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Proposals to Increase Foot Traffic at Sonae Sierra Shopping Centers

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Abstract

This project aims to propose innovative marketing strategies to deal with the decrease in foot traffic at Sonae Sierra shopping centers. This trend results from the emergence of a new consumer that is moving away from the hyper-consumerist society. Furthermore, the financial crisis is also contributing for this pattern. The proposed strategies aim to create connections with consumers and, ultimately, to create the necessary conditions to build long-term relationships. The proposals are based on the main findings of the market research and on the shopping centers value propositions, as well.

Keywords: Shopping Centers; Foot Traffic; Sonae Sierra; Marketing; Communication.

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1. INTRODUCTION

A new consumer is emerging. The era of mindless hyper-consumerism is ending and is clearing the way for a new one, an era of conscious shopping habits that are providing consumers with more time to enjoy life.

This new pattern raises concerns for shopping centers that wish to see consumers enjoying what they have to offer them. Shopping centers are facing the incredible challenge of having to rethink their marketing strategies and develop innovative ways to reach consumers.

Acknowledging this shift – that in combination with the financial crisis is gaining an even greater dimension – Sonae Sierra, the international shopping centers specialist, faces the need to reunite different approaches and realign its shopping centers' marketing strategies with the new consumer.

Increasing foot traffic at Sonae Sierra's shopping centers defines the purpose of this study. Creative marketing strategies, aligned with two specific categories of shopping centers that will be the focus of this study – "Fashion" and "Downtown" shopping centers –, will be proposed as an attempt to reverse the trend in foot traffic decrease. The proposals that will be presented aim to offer consumers a unique and innovative experience, and to engage them with the shopping center, creating bonds that will last in the long-term.

This study will follow the Creative Business Ideas Methodology from Euro RSCG Worldwide, using its three proprietary tools – "Brand Momentum", "Category Momentum" and "Prosumer Momentum". An introductory analysis of the situation will be performed to build the necessary bridge between the situation nowadays and what it can be in the future. The analysis will gather valuable information that, together with the insights of a market research, will be considered in the final proposals.

Ultimately, consumers will perceive Sonae Sierra's shopping centers as a friendly environment, where they feel good, and where they hope to come back soon.

2. SITUATION ANALYSIS

The understanding of the brand, the category to which the brand belongs and its consumers, is a useful approach to get valuable insights about a company's situation. The situation analysis will follow the Creative Business Ideas Methodology[1] – a proprietary methodology of Euro RSCG – using its three proprietary tools: "Brand Momentum", "Category Momentum" and "Prosumer Momentum". The examination of the intersections between each component will help to identify the areas where the brand needs to improve.

2.1. Brand Momentum

2.1.1. Company overview

Sonae Sierra is an international specialist in shopping centers and it was founded in Portugal in 1989. Sonae Sierra is owned by Sonae, SGPS (Portugal) and Grosvenor (United Kingdom) on a 50/50 percent basis. The company's integrated approach includes the ownership, development and management activities of shopping centers[2].

Nowadays, Sonae Sierra is present in eleven countries[3] and it owns forty-nine shopping centers[4] with a total GLA (Gross Leasable Area) of about 2.0 million m2 and over 8.500 tenants.

2.1.2. Sonae Sierra in Portugal

Sonae Sierra owns 21 shopping centers throughout Portugal, in several parts of the country. These shopping centers fit seven different categories or clusters[5] that rely on a specific value proposition[6] – champion, regional, urban, fashion, family, downtown and retail park.

For the purpose of this study, the focus will be on two clusters – Fashion and Downtown. A "Fashion" is a shopping center that offers style and glamour, and it has the best fashion and accessory stores in the mix, attracting visitors from higher classes to a unique environment. This study will focus on two shopping centers from this cluster: Cascaishopping and

[1] Refer to Appendix 2 on Booklet II for more on the CBI methodology.
[2] Refer to Appendix 3 on Booklet II for the company's business areas.
[3] Sonae Sierra is present in Portugal, Spain, Italy, Germany, Greece, Romania, Colombia, Brazil and Morocco, and also provides services to third-parties in Cyprus and Serbia.
[4] Sonae Sierra owns shopping centers in Portugal, Spain, Italy, Germany, Greece, Romania and Brazil.
[5] This categorization of shopping centers is the same across the different shopping centers the company owns in other countries besides Portugal
[6] Refer to Appendix 4 on Booklet II for the cluster's description.

ArrábidaShopping. A "Downtown" is located in a dense and affluent area like the downtown or an office park; visitors go there because it is a nearby location either from their work or public transports. Key marketing strategies involve purchase-prizes to push sales. Centro Vasco da Gama and ViaCatarina will be considered in the analysis, too.

2.1.3. Primary Objectives

Portugal is experiencing a financial crisis. Sonae Sierra shopping centers are experiencing the results of this crisis, and they are witnessing a fall in their traffic levels[7]. There is an increasing pressure to develop measures to combat the side effects of the crisis and recover the old patterns. The short run objectives for Sonae Sierra include the tenants' participation in these actions, especially the key tenants. Moreover, cooperation between Sonae Sierra and tenants appears as a relevant issue, in order to overcome the nonexistent relation in the marketing point of view.

2.2. Category Momentum

2.2.1. Market Analysis

The shopping centers industry in Portugal is going through an instability period. Back in 2008, the industry was thriving with the supply growing up to 14%, and in 2009 it experienced an openings record. This high growth trend contrasts with what happened in 2010[8]. The industry experienced a historical record, with the supply growing only 2% – the lowest number of openings since 1990[9].

The supply reduction has its origins in two main reasons. On one hand, the impact of the global credit crisis and subsequent recession on shopping centers development; on the other hand, the market maturity. The market is saturated, reducing the opportunities when compared to the past.

2.2.2. Market Players

The shopping centers industry in Portugal is characterized by the existence of three main players – Sonae Sierra, Multi Mall Management Portugal and Chamartín Portugal. These

[7] Refer to 2.2.4 "Challenges – The New Consumer" to better understand how the financial crisis is intensifying the downwards pressure in foot traffic at shopping centers.
[8] http://www.hipersuper.pt/2011/04/05/novas-aberturas-de-centros-comerciais-em-portugal-com-minimo-historico/
http://aeiou.expresso.pt/gen.pl?p=stories&op=view&fokey=ex.stories/603680
[9] Refer to Appendix 5 on Booklet II for an overview of the shopping centers evolution in Portugal since 1990.

players[10] correspond to a GLA of about 1.64 million m2 that represent approximately 45% of the total area of commercial spaces in Portugal[11].

Besides the main players in the market place, there are other shopping centers that compete directly with Sonae Sierra. We have identified competitors for each cluster[12], in the two regions of study – Oporto and Lisbon. The following table includes the direct competitors[13] for each of Sonae Sierra's centers.[14].

Fashion		Downtown	
Sonae Sierra	**Direct Competitors**	**Sonae Sierra**	**Direct Competitors**
CascaiShopping	▪ Forum Sintra ▪ Oeiras Parque ▪ Amoreiras	Centro Vasco da Gama	▪ Almada Forum ▪ Dolce Vita Tejo ▪ Alegro Alfragide
ArrábidaShopping	▪ Dolce Vita Porto ▪ Mar Shopping	ViaCatarina	▪ Porto Gran Plaza ▪ Shopping Cidade do Porto

Table: Direct competitors

2.2.3. Communication used by Players in the Market

The study of the communication vehicles used in the category enables us to realize which players stand out in the category. We will focus on the main players and on the direct competitors previously identified. Advertising, sales promotion, digital marketing, events and activities promoted, and finally awards received[15] by the shopping centers, were the five different components[16] considered to evaluate the different communication vehicles that players are using.

The research shows that the players act in a similar field. However, there are four aspects that should be highlighted. Regarding the mass media method of marketing communication – advertising –, Chamartín Portugal (Forum shopping centers) and Oeiras

[10] Sonae Sierra appears as the developer with the highest Gross Leasable Area (GLA), with a total GLA of about 845.000 m2. Following Sonae Sierra is Multi Mall Management Portugal – representing "Forum" shopping malls – with a total GLA of about 450.000 m2 –, and Chamartín Portugal – representing "Dolce Vita" shopping malls – with a total GLA of about 340.000 m2.

[11] Total GLA of commercial spaces in Portugal – 3.569.970 m2. Data from Cushman & Wakefield - Marketbeat Primavera 2011

[12] The direct competitors offer the same type of shopping center and the same value proposition as the ones that are subject of study.

[13] "Forum" and "Dolce Vita" shopping centers, besides being in the main players category, they were also identified as direct competitors of Sonae Sierra shopping centers.

[14] Refer to Appendix 6 on Booklet II for more on the market players – main players and direct competitors.

[15] The awards received work as a communication vehicle in the sense that can enhance how shopping centers communicate with consumers. These awards are based in the ISCS Solal Marketing Awards 2011 (the International Council of Shopping Centers – ICSC – recognizes the most effective retail marketing campaigns across Europe and South Africa).

[16] Refer to Appendix 1 for a summary of the findings.

Parque stand out compared with other shopping centers[17]. Concerning digital marketing we highlight the fact that Sonae Sierra is not using the social networks, while the other main players and some direct competitors are. There is a great part of the population registered in the Facebook, and this represents a great opportunity to interact with consumers[18]. In what respects to events and activities, Sonae Sierra lacks in events offered in the "Downtown" cluster[19]. Lastly, the three main players in the industry and the direct competitor Mar Shopping stand out from the remainder players analyzed in the awards' category[20].

2.2.4. Challenges – The New Consumer[21]

The emergence of a new consumer[22] is giving rise to a shift with long lasting implications – from mindless hyper-consumerism towards a more conscious approach. A new consumer is dedicating less time to consumption and more time to enjoy life. They are seeking more purposeful and long lasting pleasures that result in a deeper satisfaction. In addition, they are more demanding[23].

Consumers were showing signs of unhappiness with the *status quo* even before the "Great Recession". The financial crisis intensified the shifts that started to flourish before the recession, giving people a chance to re-think both their life choices and their purchasing habits. The players in the market will need to address these shifts through what they have to offer, including their brand communications[24].

2.3. Prosumer Momentum[25]

The consumer is one of the main assets of any brand. Without them, brands would not succeed by themselves. Therefore, brands should try the best they can to satisfy consumers and deliver what they really want.

