by a folding chair, Goldman envisioned a device that could hold two shopping baskets and be easily moved around the store.

#### The First Prototype

In 1937, Goldman, along with a mechanic named Fred Young, developed the first prototype of the shopping cart. It consisted of a metal frame with wheels and a pair of wire baskets that could be placed on the top and bottom sections of the frame. The design was innovative but simple: when not in use, the cart could be folded flat, making it easy to store. This feature was particularly appealing to store owners who had limited space.

#### Initial Reception and Challenges

However, the introduction of the shopping cart wasn't an immediate success. Customers were initially reluctant to use the carts, for various reasons. Men felt that using a cart was unmanly, women were accustomed to carrying baskets, and older customers didn't want to appear weak by using a cart. To overcome this resistance, Goldman hired actors to push the carts around his store, simulating shopping trips and demonstrating their convenience. He also placed store employees near the entrance to explain how to use the carts to customers.

Gradually, shoppers began to see the benefits, and the carts gained popularity. Goldman's innovation soon spread beyond his stores, and other supermarkets began adopting the idea. The shopping cart's design evolved over time, with the addition of features like a child seat and a handle for easier manoeuvrability.

#### Impact on Retail and Consumer Behaviour

The shopping cart dramatically changed the retail landscape. It allowed customers to shop more comfortably and purchase larger quantities of goods, leading to increased sales for stores. The cart also contributed to the rise of the modern supermarket, where customers could browse aisles freely and load up on a wide variety of products. Today, the shopping cart is an indispensable part of the shopping experience, found in virtually every grocery store around the world.

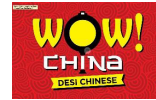
Sylvan Goldman's invention of the shopping cart was a brilliant response to the needs of both consumers and retailers, proving that even a simple idea can have a profound impact on everyday life.





# MALL TALK

## THE WOW STORY TO GROWTH



**30 sq ft to 38+ Cities!** A journey that began with two young entrepreneurs from Kolkata and a basket of momos, Wow! Momo has a wow! story to tell

When Sagar Daryani and Binod Homagai, Age 21, both hailing from middle-class families thought of becoming entrepreneurs, the duo was still pursuing their graduation in B.Com Hons from St. Xavier's College Kolkata. With an initial amount of Rs. 30,000, Daryani and Homagai started the venture in 2008, even before their college results were out. They knew the value for money and boot-stapped to plough back profits and grow their venture. While Sagar looked after brand expansion, marketing and retail operations, Binod focused more on production and quality control. They were later joined by another college friend Shah Miftaur Rahman, who took care of cost control and Finance and became a Co-founder in 2015. The core team's latest member is Muralikrishnan, another college friend who takes care of the brand building, marketing, sales and scaling efforts of the organisation since 2019.

The early days were hard but keeping a track of the money flow was even harder. Believing in the concept of '1 rupee saved is 5 rupees earned', and the lessons they learned while assisting their parents in running the family business during school days, the founders grew the business by strict cost control mechanism. They did it all, while selling shirts & trousers from his (Sagar) father's shop in the busy Gariahat Market in Kolkata since his 6th grade or learning customer service by helping his (Miftaur) father in his medicine shop the duo managed to save money and expanded their business to 40 restaurants by bootstrapping profits without any external capital or equity funding.

The initial stores were Kiosks inside hypermarkets of Big Bazaar and Spencer's in Kolkata, which paved a way opening Food outlets in Malls, Tech parks and subsequently restaurants in High Street busy commercial locations.

From small kiosks in Kolkata to Country's largest Chain of Momo Delicacies with more than 400+ outlets in 17 cities, Wow! Momo story is no less than a Bollywood blockbusters. Not only did the founders ascertained steady growth for their business, but also innovated & invented unique ways of serving Momo delicacies to India. Their Menu caters to 12 different flavours of Momos available in Steamed, Fried & Pan Fried formats largely in white & brown flour variants. They have smartly Innovated & Invented to create Sizzler Momos, MO Burg (Momo Burgers), Tandoori Momos, & a Baked MomoAu'gratin to their credit. To top it all, even their dessert is a 'Chocolate Momo. This monsoon season, the brand also launched 'Mango Momos'.

