

Ideal Tenant Mix Composition Based On Consumer Preference Weighting Method In Travoy Hub Commercial Area

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Tenant mix, tenant preference, tenant ranking, purchase propensity

ABSTRACT

The success of marketing activities and financial success in a commercial area or shopping center is influenced by several factors, one of which is the tenant mix factor. The process of analyzing the composition of the tenant mix using the consumer preference weighting method can make it easier for developers to know exactly the types of tenants expected and needed by potential consumers. The research object in this study is Travoy Hub, a commercial area that is being developed by PT Jasamarga Related Business. Specifically, there are three main parameters that can describe the tenant mix model effectively, namely the tenant preference category (Preferred Main Tenant Category), the tenant order category (Ranking of Main Tenant Category Preference), and the tenant product purchasing tendency category (Likelihood of Supporting Preferred Tenants). The aim of this research is to explain the logic of the research methodology as well as the preferences of potential consumers regarding tenant plans that will operate in the commercial area in question, using the example of a commercial area in the East Jakarta area.

INTRODUCTION

The Jabodebek Light Rail Transit (LRT) project is one of several National Strategies (PSN) for the oldest transportation sector in the Regulation of the Coordinating Minister for Economic Affairs Number 21 of 2022. In connection with the plan to develop supporting facilities for the Cawang–Cibubur Cross station, as well as considering land ownership status At the planned location for Taman Mini Station, PT Jasa Marga (Persero) Tbk/Jasa Marga initiated a plan to develop a commercial area/world center based on transit-oriented development (TOD) at Taman Mini Station, East Jakarta, with the name “TRAVEL CENTER”. The development of TRAVOY HUB is a new challenge faced by Jasa Marga, because the company does not have experience in developing commercial areas/world centers (Yim Yiu & Xu, 2012).

there are several factors that influence the marketing and financial success of a commercial area or shopping center: seller mix, accessibility and quality of location, size and quality of catchment area, availability of parking space, internal layout, and environment are some of the key success factors identified in previous research (Heinze et al., 2016). The combination of these six factors will influence the success of developers and owners in marketing commercial areas and shopping centers to potential sellers and consumers (Felker Kaufman, 1996).

In relation to the size and quality of the catchment area, TRAVOY HUB is designed with a gross floor area (GFA) of $\pm 40,000$ m² and an area that can be used for commercial purposes (Net Leasable Area) of $\pm 30,000$ m², so that it can be considered a trading center on a large scale. TRAVOY HUB is located between two large-scale roads, namely the Taman Mini National Road and the Jagorawi Toll Road. Referring to residential distribution areas, TRAVOY HUB is located within the reach of several large sub-districts, including Pondok Gede, Cipayung, and Kramat Jati as well as several office areas, including: Jasa Marga Head Office, PT Bank Mandiri Branch Office, PT Bank BRI Branch Office, etc. In terms of accessibility, TRAVOY HUB has a relatively strategic location: it is part of the same building as the Taman Mini LRT Station (± 0 km), opposite the Pinang Ranti Transjakarta Bus Stop (± 1 km), and located between two large roads, namely the Taman Mini National Road and the Jagorawi Toll Road. So, referring to the previous explanation, TRAVOY HUB has met the factors of size and quality of the catchment area, availability of parking space, accessibility factors, location quality, as well as environmental factors.

However, according to hapus, there are important factors that are not yet known and need to be studied in detail, namely tenant mix factors and internal layout factors (Marona & Wilk, 2016). In a commercial area or world center, the supplier mix factor has been widely recognized as a very important factor for all stakeholders: consumers, sellers, and developers or land owners. TRAVOY HUB is a commercial area/shopping center located on Jalan Taman Mini, Makassar District, East Jakarta City, which consists of three (three) development phases (Rajagopal, 2009). TRAVOY HUB is designed with a gross floor area (GFA) of $\pm 40,000$ m² and an area that can be used for commercial purposes (NLA) of $\pm 30,000$ m². To support the comfort of visitors who bring private vehicles, TRAVOY HUB has prepared a visitor parking area, TRAVOY, with a capacity of four-wheeled vehicles of ± 300 lots and two-wheeled vehicles of ± 500 lots.