[17] These shopping centers, unlike others, are using a magazine and a newsletter, in addition to the use of outdoors.
[18] Refer to Appendix 2 to the Portuguese Facebook statistics.
[19] Centro Vasco da Gama and ViaCatarina, from the analysis that was done, lack in the offer of events and activities.
[20] In Portugal, the 2011 Solal Awards awarded eleven campaigns, five of them to Multi Mall management, and both Chamartín Portugal, Sonae Sierra and Inter IKEA Centre Group – Mar Shopping – were distinguished with two awards.
[21] Refer to Appendix 7 on Booklet II for the paradigms of the new consumer.
[22] http://www.thenewconsumer.com/wp-content/uploads/2010/11/Prosumer_Report-_The_New_Consumer_lores.pdf
[23] According Euro RSCG data, 69% claim to be smarter shoppers than they were a few years ago - http://www.thenewconsumer.com/wp-content/uploads/2010/11/Prosumer_Report-_The_New_Consumer_lores.pdf
[24] The present study will give suggestions regarding Sonae Sierra's communication, always aligned with the shifts that consumers are going through.
[25] Refer to Appendix 8 on Booklet II for the Prosumers' definition.

The insights about consumers hereby presented are based on three online surveys[26] that were conducted, and enable us to identify the main problems at the shopping centers.

Starting with the "Downtown" Cluster, it stands out the fact that special sales promotions do not influence[27] consumers' motivations[28] to go to these centers, as would be expected considering the cluster[29]. This relates to the main problems[30] that consumers have identified – they demand more sales promotions involving the food court, stores or movie theaters[31]. Additionally, consumers show concerns about the food court[32] and resting areas.

Having in consideration the "Fashion" Cluster, the main problem areas refer to the lack of events and activities[33], and sales promotions involving either food court, stores or movie theaters[34].

3. PROPOSALS

The proposed strategies for both clusters respect the cluster itself on one hand, and on the other hand, they address the main findings of the conducted surveys. Ultimately, the proposals will try to deal with the foot traffic problem that is affecting Sonae Sierra shopping centers.

3.1. "Fashion" Cluster

The market research shows a low association with "fashion" in consumers' minds regarding the centers in this cluster[35]. The proposed solutions aim to create a youthful image for the centers. More than enhancing the fashion imagery, the proposals will position the shopping centers as something that goes beyond fashion. It will be a shopping center that is about fashion, about leisure – about everything aligned with a desired lifestyle.

[26] Refer to Appendix 3 for the sample description.
[27] Only 2% and 0% - in Centro Vasco da Gama and ViaCatarina, respectively – of respondents say that special sales promotions on food court, stores or movie theaters are a reason to go to the center.
[28] Refer to Appendix 9 on Booklet II for consumers' motivations to go to the shopping centers.
[29] Key marketing actions in the "Downtown" cluster involve purchase- prizes and recurrent entertainment to keep visitors interested and to push sales.
[30] Refer to Appendix 4 for the main problems identified by consumers.
[31] 45% and 40% of respondents in Centro Vasco da Gama and ViaCatarina, respectively.
[32] 40% and 28% of respondents in Centro Vasco da Gama and ViaCatarina, respectively.
[33] 24% and 23% of respondents in CascaiShopping and ArrábidaShopping, respectively.
[34] 44% and 46% of respondents in CascaiShopping and ArrábidaShopping, respectively.
[35] Refer to Appendix 5 for consumers' associations with the shopping center – only 15% and 4% of consumers associate CascaiShopping and ArrábidaShopping with "fashion", respectively.

"Much more than fashion, it is a way of life"[36] is the statement that better describes the concept behind the proposals for the "Fashion" cluster. The solutions that will be proposed are aligned with the cluster and aim at bringing dynamism[37] to the shopping centers[38]. Finally, the solutions will address consumers' demands – more activities and special discounts[39] – in an attempt to turn the shopping centers more playful[40] and engaged with consumers, through the creation of emotional bonds.

3.1.1. "Let's Try it"

3.1.1.1. Solution Description

"Let's Try it" is a proposal that fits the "Fashion" cluster concept – style and glamour. Consumers will have the opportunity to try different items in different categories – clothes, shoes, accessories, sunglasses, books and home decor[41] -, for free, during three weeks, and give their feedback to their friends on social networks' websites[42]. This solution will extend to women and men as well. The shopping mall will decide which stores suit best each category of products[43].

After the sign up process[44], the shopping center will contact the winner of each category, and each one will have the chance to enjoy and test the product for three weeks. During this period, they will report their experience[45] with the product, via photo or video, on social networks[46].

At the end of the trial period, the person can either buy the product or return it. Those who decide to acquire it will pay a percentage of the original retail price – we recommend 60%

[36] "Muito Mais do que moda, é um estilo de vida."
[37] Refer to Appendix 10 on Booklet II for the brands' success variables.
[38] Refer to Appendix 11 on Booklet II for the results on consumers' perception about shopping centers (regarding dynamism and trust). Competitors in the "Fashion" cluster are perceived as more dynamics than Sonae Sierra. CascaiShopping scores 30% against 57% in Forum Sintra; ArrábidaShopping scores 32% against 66% in Mar Shopping.
[39] Refer to Appendix 4 for the main problems identified – 24% and 23% of consumers demand more activities, and 44% and 46% of consumers demand more special discounts – CascaiShopping and ArrábidaShopping respectively
[40] Refer to Appendix 5 for consumers associations with shopping centers – only 7% and 4% consider the shopping centers as playful spaces, in CascaiShopping and ArrábidaShopping, respectively
[41] Consumers will try products that are not exclusively fashion related because the goal is to send the message "Much more than fashion, it is a way of life".
[42] This strategy will gather the conditions to make people talk about the shopping center, generating buzz around it.
[43] There should be a focus on key tenants as mentioned on 2.1.3 "Primary Objectives".
[44] In order to try a product, the interested consumers will have to sign up to the contest in the shopping mall's information center. Each person can apply to different product categories, but can only be selected for one category – those who want to try different categories will have to apply in the next "Let's Try it" edition. To facilitate the choice, the winner of each product category will be chosen in a random way – take for example the website random.org. Each winner should pick a ticket at the information center that gives access to the item at the store.
[45] They should be honest about the way they acquired the product, mentioning the shopping mall that provided the opportunity.
[46] Facebook, Twitter, youtube, blogs, and other social networks that the person might use.

of that price. The returned items will not be wasted. These items will be sold in a temporary kiosk at the shopping mall. As the products are secondhand, they will have a discount too – we recommend a discount of 30%. The difference between the price paid by the person who tested the product and other consumers is the compensation for the publicity on social networks.

This activity should be conducted on specific periods of the year, avoiding trivializing the activity[47].

3.1.1.2. Target of the proposed solution

The target of this activity includes the upper-middle class, between the ages of 18 and 44[48]. This strategy is directed to consumers who love everything about clothes, shoes, accessories, books and home decor[49], and more specifically, to curious consumers that are eager to try new things and then spread the word to all of their friends.

3.1.1.3. Communication Vehicles

The communication should include direct marketing – flyers in the stores' checkout area – and advertising – panels in the shopping center. To create more interest around the activity, it can be used tease and reveal marketing campaigns in the advertising panels[50]. Additionally, the communication should include digital marketing to announce the contest on each shopping mall's website.

3.1.1.4. Solution's Success factors

On one hand, as the Facebook users in Portugal[51] account for 38% of the country's population, this represents an opportunity to give the desired visibility to this activity. On the other hand, as the developed questionnaires for this study show, 60%[52] of the respondents claim to trust friends regarding the choice of shopping mall. Ultimately,

[47] These special periods can be the beginning of a new year, Easter, the beginning of the summer and the fall season.
[48] Refer to Appendix 2 for the Portuguese Facebook statistics– 70% of Facebook users are between the ages 18 – 44 years.
[49] Items that will be considered in the activity.
[50] The tease phase, by giving away a little about the initiative, will raise the audiences' interest for the activity. The reveal phase will present the whole activity to the audience that is already interest and curious to know more about the activity – http://www.webdistortion.com/2009/06/21/5-off-the-wall-tease-and-reveal-campaigns/
[51] Refer to Appendix 2 for the Portuguese Facebook statistics.
[52] Refer to Appendix 12 on Booklet II for consumers' search for information about shopping centers.

consumers will desire to purchase the pieces that their friends are advertising on the social networks.

In addition, the temporary kiosks also gather the conditions to succeed. Considering the financial situation the country is going through, a high demand is expected. The products with three weeks of usage will not be damaged. Moreover, consumers will benefit from products that are from the new collections, and will have a 30% reduction in retail price.

3.1.1.5. Main Costs

The costs include the difference between the retail price and the selling price of the product to whoever buys it after the three weeks[53], and the marketing expenditures. The difference in the products' price should be borne by the stores. The costs regarding logistics and kiosks should be borne by the shopping center.

3.1.2. Revival of the Website "Por Um Portugal Mais Fashion"[54]

"Por Um Portugal Mais Fashion" is a website, created by Sonae Sierra, which embraces what the "Fashion" shopping centers represent. It is about the latest trends on fashion, beauty, gourmet, home décor, lifestyle and electronic gadgets.

The website is well set up: it has interesting partnerships, an interesting issue and association with a Facebook page. In short, it has everything that is necessary to offer great content and to create connections with readers – consumers. The website has partnerships with experts that are credible sources[55], showing that a strong base for the website's success is already implemented.

However, all this potential is underused and unexplored. Right now, neither the shopping centers nor the readers can benefit from this platform[56] that barely provides content for readers. This scenario shows that commitment is missing, either for lack of resources or dedication. It is necessary to use the existing resources, and transform this platform in the

[53] Either the person who tried the product, or the person that will buy the product in the secondhand kiosks.
[54] "For a More Fashionable Portugal"
[55] Ana Campos, fashion editor of Vogue Portugal; Miguel Flor, a Portuguese designer; Ana Garcia Martins, founder of "A Pipoca Mais Doce", a blog about fashion trends and lifestyle, and number five in the top of Portuguese blogs.
[56] A quick view of the website is enough to realize that it has no maintenance: the last update is from May 25, 2011 (seen in November 24, 2011). The Facebook page has more activity than the website, but still, a low frequency of interaction with users: the last update is from November 4, 2011 (seen in November 24, 2011).

place where consumers go whenever they need inspiration and ideas for their day-to-day lives, and their purchases as well.