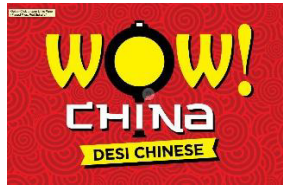
The company currently employs over 3200 staff of which about 100 are specially-abled & 70 transgenders from various NGOs which the company has partnered with. The promoters have a long-term vision of opening 5 cancer hospitals fully funded from this venture to assist patients who cannot afford a treatment.

**A mission to make Wow! Momo the food of all times & creating a niche market for the Masses. As they say "We want to be India's version of Mc Donald's & grow globally "they aim to become one of the World's fastest growing QSR Chains, thereby creating employment & adding value to the economy & society as a whole.**

Wow! Momo has earned many awards & accolades: One of the most prestigious being the National Entrepreneurship Award 2016 from Ministry of Skills Development and Entrepreneurship, Govt of



# MALL TALK



India, which helped them gain good recognition in the business & start up community. Sagar Daryani, CEO and Co-Founder is a proud member of Economic Times 40 under 40. Awarded this September.

In 2015 Wow! Momo raised its first round of angel funding through IAN (Indian Angel Network); Wow! Momo, in June 2017, managed to raise a series A round of ₹44 crore from Lighthouse funds and in September 2019, after an investment by Tiger Global Management of ₹130 crore, the valuation of the company crossed ₹860 crore. We recently closed our series D round at a valuation of 2600 Crores.

The brand continues to focus on increasing and enhancing its customer base and service respectively and has a goal of doing an IPO (Initial Public Offering) by around six to seven years from now with a presence in over 50 cities in India. The team feels a 1000 Wow! Momo stores PAN India in the near future is a definite possibility.

After successfully building the Wow! Momo brand, the leadership team is now looking to strengthen its second brand, Wow! China, launched earlier this year aims at focusing on "Chindian" cuisine, the Indianised version of Chinese cuisine that is popular in India. Launched the FMCG vertical mid-July last year and is poised to launch two more QSR brands.

In the year 2023 we focused scaling up of its existing cuisines as well as the newly launched Wow! Chicken brand. At Wow! Chicken you can experience range of fried and grilled chicken recipes with distinctive flavours and multitude of variety.

Our latest foray has been Kulfis – again a lost street-food dessert, which we feel, has a pan-India audience. We have started with launching 80+ Shop in shop of kulfi within Wow! Momo & plan to expand to 50+ stand-alone Kulfi stores this year.

The brand continues to focus on increasing and enhancing its customer base and service respectively and has a goal of doing an IPO (Initial Public Offering) by around six to seven years from now with a presence in over 50 cities in India. And surely look at Global journey very soon.

The singular vision of the brand is to become India's largest homegrown food Conglomerate & own maximum share of the stomach – and at the core lies a belly with strong appetite for innovation and a unbridled focus on Consumer. The mission of becoming "Food For All Times; and make food good" is the unequivocal call amongst the leaders at Wow! Momo.







## MARKET PULSE



### THE EVOLVING SYNERGY BETWEEN RETAIL AND MULTIFAMILY DEVELOPMENT

The relationship between retail and multifamily sectors has always been mutually reinforcing, but the current landscape calls for even closer cross-sector collaboration. With the rise of mixed-use and single-family-home rental communities, experts like CRE Models senior project manager Karl Thompson emphasize the need for more frequent communication between retailers, commercial landlords, and multifamily developers.

For multifamily developers, the proximity to retail, restaurants, entertainment venues, and services is a critical factor in site selection and project pitches to local governments. These elements also significantly influence the pro forma and return on investment. Establishing strong retail contacts allows multifamily developers to gain insights into local market trends, which in turn helps them market their assets more effectively and make better decisions.

The growing interactions between retail and multifamily properties can lead to innovative services and conveniences for residents. For instance, a gastropub might begin delivering food to an apartment building's pool or rooftop deck after engaging with a multifamily landlord, enhancing the living experience for residents.

Project Management Advisors' national residential sector lead and executive vice president, Omar Rihani, highlighted a high-rise apartment development in Los Angeles that features three well-known restaurant brands on the ground floor. These establishments not only serve the dining areas but also offer in-building delivery services, demonstrating the complementary uses that can arise from strong cross-sector relationships.

Understanding the evolving needs of multifamily residents is equally important for retail professionals. Architecture and design firm Cooper Carry has responded to feedback from residents who prefer distinct separation between retail and residential spaces. For example, residents may feel their privacy is compromised if a coffee shop or retail component extends into the lobby. In response, Cooper Carry is designing solutions that preserve residents' privacy while still providing easy access to ground-floor retail spaces.