In terms of accessibility, TRAVOY HUB has a relatively strategic location: the TRAVOY HUB commercial area is directly adjacent to the LRT Station. Taman Mini, opposite the Pinang Ranti Transjakarta Bus Stop, is located between two large roads, namely the Taman Mini National Road and the Jagorawi Toll Road. Meanwhile, referring to residential areas, TRAVOY HUB is located in several large sub-districts, including Pondok Gede, Cipayung, and Kramat Jati, as well as several office areas, including Jasa Marga Head Office, PT Bank Mandiri Branch Office, PT Bank BRI Branch Office, etc. Apart from that, the closest tourist attractions and public facilities to TRAVOY HUB include: Taman Mini Indonesia Indah (TMII), Taman Anggrek, At-Tin Grand Mosque, Meuraksa Hospital, Jakarta Hajj Hospital, Pinang Ranti Trans-Jakarta Bus Stop, etc (Wong & Nair, 2018).

So based on the explanation above, there are several important points that can be identified as a basis for problem formulation, including:

1. Based on, there are six (six) factors that can influence the success of a commercial area or shopping center, namely: tenant mix, accessibility and quality of location, size and quality of catchment area, availability of parking space, internal layout, as well as the environment;
2. TRAVOY HUB has met the factors of size and quality of catchment area, availability of parking space, accessibility and quality of location, as well as environmental factors;
3. However, there are other important factors that are not yet known and need to be studied in detail, namely tenant mix factors and internal layout factors;
4. The composition of the tenant mix that influences the success of TRAVOY HUB can be determined through consumer preference weighting with the following parameters: ideal tenant preference, favorable tenant preference (preferred preference), likelihood shopping preference (shopping tendency preferences) (Xu et al., 2022).

Referring to the points mentioned above, the problem formulation that will be discussed in this research is, "*What is the most ideal tenant mix composition in the TRAVOY HUB commercial area based*

on the consumer preference weighting method?". Meanwhile, referring to the problem formulation explained in the previous paragraph, So the aim of this research is to conduct an analysis of the composition of the tenant mix (Kirkup & Rafiq, 1994)(McCollum, 1980). The most ideal (tenant mix) and target market/potential consumers based on the consumer preference weighting method in the TRAVOY HUB commercial area In this study (Garg & Steyn, 2015), TRAVOY HUB is the location chosen to determine whether or not this commercial area is acceptable in the East Jakarta location, taking into account that TRAVOY HUB is included in the planned commercial area development category in accordance with previous studies (Yim Yiu & Xu, 2012).

METHODS

The comparative scale in this study uses preferences from a tenant category scale which can be reflected using the multiple-response item preference (Bohrnstedt et al., 1983) method . In line with explanation in a case study for a shopping center/commercial area, a comparative scale is more appropriate to use by considering stimulus comparisons between objects with data that is interpreted in relative terms and has ordinal attributes or ranking order (Bruwer, 1997).

Multiple-response preference items indicate the preference of the tenant category scale held by the respondent and generally contain multiple choices with more than one answer, so that respondents can provide their preference answers without being fixated on one answer and can provide precise answers (Brown, 1992).

The primary data used in this research comes from data collection through questionnaires to determine respondents' profiles, points of view and assessments of the topics raised in this research. Primary data collection was carried out through distributing questionnaires designed to determine consumer behavior in shopping centers/commercial areas according to specified criteria (Ismail El-Adly, 2007). The process of distributing the questionnaire was carried out via personal message/group broadcast on the WhatsApp application. In general, this research used non-probability sampling and purposive sampling techniques. Referring to research limitations that have been previously determined, as well as considering the need for data that contains demographic, geographic and behavioral aspects. The choice of sample size in this study refers to Hair et al., (2010) which recommends a research sample size of 100 (one hundred) or more. Thus, in this study the number of samples collected was a minimum of 200 (two hundred) respondents who met the sample characteristics as mentioned above.