3.1.2.1. Solution Description

In order to generate the desired impact and buzz among consumers, the website and Facebook will need regular posts. This should start by the existent partners. In each week, there should be a post by one of the experts[57]. This frequent activity of the experts will be important, but it takes more than a post per week to a website like this to reach its purpose – to connect with consumers and create an emotional relationship. Therefore, more members actively participating on the website and its Facebook will have to be recruited. The recruitment should be done in the local fashion and communication schools[58]. The experts who collaborate with the website should be in charge of the elements' selection. The chosen elements will be interns, and they will have different areas of expertise[59]. These new interns will be the piece that is now missing. With more members participating in the website, it will be possible to have a consistent activity[60].

More favorable conditions are now gathered for the re-launch of the website. Still, it is possible to make this even more interesting with specific partnerships. One suggestion of a partnership is with "Público Life&Style". "Público Life&Style" is a recent channel launched in July 2011, by "Público" Newspaper – a daily newspaper founded in 1990. This new channel is about the new trends in fashion and tips for a healthier lifestyle – similar format to "Por Um Portugal Mais Fashion". This collaboration should be done in a way that will benefit both parts. Therefore, it will involve the publication of articles of "Por Um Portugal Mais Fashion" on "Público Life&Style", and vice versa[61].

To create a way to make consumers engage with the website, we recommend the existence of monthly giveaways. Each of the "Fashion" shopping centers should provide a prize for

[57] Regarding the partnership with the blogger "A Pipoca Mais Doce", an agreement should be achieved – the entries on the website should appear on the blog "A Pipoca Mais Doce", with a direct link to the website.

[58] In order to apply, candidates will need to write two different types of articles, showing their personality, creativity and capacity to handle the challenge.

[59] Fashion, beauty, gourmet, home décor, lifestyle and electronic gadgets - these are the different themes that can be found on the website.

[60] The posts written either by the experts and the interns should be connected with Facebook to reach a broader audience.

[61] The articles published on "Público Life&Style" should be endorsed by a credible source. Otherwise, there is no interest for "Público" to have this collaboration. Thus, "A Pipoca Mais Doce" appears as the right person to be responsible for this – she is journalist, which makes this a perfect match.

the viewer winning the giveaway. These prizes can be Gift Cards for consumers to use as they wish.

Finally, the website will need a section for the upcoming events happening in the "Fashion" shopping centers. The content provided in the website can work as advertisement to the "Fashion" shopping centers. However, it should be done very lightly because the purpose of the website is not to overwhelm people with advertising. In fact, it is supposed to be quite the opposite – a place that people visit because it is a friendly place.

3.1.2.2. Target of the proposed solution

On one hand, this strategy's target is the same as the previous one – men and women between the ages 18 and 44[62]. On the other hand, the target is broader because it extends not only to Facebook users, but to all of the Internet users. More specifically, users that have a special connection with fashion, beauty gourmet, home décor, lifestyle and electronic gadgets, and who want to keep track of the latest trends.

3.1.2.3. Communication Vehicles

This Strategy should be communicated using advertising – panels on the shopping center – and digital marketing. The launch of the new website should be advertised in four different sites: website of each "Fashion" shopping mall, Facebook page associated to the existing website, Público Life&Style channel, and in the blog "A Pipoca Mais Doce".

3.1.2.4. Solution's Success factors

The partnerships are a key factor for the success of this strategy. The articles that will be featured both on "Público Life&Style" and "A Pipoca Mais Doce" will reach audiences that Sonae Sierra would not reach without the partnerships.

The good flow of content that will be generated by the interns is what will keep people returning to the website. Nobody will come to a website that does not offer new content.

[62] Given the connection of the website with the Facebook page, we recommend that the target age should be aligned with the Facebook Portuguese statistics (70% of Facebook users are between the ages 18 – 44 years) – Refer to Appendix 2 with the Portuguese Facebook statistics.

Finally, latest researches[63] have proved that blogs are important in consumers' buying decisions. If the website – which ends up working as a blog – gains the readers' trust, then, it is expected to get to a point where consumers actually make a buying decision based on the tips that are provided on the website.

3.1.2.5. Main Costs

This strategy entails costs with the experts that are already partners of the website, and with the interns that will be recruited. Additionally, the shopping centers will have to endure the prizes' costs of the monthly giveaways.

3.2. "Downtown" Cluster

Just as the concept of "Downtown" cluster indicates, these centers try to push sales giving incentives to consumers. Aligned with this reasoning, the proposals will reinforce a **"User Friendly"** concept for this cluster. Ultimately, the solutions hereby proposed will strengthen the loyalty ties with consumers, because the center will give them incentives to keep on returning. Eventually, consumers will start thinking about the center as a playful[64] space that they are happy to visit. Underlying the proposals is the improvement in dynamism[65] and trust[66], which combined drive purchase intention[67]. Lastly, the proposals will address the main problem identified – more sales promotions at the shopping center.

3.2.1. "Let's go to the Movies"

3.2.1.1. Solution Description

"Let's go to the Movies" will give consumers the opportunity to win a 50% discount in a movie ticket, based on their purchases at the shopping mall[68].

In order to qualify to win a 50% discount in a movie ticket, visitors will need to purchase a minimum amount of € 20 at the stores, and a minimum of € 6 at the food court[69]. For each

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63 http://www.hellobloggerz.com/business/blogs-influence-consumer-buying-behavior

64 Refer to Appendix 5 for consumers' associations with the shopping center– there is a need to reinforce the perception of a "playful" center in consumers' mind: only 5% and 14% of consumers refer to Centro Vasco da Gama and ViaCatarina as so, respectively.

65 Refer to Appendix 11 on Booklet II for consumers' perceptions about shopping centers' dynamism and trust – improvement in dynamism is especially important in Centro Vasco da Gama compared to the direct competitor Almada Forum: 18% against 42%, respectively.

66 Refer to Appendix 11 on Booklet II for consumers' perceptions about shopping centers' dynamism and trust –improvement in trust is especially important in Centro Vasco da Gama: the direct competitor Almada Forum scores 3,79 against 3,64 in Centro Vasco da Gama.

67 http://www.bloomberg.com/apps/news?pid=conewsstory&refer=conews&tkr=UTC:US&sid=adUKlpVPuLy0

68 It is designed to suit Centro Vasco da Gama (ViaCatarina has not a Movie Theater), and it enhances the experience of those customers passing on a nearby location, and that decide to go to the mall to some impulse purchase.

purchase, each client should receive a number of QR codes[70] – Quick Response – proportional to the amount spent[71].

Not all the codes distributed will have a prize. Only half of the codes delivered during the campaign should contain a prize. This is merely related to a cost saving strategy.

After receiving the QR code, the clients will use their smartphones to scan the code using the camera[72]. The codes containing discount will display a message on the smartphone to notify clients about the prize. After this, a page asking for the client's contact should be displayed. Additionally, the client will be informed that the discount is only available for the following five days[73]. The codes that do not contain a discount will display a "Try Again" message, and then should redirect to a page where the customer can visualize the movies in the theaters – in order to give an extra incentive to keep on trying.

3.2.1.2. Target of the proposed solution

This campaign targets all men and women between the ages 23 and 55, working on the nearby locations, and those for whom Centro Vasco da Gama is a frequent place of passage. They are not the typical visitors to the movie theater and need a little push to decide to go. In addition, they hardly resist to some impulse purchase.

3.2.1.3. Communication Vehicles

The communication mix should include direct marketing – flyers in the stores and movie theaters' checkout area –, advertising – panels in the shopping center, without forgetting the areas near the movie theater – and digital marketing – shopping center's website.

3.2.1.4. Solution's Success factors

The QR codes can provide a more fun and interactive experience, compared to other traditional ways used in promotions, bringing at the same time, value to the customer. This added value will tempt consumers to engage in the campaign because a movie ticket for half price is hard to resist.

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[69] This difference is acceptable because € 20 is excessive compared to the average price of a typical meal at the mall.
[70] Refer to Appendix 6 for more on QR codes.
[71] Therefore, if a client makes a € 40 purchase at a store – or € 12 purchase at the food court – he might receive two QR codes.
[72] Consumers will need a QR code reader application – there are a great number of free QR code reader applications: http://www.mobiomic.com/mobile-marketing/qr-code-marketing.php
[73] In order to benefit from the 50% discount, the customer only needs to mention the contact – that he previously provided after scanning the code – during the purchase of the movie ticket.

This campaign has the ability to increase foot traffic at two levels. In a first stage, when visitors are attracted to the shopping mall, in order to get the QR codes that will unlock the discounts. In a second stage, when visitors actually use the discount they got.

3.2.1.5. Main costs

The costs depend on the number of winning codes. The costs should be divided between the shopping center, the stores, the restaurants and the movie theater. Both stores, restaurants and movie theater should endure costs because it is expected that the sales of the stores and restaurants will increase, and it is expected that the movie theater will receive more visitors than the number of winning codes – usually people bring a friend whenever they go watch a movie.

The creation of the QR codes will not bring additional costs – most formats of codes can be created for free using, for instance, Google's free QR code creator.

3.2.2. Loyalty Card

3.2.2.1. Solution Description

This is a loyalty marketing initiative that will reward the best customers of each store also using the QR codes. It will give customers the opportunity to win loyalty stamps that can be redeemed by rewards later. The strategy was developed under the following mission statement: "how to convince people working around the shopping mall to have lunch in the food court, instead of going to other local restaurants".

This "Loyalty Card" system will be used by the Food Court stores. Each store will need to plug-in an adaptor between the Point of Sale (POS) terminal and the receipt printer. The reward product SKUs[74] should be added to the POS system. After this, a QR code can be printed at the bottom of every receipt, along with a call-to-action encouraging customers to scan the code and enroll in the program. When the customer scans the QR code, he/she will be auto-enrolled and he/she will start earning virtual loyalty stamps.

[74] Stock-keeping unit – it is a number or code used to identify each unique product or item.

Each QR code scanned will give customers stamps based on the reward rate that the store set[75]. Furthermore, the QR code automatically links customers to the mobile app, and let them administer their loyalty program account. The moment a customer passes an earnings threshold, he/she will earn a merchant-defined reward – also previously defined. The customer's bill is then adjusted in real-time.

3.2.2.2. Target of the proposed solution

The target of this strategy includes all men and women between the ages of 23 and 55, working in the nearby locations of the "Downtown" shopping centers. They are already visitors of the shopping center, but often have lunch in other local restaurants close to the shopping center.

3.2.2.3. Communication Vehicles

The communication for the campaign should include direct marketing – flyers at the restaurants' checkouts, and also distribution of flyers at companies on the nearby of the shopping mall –, advertising – panels at the shopping center – and digital marketing – shopping centers' website.