Municipalities often require ground-floor retail in new multifamily projects to promote walkability, but poorly planned spaces can lead to failures. Thompson pointed out that some residential developers treat ground-floor retail as an afterthought, leading to spaces that are unsuited for retailers and restaurants. Cooper Carry Retail Studio principal Daniel Sweeney advises multifamily developers to collaborate with brokers and leasing agents early in the planning process to ensure these spaces are designed for success. This might involve detailed planning of the commercial space, from the layout of kitchens and seating to the logistics of trash removal.

Proximity to retail is a major selling point for multifamily developments, making it essential for developers to consider retail trends when selecting sites. This is particularly important in urban areas where residents may prioritize walkability and access to nearby amenities. For instance, in student housing projects, developers like Subtext often choose sites adjacent to main retail nodes to meet the needs of students who rely on nearby shopping and dining options. These projects may even incorporate their own retail spaces to enhance convenience for residents.

Designing multifamily projects with a deep understanding of the local neighbourhood and retail scene can shape key decisions, from site selection to tenanting. For example, UDR's 345 Harrison in Boston's South End strategically includes ground-floor retail tenants like Tatte Bakery & Cafe and CVS, taking advantage of the building's proximity to other popular dining and retail destinations. The design of the building ensures that it integrates well with the surrounding neighbourhood, offering residents both on-site retail and easy access to nearby amenities. In some cases, vibrant neighbourhoods may reduce the need for on-site retail, as residents can easily access nearby restaurants and shops. For example, in Midtown Atlanta, some developers choose to focus on active resident uses like fitness centers or co-working spaces on the first floor, allowing the surrounding neighbourhood to serve as the primary amenity.

Ultimately, cross-sector dialog is crucial for fostering innovative ideas and successful projects. Rihani advocates for more panel discussions and brainstorming sessions that bring together specialists from different real estate sectors. By sharing insights and strategies, the retail and multifamily sectors can continue to evolve and collaborate effectively, leading to projects that benefit both residents and businesses.



## WELLNESS



### MORNING WALK: A PANACEA FOR A HEALTHY LIFE

In today's fast-paced world, where stress and sedentary lifestyles dominate, the simple act of taking a morning walk has emerged as a powerful antidote for maintaining overall health and well-being. Often regarded as a panacea, or a universal remedy, a morning walk offers a multitude of benefits that extend beyond mere physical fitness. It nurtures mental well-being, boosts energy levels, and fosters a deeper connection with the natural world—making it an essential practice for anyone seeking a healthier, more balanced life.

#### Physical Health Benefits

One of the most significant advantages of a morning walk is its positive impact on cardiovascular health. Regular walking improves blood circulation, lowers blood pressure, and reduces the risk of heart disease. It is a gentle yet effective form of aerobic exercise that strengthens the heart and improves overall cardiovascular function. For those looking to manage their weight, a morning walk can be a valuable tool. It helps burn calories and boosts metabolism, aiding in weight loss and maintaining a healthy weight. Unlike intense workouts, walking is a low-impact activity that is easier on the joints, making it accessible to people of all ages.

In addition to cardiovascular benefits, walking also strengthens bones and muscles. As we age, bone density tends to decrease, leading to conditions like osteoporosis. Regular walking helps in maintaining bone strength and prevents the onset of such conditions. It also improves joint flexibility and reduces the risk of arthritis, making it an excellent exercise for older adults.

#### Mental Health and Emotional Well-being

The benefits of a morning walk are not confined to physical health alone; they extend deeply into mental and emotional realms as well. Walking in the early hours, when the world is quiet and the air is fresh, has a calming effect on the mind. It provides a space for reflection and mindfulness, helping to reduce stress and anxiety. The rhythmic movement of walking, combined with deep breathing, encourages the release of endorphins—natural mood lifters that combat feelings of depression and promote a sense of well-being.

Morning walks have also been linked to improved cognitive function. The increased blood flow to the

brain can enhance memory, focus, and creativity. Many people find that their best ideas come to them while walking, as the mind is free to wander and explore new possibilities. This makes a morning walk not just an exercise in physical health, but also in mental clarity and innovation.