The aim of this research is to analyze how the composition. The most ideal tenant mix based on the consumer preference weighting method in the TRAVOY HUB commercial area (Yuo et al., 2004). The methodology is translated through the use of weighting techniques based on 3 (three) parameters, namely tenant category preferences (ideal tenant category), category ranking preferences (favourable tenant category), and spending possibility preferences (likelihood tenant category). In the end, the parameters in question are consolidated into a composite tenant index which indicates the tenant composition consisting of the most ideal mixture of tenants in order of preference. The validity and reliability testing process in this research uses SPSS software, while the calculation of numerical data (numbers) uses formulas in a spreadsheet sheet on Ms. software. Excel (Ibrahim & Galven, 2007).

RESULTS AND DISCUSSION

Primary data collection was carried out by distributing questionnaires designed to determine consumer behavior in shopping centers and commercial areas according to specified criteria (Finn & Louviere, 1996). The process of distributing questionnaires, which are made in Google Form format, is distributed via personal message or group broadcast on the WhatsApp application. The results of the questionnaire obtained in this data collection process were as many as 205 (two hundred and five) respondents.

However, referring to the theory of effective distance for a new commercial area or shopping center, as mentioned in point 2.1.3, a sorting process is needed for respondent data that is less relevant to the research conditions, namely: respondents with distance from residence and/or place of work > 5 km; and respondents with travel time to residence and/or place of work.> 30 minutes (Simona Damian et al., 2011).

So, based on the sorting process using updated criteria, the total number of respondents deemed appropriate to the research conditions was obtained, namely 154 (one hundred and fifty-four) respondents. Each respondent must at least meet the travel distance criteria, namely a maximum of 5 km, and travel time, a maximum of 30 minutes from or to the TRAVOY HUB commercial area. Thus, the results that can be summarized and classified are as follows:

Table 1
Respondent Age (Updated)

Age	Percentage	Total
15 - 24	14,94%	23
25 - 34	58,44%	90
35 - 44	11,69%	18
45 - 54	12,99%	20
55 - 64	1,95%	3

Table 2
Frequency of Visits to Shopping Centers/Month (Updated)

Frequency/Month	Percentage	Total
< 1 kali	18,8%	28
1 - 2 kali	38,96%	60
3 - 4 kali	28,57%	44
> 4 kali	14,29%	22

Table 3
Number of Purchase/Visit Transactions (Updated)

Total/Visit	Percentage	Total
< Rp 500.000	32,47%	50
Rp 500.000 - Rp 1.000.000	51,95%	80
Rp 1.000.000 - Rp 1.500.000	11,69%	18
> Rp 1.500.000	3,90%	6

Based on the data summary in Table 1, 58.44% of respondents were aged between 25-34 years, with 67.53% of respondents shopping in commercial areas/shopping centers with a frequency of 1-4

times per visit (Table 2) and 63.64% of respondents made shopping transactions of Rp. 500,000 to Rp. IDR 1,500,000 per visit in commercial areas/shopping centers (Table 3).

Primary Tenant

Specifically, referring to the needs of the main tenant (anchor tenant) to accelerate buyer traffic at the TRAVOY HUB location, which based on several previous studies meets the criteria for tenant types including: department stores, supermarkets, discount stores and equipment stores (Konishi & Sandfort, 2003). households, it can be seen that the brands that are respondents' preferences are UNIQLO (fast fashion retail), Starbucks (beverages), and XXI (cinema), as described in Figure 1 (Teller & Reutterer, 2008).