3.2.2.4. Solution's Success factors

Studies[76] have shown that the use of QR codes is responsible for an increase in revenues by 5%-10%. This is explained by an increase in frequency and expenditures per visit[77].

Additionally, it is expected that customers who adhere to the program will promote it to friends and family.

Lastly, consumers will benefit from a loyalty program without having to worry about different cards.

3.2.2.5. Main costs

The main costs of this strategy include the adaptor that is set up between the POS and the receipt printer, and a monthly rental for using the equipment. In order to give some guidance regarding these costs, it will be mentioned the costs of an equipment that is used

[75] For instance, a certain amount of money spent will give customers a pre-determined number of stamps.
[76] http://www.loyalmark.com/qr-codes-and-their-role-in-gift-card-and-loyalty-programs/
[77] If the stores' profit respects the Pareto principle, then, 20% of the customers will account for 80% of profits. Therefore, strengthening the loyalty of the 20%, and increasing visit frequency of the remainder 80% can have a strong impact on profits.

for this purpose: RewardLopp Connect[78] – it is a universal POS adaptor to add QR codes on receipts. The adaptor's price is $100 (USD), and the monthly rental is $19.95 (USD).

3.3. Additional Recommendations

There is always something else a company can do to connect with clients. Besides the proposals presented, there are additional recommendations that can improve the shopping centers performance.

The first recommendation is based on a careful analysis of Sonae Sierra direct competitors – the majority is using social networks (Facebook) in its full potential[79] – and we recommend that Sonae Sierra should also be present in social networks. In a country where the Facebook users[80] account for 38% of the country's population and 79% of Internet users, this social network appears as a way to enhance the relevance of the brand among consumers. Sonae Sierra's delay in the adoption of social networks[81] is giving competitors the opportunity to consolidate their advantage. In addition, with a Facebook page, shopping centers may reach broader audiences that they would not without this platform. Opportunities to reach higher visibility of upcoming activities in shopping centers are also enhanced by the possibility of Facebook users to share the activity that goes into a page.

The second recommendation relates to additional improvements, in both of the analyzed clusters, which are worth of Sonae Sierra's attention. Regarding CascaiShopping, problems concerning the food court, the rest areas and the website assume a relative importance for consumers[82]. In ArrábidaShopping consumers are sensitive to accessibility issues, and this is particular important because Mar Shopping (direct competitor) offers consumers the

[78] http://www.rewardloop.com/rewardloop-connect
[79] Among the direct competitors identified, only Shopping Cidade do Porto and Porto Gran Plaza are not using Facebook to interact with consumers. The remainder competitors use their Facebook pages to interact with consumers, promote upcoming events and activities, announce sales promotions and upload pictures of activities in the shopping center.
[80] Refer to Appendix 2 for the Portuguese Facebook statistics.
[81] Sonae Sierra has Facebook pages for its shopping centers, however, these pages have no activity. This is the equivalent to have no Facebook page, because there is no interaction with consumer.
[82] Refer to Appendix 4 for the main problems identified.

opportunity to enjoy a free bus to arrive to the center[83]. Regarding the “Downtown” cluster, consumers identified problems in the food court and rest areas[84].

These can look like minor problems, that will not affect consumers’ decision to go to the shopping centers; however, they should not be ignored.

Further analysis should be done to investigate if these identified problems are one of the causes explaining the traffic’s decrease at shopping centers. Marketing campaigns can be used to change consumers’ perceptions about the problems, and to show them how to better enjoy the resources the shopping centers already have to offer.

The third recommendation concerns to Corporate Social Responsibility (CSR) actions[85]. In fact, research[86] has found a positive relation of a company’s CSR performance[87] on consumers’ attitudes towards the brand. Moreover, as consumers perceive personal benefits[88] from CSR initiatives, they will patronize these socially responsible companies.

In this sense, in order to give people a feeling of a personal benefit based on CSR activities, these initiatives should give priority to shopping centers located in smaller communities. The tenants of shopping centers in these smaller communities have a more personal relation with clients[89].

The last recommendation concerns to smartphones’ applications, more precisely PromoMee[90]. PromoMee is a smartphone’s application that gives consumers the opportunity to discover discounts at the stores. Consumers just need to scan the QR code in the front door of a store, using their smartphones, and they will discover promos inside stores. This application suits the smarter consumers that are emerging, and more specifically, those that want to benefit from special discounts. This application has the potential to be adopted not for one specific cluster, but for all Sonae Sierra’s portfolio.

[83] Please note that, unlike other Sonae Sierra’s shopping centers, ArrábidaShopping is not served by a variety of public transports.
[84] Refer to Appendix 4 for the main problems identified.
[85] Refer to Appendix 13 on Booklet II for CSR and profitable growth.
[86] http://www.thenewconsumer.com/2011/05/25/new-evidence-that-csr-drives-profitable-growth/#more-2897
[87] Environmental friendliness, treating employees fairly, community support, sourcing from local growers and suppliers.
[88] Particular in those activities that involve the local communities.
[89] The shopping centers of the “Urban” cluster fit these requirements.
[90] http://www.promomee.tv/accueil.php

4. CONCLUSION

The importance of this study relies on the need to address the shift that the emerging consumer is causing. The shopping centers' industry is facing the challenge to deal with this shift that is changing shopping habits, and it is ending with the hyper-consumerism era.

The aim of this work is to suggest new strategies to Sonae Sierra shopping centers, in an attempt to address the traffic decrease that shopping centers are experiencing today. The proposals that have been presented here are, above all, designed to fit the two clusters under analysis – namely, "Fashion" and "Downtown" clusters. Nevertheless, the creative process went through two different stages. The first stage, as already said, truly respected the cluster at which each shopping center belongs. The reason for this is the fact that Sonae Sierra has a well defined strategy for each of the clusters, and this study is intended to respect that. In the second stage, the creation process of the proposals was based on the results of the market research. Consumers' opinions were carefully studied in order to understand how the shopping centers from a particular cluster could address consumers' wishes.

Following this reasoning, there are two different concepts that stand out from this study.

On one hand, the proposals presented for the "Fashion" cluster can be represented by the following statement: "Much more than fashion, it is a way of life". The strategies proposed for this cluster intend to reinforce the fashion concept around shopping centers, and more than that, to give consumers a feeling that these shopping centers represent a truly lifestyle. Showing consumers that the shopping centers keep track of the latest trends and do not forget about their clients appears as the perfect match for this cluster, and as a way to create emotional bonds that will endure through time.

On the other hand, the proposals for the "Downtown" cluster respect a "User Friendly" concept. The goal is to make the shopping center a place full of opportunities to consumers. Special rewards and prizes will be provided in a way that consumers will have the best shopping experience they could ever have. This strategy means to create a long-term and loyal relationship between consumers and shopping centers.

As Sonae Sierra owns shopping centers outside the Portuguese borders, I would like to add that anything proposed in this study has the potential to be replicated abroad. The strategies respect, foremost, the concept of each cluster. Therefore, through the adaptation to more specific and local needs, these strategies can be used at a broader scale, and not only limited to the Portuguese market.

This study represents a step into what the shopping centers' industry will have to do next, based on this changing consumer. To provide consumers with a pleasant and playful experience will be the ultimate goal if shopping centers, or any retailers, want to sustain their businesses.

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6. APPENDICES

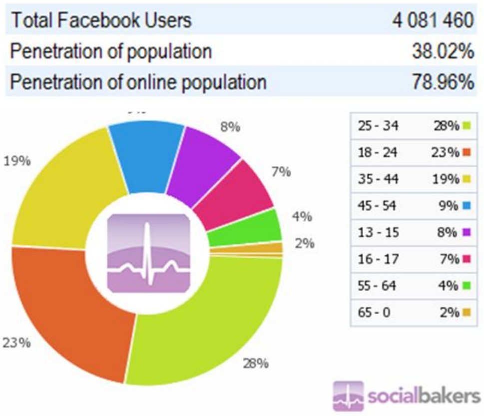
Appendix 1 – Communication used by players in the market[91]

	Players in the market	Advertising	Sales Promotion	Digital Marketing	Events and activities	Awards
Main Players in the market	Sonae Sierra	Outdoors	Momentos Vasco da Gama; Momentos ViaCatarina; Super Promo ArrábidaShopping	Website	CascaiShopping and ArrábidaShopping: Fashion Week	NorteShopping – "Pedale e illumine a nossa árvore de Natal"
	Multi Mall Management Portugal – Forum	Outdoors	Forum Almada: MMM Gift Card – Uefa Champions League; Forum Sintra: "Magnetic Fest' 11"	Website; Social networks: Facebook	Forum Almada: Health and Beauty Workshops; Forum Almada: "I love Summer"	Almada Forum: Christmas Campaign to help Ajuda de Berço
	Chamartín Portugal – Dolce Vita	Outdoors; Magazine	Promotional Campaigns: "Porto After 7"	Website; Social networks: Facebook	Dolce Vita Tejo: "Clube Mamãs e bebés"	Dolce Vita Tejo: "Orquestra Dolce Vita"
Direct competitors	Mar Shopping	Outdoors	Promotional Campaigns: "Promoções Nonstop"	Website Social Networks: Facebook and Youtube	"Dominguinhos"; Rink	Campaign "Tudo e Mais Alguma Coisa"
	Oeiras Parque	Outdoors; Newsletter	Promotional Campaigns: Christmas Campaign	Website; Social networks: Facebook and Youtube	Workshops: Emotional intelligence; Mind power	-
	Amoreiras	Outdoors	Promotional Campaigns: Christmas Campaign	Website; Social networks: Facebook and Youtube	"Amoreiras Óscares 2011"	-
	Porto Gran Plaza	Outdoors	Promotional Campaigns: "Rasga o teu sorriso"	Website	Christmas activities; "O Guerreiro do Norte"	-
	Shopping Cidade do Porto	Outdoors		Website	"I love New Me Kids"	-

[91] Almada Forum, Forum Sintra, Dolce Vita Porto and Dolce Vita Tejo – that are direct competitors – are represented in the main players (since they belong to that category too).
The table presents only some examples of what shopping centers have been doing in the different analyzed categories.

	Alegro Alfragide	Outdoors	Promotional Campaigns: Christmas Campaigns	Website Facebook	"Clube dos Sabores"; "Cursos CulturAlegro"	-

Appendix 2 – Portuguse Facebook statistics[92]



Appendix 3 – Online surveys

Three different surveys were conducted via Internet to find out about consumers and their relation with Sonae Sierra shopping centers. One survey was conducted in the Oporto region to gather information about consumers' opinions on ViaCatarina and ArrábidaShopping. To obtain information on Centro Vasco da Gama and CascaiShopping, two different surveys were conducted in Lisbon region. The conduction of only one survey for the Oporto region underlies on the smaller dimension of the region compared to Lisbon[93]. A summary of the majorities that represent the surveys can be seen in the following table[94].