#### Energy and Productivity Boost

Starting the day with a walk can set a positive tone for the hours ahead. The increased oxygen intake and circulation result in higher energy levels, helping you feel more awake and alert. Unlike a cup of coffee, which provides a temporary energy spike, the effects of a morning walk are more sustained and natural. This energy boost can translate into greater productivity throughout the day, as you approach tasks with a clearer mind and more vigor.

#### Social and Environmental Benefits

Morning walks are not just about individual health; they also promote social interaction and a sense of community. Walking with a friend, family member, or even a pet can strengthen social bonds and create a support system that is vital for emotional health. In many neighborhoods, morning walkers form informal groups that meet regularly, fostering a sense of belonging and community spirit.

Furthermore, morning walks encourage a connection with nature. In urban settings, where green spaces may be limited, a morning walk in a park or a tree-lined street offers an opportunity to engage with the natural world. This connection to nature has been shown to enhance mood and reduce feelings of isolation, contributing to overall well-being.

In conclusion, a morning walk is indeed a panacea for a healthy life; it is more than just a simple exercise; it is a holistic practice that benefits the body, mind, and soul. Its accessibility and wide-ranging benefits make it a true panacea for a healthy life. By incorporating a morning walk into your daily routine, you can cultivate better physical health, enhance mental clarity, boost your energy levels, and foster a deeper connection with the world around you. It is a small investment of time that can yield enormous returns in your overall well-being. The beauty of this habit lies in its simplicity—no equipment or special training is needed, just a commitment to step outside and embrace the many benefits that a morning walk has to offer.



## NEWS BYTE



### INORBIT BECOMES INDIA'S FIRST MALL OPERATOR TO GET INTO ITS OWN E-COMMERCE

Inorbit Malls, one of India's largest shopping centre chains, has taken an unusual step for a hardcore shopping centre operator: By becoming the first mall in India to launch its e-commerce site. "We are excited to announce the launch of our very own e-commerce platform: [www.inorbitonline.com](http://www.inorbitonline.com)," the company announced on its LinkedIn page recently.

Inorbit Malls has started its e-commerce portal where shoppers can shop online and the four Inorbit malls in Mumbai, Hyderabad and Vadodara will fulfil those orders in two hours within a certain radius, according to the mint-fresh webstore.

"As the first mall in the country to offer this groundbreaking service, we are redefining convenience and customer satisfaction. For those within an 8 km radius of our malls, we're offering swift 2-hour delivery, while customers within 20 km can enjoy same-day delivery from our empanelled brands, all from the comfort of their home!" the LinkedIn post further said. A person familiar with the development said that "all the brands in its mall properties are online."

Inorbitonline.com functions like any other e-commerce site where customers can browse for various segments including fashion, beauty and home, and living among other items. Models wearing fashion apparel appear like on any other e-commerce platform. Customers, however, must choose from one of the four malls located in those cities for InOrbit to direct them to their city-specific webstore. Customers can create their profiles and track their orders online through the website.

This is an interesting concept of a mall operator getting directly into e-commerce to stem its dwindling sales and to shore up its businesses amid heavy online retailers' incursions. The rapid emergence of e-commerce on India's scene in the last 10 years is increasingly changing the way Indians shop. Mall operators say their businesses are hurting due to online players increasingly eating into their business with their wider selection options, deep discounting and ease of getting products at their doorsteps. On top of that, a new breed of quick-commerce players including Blinkit, Swiggy Instamart and Zepto

are changing the dynamics of the game by delivering everything from food to fashion and from personal items to pharma in ten to 20 minutes, thus eating into the businesses for everyone from small kirana operators to India's largest supermarket chains.

Malls have been trying to adapt to the changing landscapes by offering more food and beverage options in malls. Over the years shopping centres have been trying to lure consumers with more eating options in their malls that have at present gone up to about 30% eateries from about 10% some years ago. "Earlier customers used to come to shop in malls and do some eating," a top mall operator said. "Now consumers generally come to malls to eat and then do some shopping. Otherwise, shopping is something that happens online as well."

Inorbit Malls (India) Private Ltd. is a subsidiary of the K. Raheja Corp, one of the pioneers of the mall culture in India. The company opened its first mall in 2004 at Malad in Mumbai. Currently, the company operates four malls in major metro cities Mumbai, Navi Mumbai, Vadodara, and Cyberabad in Hyderabad.