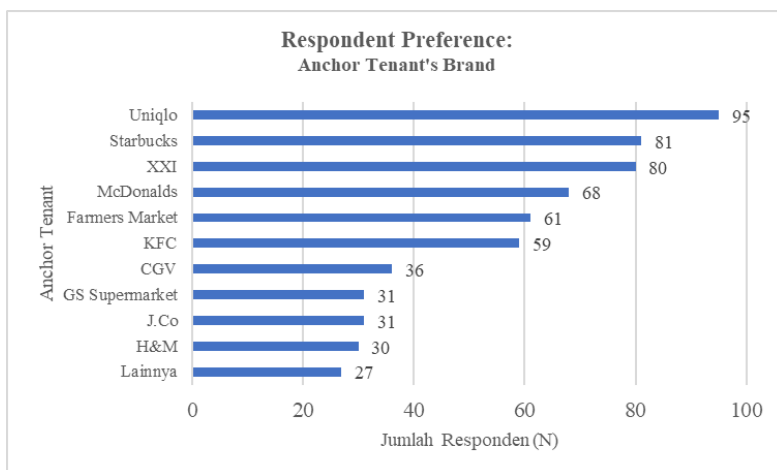


Figure 1
Respondents' Preferences for Main Tenants

Table 4
Distribution of Anchor Tenants in Commercial Areas Around TRAVOY HUB

Comercile Area	Distance (from Travoy Hub)	Anchor Tenant
Tamini Square	1,5 km	1. McDonald 2. KFC
Green Terrace	3,2 km	1. Starbucks 2. KFC 3. J.Co
Lippo Plaza Kramat Jati	3,7 km	1. XXI 2. KFC 3. J.Co
Graha Cijantung	4,6 km	1. XXI 2. Starbucks 3. KFC 4. J.Co
Cibubur Junction	10,4 km	1. Starbucks 2. McD 3. KFC 4. J.Co
TSM Cibubur	10,5 km	1. XXI 2. Starbucks 3. Uniqlo 4. H&M

Apart from knowing respondents' preferences for ideal anchor tenants for TRAVOY HUB, a comparison process was also carried out for anchor tenants that already operate in similar commercial areas around TRAVOY HUB as an effort to map the tenant mix applied by competitors (Table 4) (Kiriri, 2019). Review of market segmentation based on questionnaire results using the approach of tenant type, product type, and average package price (food)/unit price of specific products in terms of similar competitors A comparison of several aspects in question is described in Table 5.

Table 5
Detailed description of respondents' preferences for anchor tenants

No.	Brand	Tenant Type	Price Range	Product Type
1.	Uniqlo	Fast Fashion	50.000 – 1.300.000 (per-item)	Supporting clothing and accessories
2.	Starbucks	Coffee Shop	38.000 – 70.000 (per-cup)	Drinks and snacks
3.	XXI	Cinema	35.000 – 70.000 (per-tiket)	Entertainment
4.	McDonalds	Fast Food Chain	12.000 – 50.000 (per-item) 35.000 – 180.000 (per-paket)	Food (fried chicken, fries, burgers, ice cream) and drinks
5.	Farmers Market	Supermarket	Bervariasi	
6.	KFC	Fast Food Chain	12.000 – 35.000 (per-item) 35.000 – 150.000 (per-paket)	Consumer goods

When compared with TRAVOY HUB competitors, as explained in Table 4, the anchor tenants in the 0–11 km range are mostly dominated by food and beverage tenants. Meanwhile, anchor tenants with brands XXI (cinema) and Uniqlo (fast fashion) with the closest distance from TRAVOY HUB are 3.7 km (Lippo Plaza Kramat Jati) and 10.5 km (Transmart Cibubur). Furthermore, there are no commercial areas or shopping centers that have the Farmers Market (supermarket) brand within the range referred to above.

Composite Tenant Index

The composite tenant index (composite tenant index) summarizes tenant choices.the best, with all preferences, rankings, and purchase possibilities reflected in a single index to arrive at the “ideal” tenant mix. Consumer preferences, which have been summarized in the previous section, have been classified based on three main parameters: ideal aspects, favorability aspects, and likelihood aspects.

Table 6
Composite Tenant Index Property Tenant Category

Goods Renter Category	Preference Position	Rank Position	Likelihood Position	Index Total	Final Position
Food & Drink	1	1	1	3	1
Clothing, Footwear, Accessories	2	2	3	7	2
Food Material	3	3	2	8	3
Daily Merchandise	5	6	4	15	4
Health & Beauty	4	9	5	18	5
Books, Toys, Gifts	6	7	6	19	6
Household Furniture & Home Goods	8	4	7	19	7
Electronic & Electrical Equipment	7	5	8	20	8
Specialty Shop	10	8	9	27	9
Watches, Jewelry, Ornaments	9	10	10	29	10

Based on the calculations explained in Table 6, it is known that The Food & Beverage tenant sub-category is the type of goods tenant sub-category that is in first place in terms of ideal, favourability and likelihood aspects at TRAVOY HUB, Taman Mini. Second and third in sequence are the Clothing, Footwear, Accessories tenant sub-categories and the Foodstuffs sub-category.