Total number of respondents	240
Age distribution	Between 18 – 25 years (77,92%)
Gender	Female (62,08%)
Education level	Bachelor's degree (51,67%)
Monthly income	No income (47%)

Table: Summary of the majorities represented on the surveys

[92] http://www.socialbakers.com/countries/detail/portugal
[93] Refer to Appendix 14 on Booklet II to a transcript of one example of the conducted surveys.
[94] Refer to Appendix 15 on Booklet II for the survey's demographic data.

Appendix 4 – Main problems identified by consumers[95]

Main Problems Identified[96]	Fashion		Downtown	
	Cascais	Arrábida	V. Gama	ViaCatarina
Food Court	37%	13%	40%	28%
Events and activities	24%	23%	25%	30%
Special discounts - food court, movie theaters and stores	44%	46%	45%	40%
Fashion related activities	5%	13%	-	-
Signage	10%	13%	26%	7%
Cleanliness	12%	8%	7%	14%
Rest areas	34%	13%	43%	49%
Lighting	15%	17%	14%	16%
Accessibility	-	29%	-	-
Website	27%	10%	8%	5%
Presence in social networks	15%	12%	15%	11%

Appendix 5 – Consumers' associations with the shopping centers[97]

Associations with the Shopping Center[98]	Fashion		Downtown	
	Cascais	Arrábida	V. Gama	ViaCatarina
Pleasant	63%	62%	60%	54%
Unpleasant	5%	2%	5%	0%
Relaxing	15%	13%	23%	7%
Playful	7%	4%	5%	14%
Boring	5%	6%	5%	0%
Great Location	-	-	61%	68%
Fashion	15%	4%	-	-
Luxurious	7%	2%	-	-
Upper classes	39%	12%	17%	0%
Lower classes	10%	8%	13%	4%

Appendix 6 – Quick Response codes[99]

Quick response codes (QR codes) are a way to send information to mobile devices (smartphones), using for that the mobile's camera. Users only need to have a QR code reader application on the smartphones, then, take a picture of the code using the camera, and the application returns the decoded text or web URL.

[95] The variables without results either are not relevant for the cluster, or for the shopping center.
[96] Results based on the conducted survey.
[97] The variables without results either are not relevant for the cluster, or for the shopping center.
[98] Results based on the conducted survey.
[99] http://www.mobiomic.com/mobile-marketing/qr-code-marketing.php

Booklet II of the Work Project, presented as part of the requirements for the Award of a Masters Degree in Management from the Nova School of Business and Economics

Proposals to Increase Foot Traffic at Sonae Sierra Shopping Centers

Booklet II

A Project carried out on the Marketing Field Lab – Communication Agency – with the supervision of Professor Luísa Agante

Regina Lima, nº 704, January 2012

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Appendix 1 - Acknowledgements

I would like to express my gratitude to everyone who was with me throughout this whole journey, and who supported me in order to make possible this project today.

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Finally, I would like to express my gratitude to João Ribeiro, Strategic Planning Director at Fuel, for all the support, contributions and availability.

Appendix 2 - CBI Methodolology[1]

The Creative Business Ideas Methodology is a proprietary framework of Euro RSCG Worldwide that uses three proprietary tools: "Brand Momentum", "Category Momentum" and "Prosumer Momentum"[2]. A Creative Business Idea is transformational, it changes business strategy, drives profitable growth and changes not only the way consumers view a company, but also how a company views itself.

Brand Momentum can be defined as "the general perception that the brand is an exciting up-and-coming brand, a brand to be watched and a brand to be tried. It is the opposite of a legacy brand that rests on its laurels." According to Euro RSCG, visionary reputation, strong digital social networking, peer recommendation and youthfulness are factors that drive momentum[3].

[1] http://www.creativebusinessidea.com/bookexcerpt.pdf
[2] Reffer to appendix 7 for the Prosumers' definition.
[3] http://www.brandingstrategyinsider.com/2010/02/building-brand-momentum.html

Appendix 3 – Sonae Sierra business areas[4]

Sonae Sierra's structure includes four different business areas: Investment, Development and Management of Shopping Centers, and Brazil.

- Sierra Investments is responsible for the investment activities in Europe. It holds the participations in the Sierra Funds, and acts as manager of the Funds and its properties.
- Sierra Developments is responsible for the development of shopping centers including the activities of procurement, conceptual development and architecture. It also provides its knowledge and services to third parties.
- Sierra Management is responsible for the management of shopping centers owned by Sierra Investments or by third parties.
- Sonae Sierra Brazil comprehends the activities of investment, development and management of shopping centers in Brazil.
- The Corporate Services of Sonae Sierra mainly Finance, Legal, Human Resources, Environment, Communication, and Back-Office for Europe, are centralized in Sierra Corporate Services.

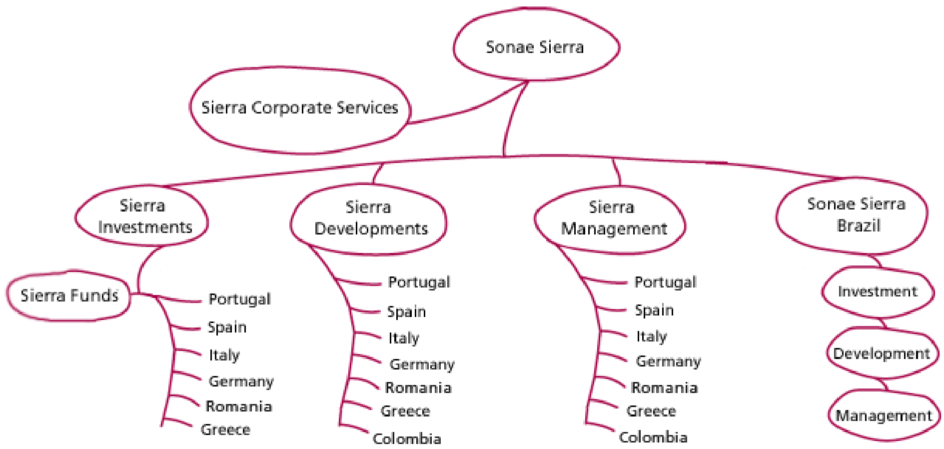


Figure: Sonae Sierra's business areas
Source: Sonae Sierra

[4] http://www.sonaesierra.com/en-GB/aboutus/ourorganization.aspx

Appendix 4 – Sonae Sierra' clusters

Sonae Sierra's shopping centers are divided into different categories, or clusters. The Shopping's Benefits Matrix[5] is a useful tool to understand at which segment, each shopping center belongs. Different shopping centers rely on different value propositions, each one prioritizing specific features and attributes as the following table demonstrates.

Variety		Service
Consumers' utility is based on variety, and the possibility of finding everything. ▪ Champion ▪ Regional	V E R S U S	Utility based on a personalized service on a convenient shopping center size. ▪ Urban
Style		**Comfort**
Utility based on quality of stores, rather than quantity. ▪ Fashion		Utility based on quality time, and not so much in the purchasing aspect. ▪ Family
Enjoyment		**Store**
Utility based on quality of time and the need to break the routine. ▪ Downtown		Utility based on a specific store, and nothing else matters. ▪ Retail Park

Table: Shopping center's benefits matrix
Source: Fuel Advertising Agency

From this matrix, it results seven different clusters – champion, regional, urban, fashion, family, downtown and retail parks. These clusters represent different categories of shopping centers, each one with specific features. A description of these clusters can be seen in the following table, as well as which Sonae Sierra shopping centers fit in each cluster.

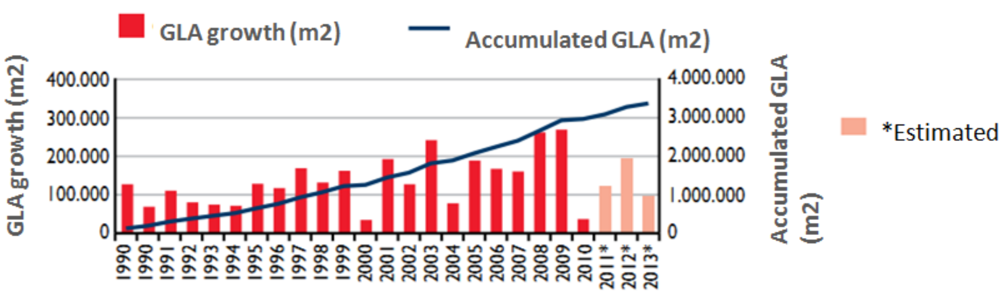
Champion	It is a very large center where consumers can find everything – centers offer a deep and complete mix, unsurpassed, even at national level.	**Portugal** ▪ NorteShopping ▪ Centro Colombo	**Other countries** ▪ Parque Principado ▪ Parque D.Pedro Shopping
Regional	It is similar to a champion but at a smaller scale, and besides a complete mix, it is not immense – it is the widest offer only on local level.	**Portugal** ▪ 8ª Avenida ▪ Estação Viana ▪ GuimarãeShopping ▪ Parque Atlântico ▪ Serra Shopping	**Other countries** ▪ Luz Del Tajo ▪ Gli Orsi ▪ Pantheon Plaza ▪ Tivoli Shopping ▪ Franca Shopping

[5] This information was provided by Fuel Advertising Agency.