## FOLLOW SCAI ON





## INFINITI MALLS IN MUMBAI SET TO LAUNCH OMNICHANNEL SHOPPING MODEL

Infiniti Malls, operated by K Raheja Realty, is poised to introduce an omnichannel shopping model, allowing customers to browse, reserve, and purchase products online, with in-store pick-up at its malls. The initiative, shared by Gaurav Balani, Deputy General Manager of Marketing, aims to drive footfall to the physical locations by offering the convenience of online shopping without home delivery.

This strategy contrasts with the approach taken by Inorbit Malls, which recently became India's first mall operator to offer e-commerce with home delivery options. Infiniti Malls' focus on in-store pick-up is part of a broader effort to enhance customer engagement at its two Mumbai locations.

Balani revealed that Infiniti Malls had tested a similar model before the pandemic, which had shown promise. However, the initiative was put on hold due to COVID-19. The company is now revisiting the concept, with a formal launch expected soon.

In addition to the omnichannel strategy, Infiniti Malls has implemented several innovative measures to maintain relevance in the competitive retail landscape. These include 3D advertisement walls and a WhatsApp-based loyalty program, where customers can upload their bills to earn points.

Infiniti Mall Andheri, a 2.5 lakh sq. ft. property housing 65 brands, has undergone significant changes to enhance its appeal. These include expanding anchor stores like Westside, introducing new tenants such as Pret A Manger, and hosting engaging events such as comedy shows and concerts on the terrace.

The larger Infiniti Mall Malad, spread across 8.5 lakh sq. ft., is also focusing on community engagement through events and activities. The mall has hosted successful events like the Papon concert and plans to host more throughout the year. Additionally, the mall is integrating direct-to-consumer (D2C) brands to attract a younger audience, with brands like Souled Store and NewMe becoming major crowd-pullers.

The mall operator has reported a strong April to June quarter, with a 20% increase in trading and slight footfall growth compared to the previous year. Infiniti Mall Malad currently experiences weekend footfall ranging from 38,000 to 50,000, while Infiniti Mall Andheri sees 25,000 to 30,000 visitors on weekends.

Food and beverage outlets, family entertainment centers, and a wide array of shopping options continue to be key attractions at Infiniti Malls, ensuring they remain a favourite destination for Mumbai's shoppers.



## AMBUJA NEOTIA GROUP TO INVEST RS. 2,000 CRORE TO OPEN TWO NEW MALLS



Ambuja Neotia Group, which currently operates 6 malls - two in Kolkata and one each in Haldia, Siliguri, Raipur, and Patna - is planning to invest Rs 2,000 crore to open two new malls - one each in Kolkata and Siliguri, Harshvardhan Neotia, chairman, Ambuja Neotia Group recently confirmed.

Currently, the 6 existing malls span across 2 million sq. ft. retail space and the group are planning to add 1.5 million sq. ft. retail space with two upcoming malls. "We would look somewhere between four to five

years for these two projects to be functional because we are just at the design stage," he said.

"We will be funding these projects with a combination of our own funds, and some debt funds, plus we may have a strategic investor as well," he further added. Ambuja Neotia Group, which has a presence in hospitality, healthcare, and real estate closed the last fiscal at around Rs 1,500 crore in revenue and is eyeing to close this fiscal at around Rs 1,700 crore. The group is also planning to consolidate its hospitality business into one entity by next year.

"At present, our restaurant and club business contribute Rs 100 crore to the revenue," he asserted. "Currently, healthcare and hospitality together contribute 20 per cent each to our revenue and the remaining 60 per cent of our revenue comes from real estate," he further added.





# MALL TALK

## EVENT WATCH



### WORKSHOP AT AMBUJA NEOTIA CORPORATE OFFICE, KOLKATA

SCAI held a Masterclass at the Ambuja Neotia Corporate Office in Kolkata. This was the first Masterclass organized for the shopping malls of East India

The subject was "Master the Art of Cost Control: How to Keep Your CAM in Check," specifically tailored for shopping malls in Eastern India. This was the fourth in the series and saw participation from 43 attendees representing 14 malls.



### WORKSHOP AT VIVIANA MALL, MUMBAI

SCAI held a workshop at Viviana Mall, Thane, titled "Master the Art of Cost Control," specifically for shopping malls in Western India. The workshop, led by

Mr. Audhesh Pandey from JLL, was the third in the series and saw participation from 40 attendees representing 15 malls.