Table 7
Composite Tenant Index for Service Tenant Categories

Goods Renter Category	Preference Position	Rank Position	Likelihood Position	Index Total	Final Position
Entertainment	1	1	1	3	1
Financial Services	2	2	4	8	2
Healthcare	3	4	3	10	3
Personal Services	4	6	2	12	4
Household	5	5	5	15	5
Travel	6	9	6	21	6
Education	7	7	7	21	7
Tailors & Shoemakers	8	3	10	21	8
Government/Community Institutions	10	8	8	26	9
Real Estate	9	10	9	28	10

Based on the calculations explained in Table 7, it is known that The Entertainment tenant sub-category is the type of service tenant sub-category that is in first place in terms of ideal, favourability and likelihood aspects at TRAVOY HUB, Taman Mini (Perloff, 2021). In second and third place respectively are the Financial Services tenant sub-category and the Health Services sub-category.

TRAVOY HUB Market Segmentation

Referring to several previous studies contained, market segmentation analysis was carried out based on several aspects: demographics, geographics, behavioral, availability of anchor tenants as well as supporting tenants.

Table 8

Consumer Segmentation based on Demographic, Geographic and Behavioral Aspects

<i>Category</i>	<i>Questionnaire Results</i>
<i>Demographics</i>	<ol style="list-style-type: none"> 1. 85% of respondents are aged 15 – 44 years 2. ± 75% of respondents work < 5 km (travel distance) or < 30 minutes (travel time) 3. 64% of respondents made shopping transactions of Rp. 500,000 to Rp. IDR 1,500,000 per visit
<i>Geographics</i>	± 75% of respondents live > 5 km (travel distance) or > 30 minutes (travel time)
<i>Behavioural</i>	68% of respondents shop in commercial areas/shopping centers with a frequency of 1-4 times per visit

Table 9

Consumer Segmentation based on Respondents' Preferences for Anchor Tenants

<i>Anchor Tenant</i>	<i>Consumer Segmentation</i>
Starbucks	<ol style="list-style-type: none"> a. Ages and occupations tend to vary b. Lifestyle tends to be consumerist c. Upper-middle economic ability
KFC & McD	<ol style="list-style-type: none"> a. Ages, occupations and lifestyles tend to vary b. Medium economic ability
Uniqlo	<ol style="list-style-type: none"> a. Age ranges from generations Y, Z, Millennials b. Jobs and lifestyles tend to vary c. Upper-middle economic ability
XXI	<ol style="list-style-type: none"> a. Age ranges from generations Y, Z, Millennials b. Jobs and lifestyles tend to vary c. Medium economic ability.
Farmers Market	<ol style="list-style-type: none"> a. Age ranges between generations X, Y b. Jobs and lifestyles tend to vary c. Upper-middle economic ability

Table 10

Consumer Segmentation based on Respondents' Preferences for Supporting Tenants

<i>Supporting Tenant</i>	<i>Consumer Segmentation</i>
Foods (Ex.: Imperial Kitchen, Sushi Tei, Pizza Hut, Holycow)	<ol style="list-style-type: none"> a. Ages, occupations and lifestyles tend to vary b. Middle/upper middle economic ability
Drinks (Ex.: Kopi Kenangan, Fore Coffee, Chatime)	<ol style="list-style-type: none"> a. Ages, occupations and lifestyles tend to vary b. Medium economic ability
Entertainment (Timezone, Fun World, Kidzooona)	<ol style="list-style-type: none"> a. Ages, occupations and lifestyles tend to vary b. Middle/upper middle economic ability

Based on the explanation outlined in Table 8 s.d. Table 10 shows the market segmentation targeted by TRAVOY HUB. consumers aged < 40 years who work within a radius of < 5 km from TRAVOY HUB, as well as middle/upper middle economic capabilities, which can be viewed from the frequency of shopping visits, number of transactions or visits, as well as brand preferences. Furthermore, referring to

the classification carried out byAccording to, TRAVOY HUB consumers can be categorized asrelaxed shoppers or demanding shoppers, which are specifically viewed from the perspective of age andthe type of tenant expected (Guy, 1998).