		Portugal	Other countries
Urban	It is a neighborhood center in a highly competitive market where there is a personal relation with storekeepers.	▪ AlbufeiraShopping ▪ CC Continente de Portimão ▪ CoimbraShopping ▪ LeiriaShopping	▪ La Farga ▪ Shopping Campo Limpo ▪ Shopping Penha ▪ Campinas Shopping ▪ Airone
Fashion	It is a shopping center that offers style and glamour; it has the best fashion and accessory stores in the mix, attracting visitors from higher classes to a unique ambient.	**Portugal** ▪ AlgarveShopping ▪ ArrábidaShopping ▪ CascaiShopping ▪ MadeiraShopping	**Other countries** ▪ GranCasa ▪ Alexa ▪ Dos Mares ▪ Plaza Mayor ▪ Zubiarte
Family	It includes the residential centers that despite strong mixes in densely inhabited middle class areas, lack in style and glamour comparing to more glamorous competitors. The typical visitors are families in their leisure times.	**Portugal** ▪ GaiaShopping ▪ LoureShopping ▪ MaiaShopping ▪ RioSul Shopping	**Other countries** ▪ Loop5 ▪ Shopping Metrópole ▪ Boavista Shopping ▪ Shopping Plaza Sul ▪ Valecenter ▪ Valle Real ▪ Max Center
Downtown	It is located in a dense and affluent area like downtown or an office park and visitors go there because it is a nearby location either from their work or public transports. Usually is used for impulse purchases rather than purposely visits.	**Portugal** ▪ Centro Vasco da Gama ▪ ViaCatarina.	**Other countries** ▪ Pátio Brasil Shopping ▪ River Plaza Mall ▪ Münster Arkaden ▪ Freccia Rossa
Retail Park	It is a group of big stores, each one from a different activity which have more variety within each product category than other stores, even from the same brand.	**Portugal** ▪ Sintra Retail Park ▪ Coimbra Retail Park ▪ Lima Retail Park	**Other countries** ▪ Parque Guadaíra

Table: Sonae Sierra's clusters

Appendix 5 - Shopping centers evolution in Portugal (1990 - 2013*)[6]



Source: Cushman & Wakefield - Marketbeat Primavers 2011

[6] http://www.proi.com.pt/imofotos/664/mediateca/Marketbeat%20Portugal%20Primavera%202011_pt.pdf

Appendix 6 – Market players

Here are presented the competitors previously mentioned and a brief analysis of their presence in Portugal (and internationally, if is the case)[7].

Main Players[8]	Multi Mall Management Portugal	- Multi Mall Management Portugal is the company of the Group Multi Corporation responsible for the management of Forum shopping centers at Portugal. - It is present in Portugal since 1998 and nowadays manages 13 shopping centers with a total GLA of about 450.000 m2. - Besides Portugal, Multi Mall Management is present in 8 countries.
	Chamartín Portugal	- Chamartín Portugal belongs to Group Chamartín and it is the owner, developer and manager of Dolce Vita shopping centers. - Its first shopping center in Portugal opened in 2002, and nowadays it has 11 shopping centers across the country with a total GLA of about 340.000 m2. - Besides Portugal, Chamartín is present in Spain and Germany.
Direct Competitors – Fashion Cluster	Mar Shopping – Inter IKEA Centre Group	- Mar Shopping belongs to Inter IKEA Centre Group (IICG), which owns, develops and manages shopping centers in partnership with IKEA. - The center opened in 2008, and it is the biggest shopping center in the North of Portugal, with a GLA of about 102.000 m2. - IICG has 1 shopping center in the country; internationally, it is present in 13 countries (besides Portugal).
	Oeiras Parque	- Mundicenter is the owner and manager of Oeiras Parque and Amoreiras. - Oeiras Parque opened in 1998; it has a total GLA of about 34.500 m2. - Amoreiras opened in 1985; it has a GLA of about 26.000 m2. - Mundicenter's activity in Portugal includes 7 shopping centers with a total GLA over 161.000 m2.
	Amoreiras	
Direct Competitors – Downtown Cluster	Porto Gran Plaza	- Porto Gran Plaza is owned by Imorendimento and managed by Active Services, the business area responsible by retail management. - It is opened since 2007; it has a GLA of about 20.000 m2. - Imorendimento owns 4 shopping centers across the country.

[7] Sonae Sierra in not included here – in the main players section – since the information here analyzed was already covered on Brand Momentum.
This table only analyzed the players previously mentioned. The remainder players in the market are not covered in this study.
[8] Almada Forum, Forum Sintra, Dolce Vita Porto and Dolce Vita Tejo – that are direct competitors too – are represented through Multi Mall Management Portugal and Chamartín Portugal (to avoid duplicated information). Besides being director competitors, these shopping centers represent major players in the shopping centers' category.

		- Besides Portugal, Imorendimento is also present in Spain.
	Shopping Cidade do Porto	- Shopping Cidade do Porto is owned, developed and managed by Bonaparte S.A - It is opened since 1994; it has a GLA of about 15.000 m2.
	Alegro Alfragide	- Immochan is the real estate's business area of Group Auchan, and responsible for the ownership, development and management of Alegro Alfragide. - Alegro Alfragide opened in 2009; it has a GLA of 19.500 m2. - It owns 8 shopping centers in Portugal that are anchored by Jumbo hypermarkets, with a total GLA of about 36.400 m2. - Besides Portugal, Immochan is present in 9 countries.

Table: Market players

Appendix 7 – The four paradigms of the new consumer[9]

Paradigm 1: Embracing Substance

In the Hyperconsumerism society, consumption became the culture. However, this hyperconsumerism failed to satisfy, and people are perceiving a loss of depth and meaning. Now people want to feel connected to something more real than all the superficial surroundings, and connect with something "bigger than the self".

Paradigm 2: Rightsizing

"British writer G. K. Chesterton said, "There are two ways to get enough: One is to continue to accumulate more and more. The other is to desire less." The New Consumers have planted themselves firmly on the side of the latter." ("The new consumer in the era of mindful spending" – by Euro RSCG; Volume 8, Summer 2010 Report).

The new consumer is dedicating less time to consumption and more time enjoying life. This "Rightsizing" is not about self-deprivation, it is about buying the right amount, not too much and not too little.

Paradigm 3: Growing up

The last decades have witnessed an extended adolescence – the Peter Pan syndrome. Euro RSCG research shows that 48% of global respondents assume that "even though they are

[9] http://www.thenewconsumer.com/wp-content/uploads/2010/11/Prosumer_Report-_The_New_Consumer_lores.pdf

adults, they don't always feel like real "grownups"". However, this trend is changing, and people want to feel more in control. Thereby, one of the ways people are using to gain control is through their financial choices: "48% of consumers say they won't go back to their old shopping patterns even when the economy rebounds".

Paradigm 4: Seeking Purposeful Pleasure

The new consumer is seeking more purposeful and long lasting pleasures that result in a deeper satisfaction. This new consumers are more demanding, and according Euro RSCG, 69% claim to be smarter shoppers than they were a few years ago. Consumers are focusing more on the environmental and social impact of the products they buy, and choosing to buy from companies that share their personal values.

Appendix 8 – Prosumers

Euro RSCG refers to prosumers instead of talking about consumers. Therefore, who are these Prosumers? "They are today's leading influencers and market drivers. These proactive and informed consumers have always been important, but they have grown even more powerful thanks to their skillful embrace of new technologies and, especially, social media… Prosumers are important… because, beyond their own economic impact, they influence the brand choices and consumption behaviors of others… What Prosumers are doing today, mainstream consumers are likely to be doing six to eighteen months from now."[10]

[10] http://www.prosumer-report.com/blog/wp-content/uploads/2011/04/MGv16no%20crops.pdf

Appendix 9 – Consumers' motivations to go to the shopping centers[11]

Motivations to go to the Shopping Center[12]	Fashion		Downtown	
	Cascais	Arrábida	Vasco da Gama	Via Catarina
Shopping center's location	68%	19%	55%	68%
Work on the nearby location	-	-	4%	5%
"Parque das Nações"	-	-	58%	-
Frequently pass on the area	-	-	22%	19%
Identification with the environment	27%	10%	18%	11%
To walk around	34%	15%	45%	53%
Stores that I like	68%	35%	49%	32%
All the stores that I need	41%	8%	22%	9%
Fashion advisor	0%	-	-	-
Movie theater	51%	83%	27%	-
Food Court	37%	17%	33%	23%
Sales Promotions on the Food Court or Movie Theater	12%	4%	2%	0%
Events and activities	2%	4%	2%	0%

Appendix 10 – Brands' success variables[13]

In order to get successful, a brand needs to incorporate several elements in its strategy. However, these elements must be carefully thought, because there are elements with the potential to better reward the efforts of marketers. Euro RSCG focuses on two key brand dimensions that have proved to be the critical variables for a brand success: dynamism and trust. These variables are perceptions in the minds of consumers, and are important to keep track of[14].

Brand's dynamism is measured by its "movement", which is anything that drives buzz and keeps the brand top of mind (e.g. new marketing campaigns, breaking news). Brands need to keep the dynamism with further action to avoid loose movement.

Dynamism, is important, but alone, is not enough. Consumers should trust the brand, otherwise, they will move to another one. Brand's trust is measured by people's confidence in the brand to delivers what it promises, and this includes such things as brand transparency, social responsibility.

[11] The variables without results either are not relevant for the cluster, or for the shopping center under analysis.
[12] Results based on the conducted survey.
[13] Information provided by Fuel Advertising Agency.
[14] http://www.huffingtonpost.com/naomi-troni/momentum-motors_b_925256.html

Dynamism and trust are variables that will help brands to generate the desired momentum. The way that is used by Euro RSCG to track a brands' momentum – to measure the brand's dynamism – consists in asking consumers the momentum question: "In your perception, is the brand gaining ground, losing, or staying the same in terms of its popularity?" After this, is possible to compute the Net Momentum using the equation:

$$\begin{array}{c} \text{\% Gaining Ground} \\ \underline{-\text{ \% Loosing Ground}} \\ = \textbf{Net Momentum} \end{array}$$

The net momentum can then be measured for other brands in the same category. The net momentum for a specific brand can be compared with its competitors, after that. Unlike tracking studies, this is a forward-looking view that shows how consumers perceive a brand. Contrasting with this forward-looking view are consumers' perceptions about a brand's performance – based on a brand's past performance. This accounts for consumers' trust in a brand. The question that should be asked consumers to analyze their trust in a brand is: "How trustworthy has this brand been performing for you in the past?"

With these two questions is possible to create two different axis, using for that the momentum question – to measure dynamism – and the trust question.

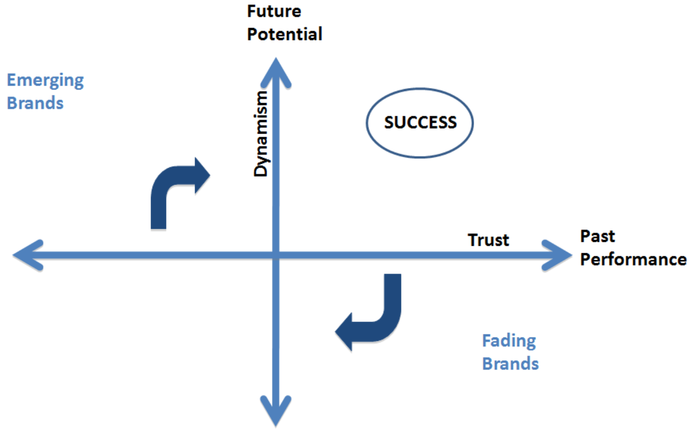


Figure: Map of Dynamism and Trust
Source: Euro RSCG

Brands desire to be in the upper hand quadrant – high dynamism and trust. Indeed, Euro RSCG has found a relationship between net momentum and purchase intention – trust in a brand is the element that, in combination with strong momentum, drives purchase intention.