## DISCOVER DAWATPUR:

### A CULINARY EXTRAVAGANZA AT OMAXE CHOWK, CHANDNI CHOWK

Nestled in the heart of the bustling Chandni Chowk, Delhi, Dawatpur stands as India's first and largest concept food court within the iconic Omaxe Chowk. Spanning an impressive 1.2 lakh square feet, Dawatpur offers a unique gastronomic journey that caters to the tastes of both local patrons and international visitors. With a diverse range of culinary delights from across India and around the globe, every visitor is guaranteed an unforgettable dining experience.

#### A Tour Through Dawatpur's Distinct Segments

##### Sunheri Nagari: A Vegetarian's Paradise

Sunheri Nagari, translating to 'The Golden City,' is a haven for vegetarians. This segment of Dawatpur is dedicated exclusively to vegetarian cuisine, offering a plethora of dishes that celebrate the richness and variety of India's vegetarian culinary traditions. Here, food lovers can indulge in everything from savory street foods to sumptuous thalis.

##### Lal Bagh: The Carnivore's Delight

In contrast, Lal Bagh focuses on non-vegetarian fare, specializing in Mughlai cuisine and the traditional flavors of Old Delhi. This section is a tribute to the culinary heritage of the Mughal Empire, featuring rich, aromatic dishes that are both hearty and soul-satisfying. Expect to find a variety of kebabs, curries, and biryanis that promise to be as finger-licking good as they are authentically crafted.

##### Panna Puri: A Global Gateway

Panna Puri brings the world to your plate by hosting numerous international food brands. This segment is perfect for those looking to explore global cuisines under one roof.

##### Neel Nagar: Fast Food Fusion

Neel Nagar caters to the lovers of fast food with a twist. This segment combines fast food culture with the culinary innovations, offering quick bites that are both delicious and unique. Whether you're craving burgers, fries, or something more exotic, Neel Nagar provides a fast-paced environment where flavors meet fun.

##### The Heart of Dawatpur: Dilli 6 Chhajja

At the center of Dawatpur lies the concept of Dilli 6, featuring six beautifully crafted courtyards, or 'chhajjas'. This area is inspired by the traditional architectural elements of Old Delhi, providing a

nostalgic backdrop where diners can enjoy their meals while soaking in the ambiance reminiscent of Delhi's historic neighborhoods.

#### Experience the Delights of Dawatpur

Dawatpur is more than just a food court; it's a cultural and culinary landmark that encapsulates the spirit of Delhi and the diversity of its cuisine. Each segment of Dawatpur not only offers unique food choices but also an atmosphere that elevates your dining experience. Whether you are a local looking to rediscover your city's flavors or a tourist exploring Delhi's culinary delights, Dawatpur welcomes all with open arms and platters full of exquisite tastes.





# MALL TALK

## INDEPENDENCE DAY CELEBRATION IN MALLS

### AEROHUB - OLYMPIA, MERLIN GROUP



### AMBIENCE MALL



### ASHOKA ONE MALL



### LULU MALL, BANGALORE





# MALL TALK

## LULU MALL HYDERABAD



## LULU MALL KOCHI



## LULU MALL, LUCKNOW







# MALL TALK

## LULU MALL, PALKKAD



## LULU MALL, TRIVENDRUM



## Y MALL, TRIPRAYAR





# MALL TALK

## INORBIT MALL VADODARA



## GRAND HIGH STREET MALL



# Join us for an Insightful webinar

## Sustainable Shopping: How Cooling-as-a-Service Reduces Costs & Carbon Emissions



**MR. DEEPAK KUMAR**

Chairman & Managing Director  
of Elpro International  
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**Dave Mackerness**

Director, Kaer Pte Ltd  
Steering Committee Member



**Ravi Sibbal**

GM Operations Inorbit Mall, Malad



**G Raghavan**

Managing Director  
Kaer India

 **13<sup>th</sup> September, 2024** |  **3pm to 5pm**

**Register Now!**

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# MALL TALK



SHOPPING CENTRES  
ASSOCIATION OF INDIA

We have introduced a new column called "Readers' View" to gather our readers' perspectives on the magazine's content. Your insights will help us make Mall Talk even more relevant and valuable for the industry.

We welcome your feedback at  
[editormt2008@gmail.com](mailto:editormt2008@gmail.com)

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