Furthermore, as an effort to sharpen understanding of the consumer profile that is TRAVOY HUB's target market, analysis was also carried out using a buyer persona approach based on the data held (Malhotra et al., 2017). So, the following results were obtained:

Table 11
TRAVOY HUB Buyer Persona Profile

<i>Who</i>	1. Generation Y, Z, Millennials 2. Work in the Taman Mini area, East Jakarta 3. A fairly high level of income (shown by the number of transactions/visits)
<i>Where</i>	Have a shopping lifestyle that tends to be quite active (shown by the frequency of shopping per month)
<i>Keywords</i>	<i>The commuters, urban active, the young</i>

Meanwhile, referring to the classification of shopping centers according to Prinsloo (2010) and ICSC (2004) and based on the TRAVOY HUB area (30,000 m2),

then the commercial area in question can be categorized as a Small Regional/Large Community Center, with an estimated number of tenants of 75 – 150.

So, if the classification results as explained in the previous paragraph are connected with the results of previous studies related to individual shop size which will be adjusted to common practice in Indonesia, The results of the composite tenant index analysis, as well as mapping of market segmentation and TRAVOY HUB buyer personas, mean that the composition of the tenant mix and the size of the proposed tenant area are as explained in Tables 12 and 13 (Borgers et al., 2010).

Table 12
TRAVOY HUB's Proposed Tenant Mix

	Luas (m ²)	Proporsi Luas (%)	Keterangan
Area Travoy Hub	30,000	100.00%	
<i>Anchor Tenant</i>			
Anchor Supermarket	1,500	5.00%	Farmers Market
Anchor Fashion	2,000	6.67%	UNIQLO
Anchor Bioskop	3,000	10.00%	XXI
<i>Supporting Tenant</i>			
Makanan & Minuman			
Restoran	6,000	20.00%	30 unit restoran
Grab & go	5,000	16.67%	100 unit FnB
Food Court	1,500	5.00%	3 titik lokasi
Bahan Makanan	600	2.00%	3 titik lokasi
Hiburan	3,000	10.00%	Timezone, Funworld, Kidzooona
Fashion	1,500	5.00%	3 titik lokasi
Bank	600	2.00%	3 titik lokasi
Layanan Kesehatan	600	2.00%	3 titik lokasi
Lain-lain	4,700	15.67%	

Table 13

Resume of Proposed Tenant Mix TRAVOY HUB Tenants

	Total Luas (m ²)	Total Proporsi Luas (%)	Keterangan
<i>Anchor Tenant</i>	6,500	21.67%	
<i>Supporting Tenant</i>			<i>Composite Index Urutan 1 - 3</i>
Makanan & Minuman	13,100	43.67%	
Hiburan	3,000	10.00%	
Fashion	1,500	5.00%	
Bank	600	2.00%	
Layanan Kesehatan	600	2.00%	
Lain-lain	4,700	15.67%	

CONCLUSION

Based on the results of questionnaire data processing, respondents have a preference for the order of anchor tenant brands, namely: Uniqlo, Starbucks, XXI, McDonald's, Farmers Market, and KFC. Meanwhile, based on the results of competitor mapping, comparison efforts with competitors similar to TRAVOY HUB show that Brand anchor tenants in the 0–11 km range are mostly dominated by food and beverage tenants. Anchor tenant with brands XXI (cinema) and Uniqlo (fast fashion) The closest distance from TRAVOY HUB is 3.7 km (Lippo Plaza Kramat Jati) and 10.5 km (Transmart Cibubur). Furthermore, there are none commercial area/shopping center that has a Farmers Market (supermarket). within the range referred to above.

Order on the Composite Tenant Index list of property tenants in TRAVOY HUB are the sub-categories of food and beverage tenants, respectively. the Clothing-Footwear-Accessories tenant sub-category, as well as the Foodstuffs (groceries) tenant sub-category. Meanwhile, the order in the Composite Tenant Index list of TRAVOY HUB Service Tenants is the Entertainment tenant sub-category, Financial Services tenant sub-category, and Health Services tenant sub-category. Based on the explanation above, it is known that the TRAVOY HUB Taman Mini market segmentation is consumers aged < 40 years who work within a radius of < 5 km from TRAVOY HUB and have middle/upper-middle economic abilities. which can be viewed from the frequency of shopping visits, number of transactions or visits, as well as brand preferences.

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