Brands' mission is to create a perception of popularity, strength and leadership, and at the same time, to bring substance to consumers, because popularity is not enough for a brand's survival.

Appendix 11 – Consumers' perceptions about shopping centers' dynamism and trust

The evaluation of consumers' perceptions about dynamism and trust follows what was said in Appendix 10. Both momentum and trust questions were asked for both Sonae Sierra shopping centers and each direct competitor[15].

The following table presents the results of net momentum (percentage of respondents who says the shopping center is gaining ground, minus the percentage of respondents who says the shopping center is loosing ground) and dynamism (computed as an average of the reponses obtained).

	Fashion				Downtown			
Dynamism	CascaiShopping	30%	ArrábidaShopping	32%	Vasco da Gama	18%	ViaCatarina	25%
	Forum Sintra	57%	Dolce Vita Porto	29%	Almada Forum	42%	Porto Gran Plaza	-4%
	Oeiras Parque	18%	Mar Shopping	66%	Alegro Alfragide	23%	Shopping Cidade do Porto	-4%
	Amoreiras	9%			Dolce Vita Tejo	20%		
Trust	CascaiShopping	3,9	ArrábidaShopping	3,71	Vasco da Gama	3,64	ViaCatarina	3,46
	Forum Sintra	3,74	Dolce Vita Porto	3,33	Almada Forum	3,79	Porto Gran Plaza	2,84
	Oeiras Parque	3,5	Mar Shopping	3,98	Alegro Alfragide	3,68	Shopping Cidade do Porto	3,35
	Amoreiras	3,59			Dolce Vita Tejo	3,6		

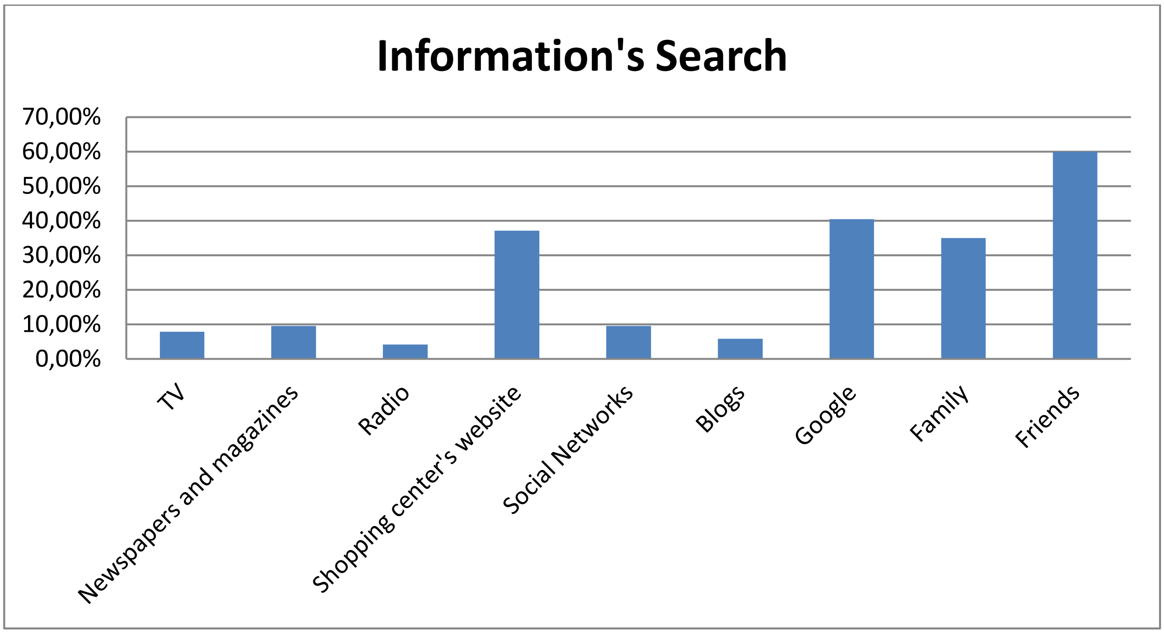
Table: Consumers' perceptions about shopping centers' dynamism and trust

The results show that regarding dynamism, Forum Sintra and Mar Shopping are leading in the Fashion cluster (in Lisbon and Oporto, respectively). In the Downtown cluster, Almada Forum appears with higher scores than Centro Vasco da Gama; however, ViaCatarina is in a better position than its direct competitors – that have a negative net momentum.

In what concerns to trust, Sonae Sierra shopping centers that appear as more trustworthy that its competitors are CascaiShopping and ViaCatarina.

[15] Regarding the "trust" question, respondents rated each shopping center in a scale of 1 – completely distrust – till 5 – completely trust. Then, an average result was computed for each shopping center.

Appendix 12 – Where consumers' search for information about shopping centers?[16]



Appendix 13 – Corporate Social Responsibility and Profitable Growth

The old motto of the economist Milton Friedman: "The social responsibility of business is to increase its profits", is not the only choice today. Businesses can now do profit through responsibility. This is the result of a shift in what motivates consumers' buying decisions.

With the financial crisis appearing frequently in the news, consumers are being motivated by ethical values; they prefer to buy with a good conscience. These are times for brands to foster the common good through CSR to catch customers' attention and to strength emotional bonds. In addition, these CSR actions multiply the opportunities for the brand communication[17].

In the future, the success of a corporation will depend on a more "human" face – caring about employees, customers and suppliers, and taking a deeper involvement in community and social causes[18].

[16] This graphic represents an average that was obtained through the different surveys.
[17] http://www.thenewconsumer.com/2011/10/20/can-good-be-sexy/
[18] According 82% of the U.S. respondents on a study done by Euro RSCG.

Appendix 14 – Transcript of the online survey[19]

1 – Gender
- Female
- Male

2 – Age
- Between 18 and 25 years
- Between 26 and 29 years
- Between 30 and 45 years
- More than 45 year

3 – Education
- Less than 4 years of educational level
- 4 years of educational level
- 6 years of educational level
- 9 years of educational level
- Secondary education
- Bachelor's degree
- Postgraduate
- Master's degree
- Doctorate degree

4 – Residence Area
- Almada
- Amadora
- Alcochete
- Barreiro
- Lisboa
- Loures
- Montijo
- Oeiras
- Other

5 – Monthly income
- No income
- Less than 485€
- 486€ - 699€
- 700€ - 999€
- 1000€ - 1499€
- 1500€ - 1999€
- 2000€ - 2499€
- 2500€ - 2999€
- 3000€ - 3499€
- More than 3500€

6 – How many times do you go to Almada Forum?

[19] This is a transcript of the online survey that was developed for Centro Vasco da Gama. The other two conducted surveys follow a similar structure of questions. However, the questions are suited to the specific shopping center.

- Never
- Rarely
- Once a month
- Two to three times a month
- Once a week
- Two to three times a week
- Daily

6.1 – Reasons to go to Almada Forum – choose one or more:

- Shopping center's location
- Work on the nearby location
- Frequently pass on the area
- Identification with the environment
- To walk around
- Stores that I like
- All the stores that I need
- Movie theater
- Food Court
- Sales Promotions on the Food Court or Movie Theater
- Events and activities

6.2 – Do you consider that Almada Forum is standing out positively, negatively or is the same in what popularity concerns?

- It is standing out positively
- It is standing out negatively
- It is the same

6.3 – Classify, in a scale of 1 to 5, your satisfaction or dissatisfaction level with Almada Forum:

1. Totally dissatisfied
2. Totally Satisfied

7 – How many times do you go to Dolce Vita Tejo?

- Never
- Rarely
- Once a month
- Two to three times a month
- Once a week
- Two to three times a week
- Daily

7.1 – Reasons to go to Dolce Vita Tejo – choose one or more:

- Shopping center's location
- Work on the nearby location
- Frequently pass on the area

- Identification with the environment
- To walk around
- Stores that I like
- All the stores that I need
- Movie theater
- Food Court
- Sales Promotions on the Food Court or Movie Theater
- Events and activities

7.2 – Do you consider that Dolce Vita Tejo is standing out positively, negatively or is the same in what popularity concerns?

- It is standing out positively
- It is standing out negatively
- It is the same

7.3 – Classify, in a scale of 1 to 5, your satisfaction or dissatisfaction level with Dolce Vita Tejo:

1. Totally dissatisfied
2. Totally Satisfied

8 – How many times do you go to Alegro Alfragide?

- Never
- Rarely
- Once a month
- Two to three times a month
- Once a week
- Two to three times a week
- Daily

8.1 – Reasons to go to Alegro Alfragide – choose one or more:

- Shopping center's location
- Work on the nearby location
- Frequently pass on the area
- Identification with the environment
- To walk around
- Stores that I like
- All the stores that I need
- Movie theater
- Food Court
- Sales Promotions on the Food Court or Movie Theater
- Events and activities

8.2 – Do you consider that Alegro Alfragide is standing out positively, negatively or is the same in what popularity concerns?

- It is standing out positively
- It is standing out negatively
- It is the same

8.3 – Classify, in a scale of 1 to 5, your satisfaction or dissatisfaction level with Alegro Alfragide:

1. Totally dissatisfied
2. Totally Satisfied

9 – How many times do you go to Centro Vasco da Gama?

- Never
- Rarely
- Once a month
- Two to three times a month
- Once a week
- Two to three times a week
- Daily

9.1 – Reasons to go to Centro Vasco da Gama – choose one or more:

- Shopping center's location
- Work on the nearby location
- Parque das Nações
- Frequently pass on the area
- Identification with the environment
- To walk around
- Stores that I like
- All the stores that I need
- Movie theater
- Food Court
- Sales Promotions on the Food Court or Movie Theater
- Events and activities

9.2 – Do you consider that Centro Vasco da Gama is standing out positively, negatively or is the same in what popularity concerns?

- It is standing out positively
- It is standing out negatively
- It is the same

9.3 – Classify, in a scale of 1 to 5, your satisfaction or dissatisfaction level with Centro Vasco da Gama:

1. Totally dissatisfied
2. Totally Satisfied

9.4 – Identify improvement opportunities at Centro Vasco da Gama – choose one or more:

- Food Court
- Events and activities
- Special discounts - food court, movie theaters and stores
- Signage
- Cleanliness
- Rest areas
- Lighting
- Website
- Presence in social networks

9.5 – Identify the elements that best describe Centro Vasco da Gama – choose one or more:

- Pleasant
- Unpleasant
- Relaxing
- Playful
- Boring
- Great Location
- Upper classes
- Lower classes

9.6 – Have you ever seen Centro Vasco da Gama's outdoors?

- Yes
- No

9.7 – Have you ever seen Centro Vasco da Gama's Facebook Presence?

- Yes
- No

9.8 – Have you ever seen Centro Vasco da Gama's website?

- Yes
- No

9.9 – Have you ever seen events and activities at Centro Vasco da Gama?

- Yes
- No

9.10 – Have you ever seen special sales promotions at Centro Vasco da Gama (at stores, Movie Theater or stores)?

- Yes
- No

9.11 – Compare Centro Vasco da Gama with Almada Forum:

(Scale: Better at Centro Vasco da Gama; Relatively better at Centro Vasco da Gama; Equal at both; Relatively better at Almada Forum; Better at Almada Forum)

- Food court
- Movie theater
- Stores variety
- Website
- Facebook Presence
- Lighting
- Cleanliness
- Activities and events
- Special sales promotions at food court, movie theaters or stores

9.12 – Compare Centro Vasco da Gama with Dolce Vita Tejo:

(Scale: Better at Centro Vasco da Gama; Relatively better at Centro Vasco da Gama; Equal at both; Relatively better at Dolce Vita Tejo; Better at Dolce Vita Tejo)

- Food court
- Movie theater
- Stores variety
- Website
- Facebook Presence
- Lighting
- Cleanliness
- Activities and events
- Special sales promotions at food court, movie theaters or stores

9.13 – Compare Centro Vasco da Gama with Alegro Alfragide:

(Scale: Better at Centro Vasco da Gama; Relatively better at Centro Vasco da Gama; Equal at both; Relatively better at Alegro Alfragide; Better at Alegro Alfragide)

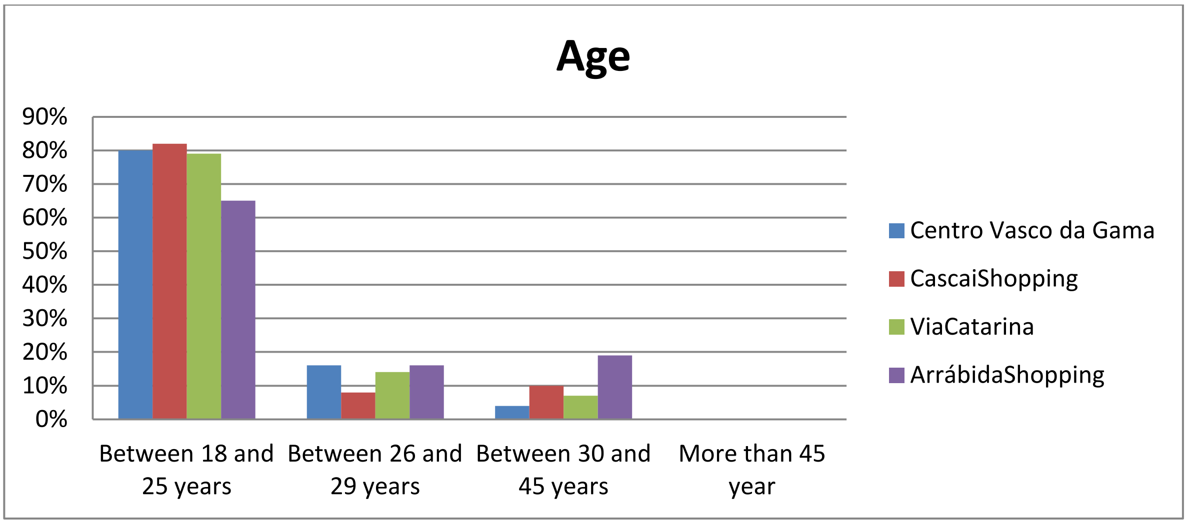
- Food court
- Movie theater
- Stores variety
- Website
- Facebook Presence
- Lighting
- Cleanliness
- Activities and events
- Special sales promotions at food court, movie theaters or stores

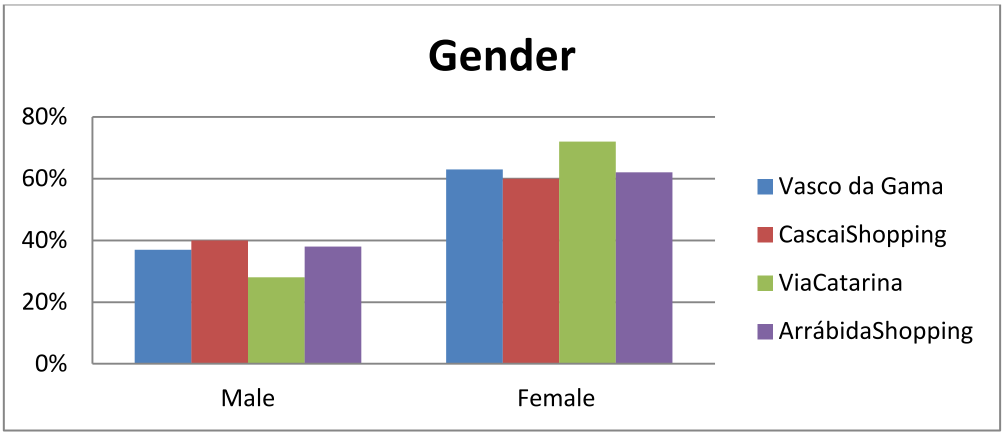
10 – Where do you use to look for information about shopping centers?

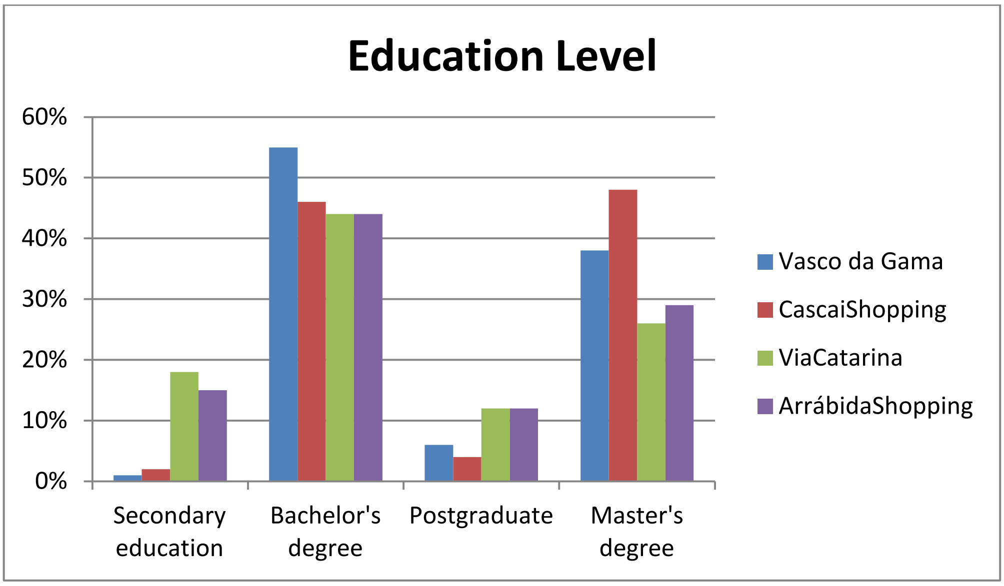
- TV
- Magazines and Newspapers

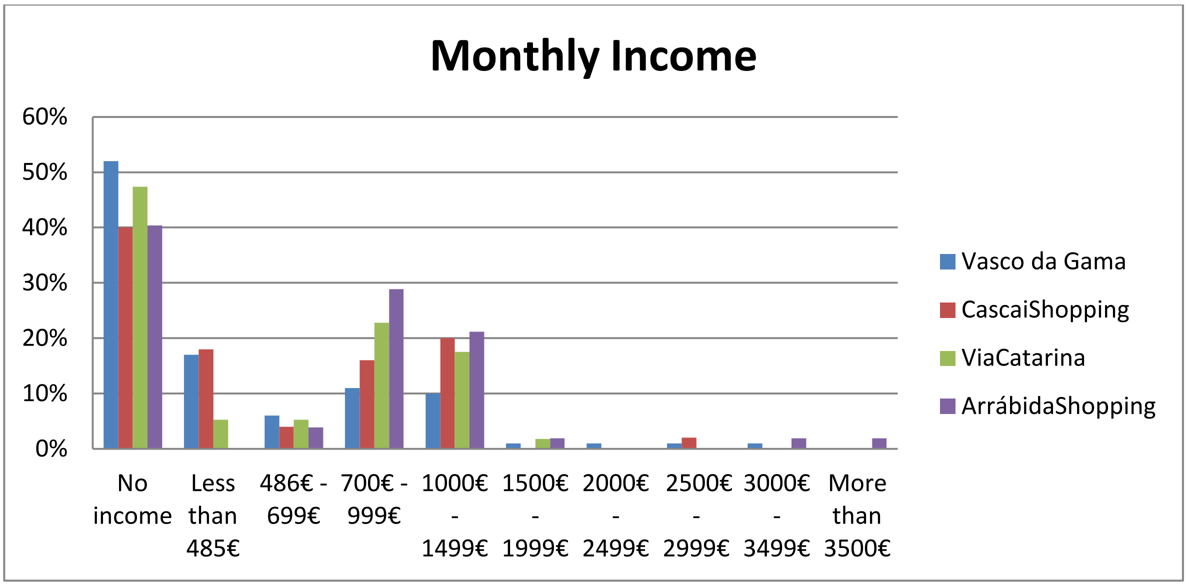
- Radio
- Shopping centers' website
- Facebook and other social networks
- Google
- Family
- Friends

Appendix 15 – Survey's demographic data






Education Level
60%
50%
40%
30%
20%
10%
0%
Secondary education
Bachelor's degree
Postgraduate
Master's degree
Vasco da Gama
CascaiShopping
ViaCatarina
ArrábidaShopping


Monthly Income
60%
50%
40%
30%
20%
10%
0%
No income
Less than 485€
486€ - 699€
700€ - 999€
1000€ - 1499€
1500€ - 1999€
2000€ - 2499€
2500€ - 2999€
3000€ - 3499€
More than 3500€
Vasco da Gama
CascaiShopping
ViaCatarina
ArrábidaShopping