

## **Explanation and Design of a Success Model for Shopping Malls Based on Grounded Theory**

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### **Abstract**

In recent years, the construction of shopping Malls has been increasingly grown across the country. But only some of them have been successful to accommodate a large number of visitors while the other ones are constantly changing the commercial units' use. Meanwhile the lack of demand for commercial units in form of multi-purpose complexes as well as recent general recession in country's business has aroused this situation. Research conducted on shopping Malls are mostly focused on sale of place, marketing and financing as well as a few studies on the factors associated with success of these complexes. So it is necessary to discuss about the factors affecting the success of shopping Malls which is a very new subject. The main issue of this research is to provide a success model of shopping Malls considering the unique characteristics in Iran. The method used for this research is qualitative one (grounded theory) and its nature is applied-developmental. Data was collected through a deep interview with professors, experts in construction, handover and operation of shopping Malls and sale brokers for commercial real estate and sampling is done via snowball method. Data has been collected by clarifying the subject and when it reaches the saturation point, "open coding" is carried out. Then concepts are extracted and the factors are completed after focusing on the subject and finding links by "axial coding". Finally, the specific dimensions and a conceptual model called "success model for shopping Malls" have been presented by "selective coding".

**Keywords: Marketing, Mall, Shopping Mall, Model of success.**

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## 1. Introduction

Before anything, it is necessary to achieve a single definition of shopping Malls. According to what occurred in the past century and now is occurring in the world, the shopping center or mall is an adaptation of market in the twentieth century which has a history. The shopping center is a collection of retail shops; the service sectors and a place for parking customers' cars which all are designed, built and run by a management company that operates in the same sentence (Pentecost & Andrews, 2013; Ahmed et al, 2007). Shopping centers can have a restaurant, bank, theater, professional offices, service stations and other firms as well in addition to all mentioned before (Rahman et al, 2016). Construction of a shopping Mall building, even with its all the costs, difficulties and problems is considered as the initial step in the process of creation of a multifunctional complex counts (Kim, 2002). What distinguishes a complex of other buildings is not the beauty and majesty of the building and the number of different possibilities, but it is the success rate of complex in the minds of specific and general consumers and audience (Cai & Shannon, 2012). In addition to these factors, terms such as "good location" and "to be known" and so on are considered among the most important factors of a shopping Mall success in gaining the customers satisfaction (Bozdoğan, 2015). In recent years, we have witnessed more and more development in building and set up shopping Malls across the country. But in addition to the growing number of these complexes, only some of which could accommodate a large number of visitors, and other complexes, are constantly changing and evolving businesses. However, the demand shortage for

commercial units in the form of a multi-purpose complex with sweeping recession of the business environment in recent years has fueled these circumstances. Examples of this are experienced in European and Asian countries. For example, in Turkey the competition of these shopping Malls was so much that some of shopping Malls doomed to failure and were forced to change their business to a hospital or school (Erkip et al, 2015, Erkip, 2003). In Iran, the situation is not much different. So the focus of this article has been centered on the question that what are the successful dimensions of the shopping malls in the country and what are the influential factors. In fact, this research is focused on the key success factors of shopping Malls and offers the indicators and the success factors of this kind of complexes. Studies in this area show that, another ring is involved in the management of set up and proper utilization of shopping Malls in addition to the manufacturer, sellers, investors, buyers and customers, (Kamel et al, 2013). In Iran the missing link is a coherent plan for achieving success in these projects. In fact, these plans transfer the strategies consistent with the needs of the audience and the target market customers to builders and make insure the investors of the various stages of activities implementation process. While the number of potential applicants for ownership and rental the units ready for operation is constantly declining, researchers can assist managers in solving this problem by doing research and providing scientific solutions. Issues like studying the pattern of success of business complexes, is among the issues that have been little studied, but in practice, have an undeniable role in shopping Malls. In general, shopping Malls should benefit both the owners and the customers (Anderson et al, 2003). Thus, the success

and prosperity of complexes is one of the most important factors in this type of projects and therefore the main problem of this research is providing the success model of shopping Malls.

### **1- Literature Review & Theoretical Background**

From 1961 to date, Iran has started to build shopping Malls for almost half a century and has experienced several approaches. Iran had previously only limited and small commercial spaces, which were named "passage". In those days, only passage was made to provide people need. In those days, access and location was not very important and the functions was regional, but then with the growth of business happens, entrepreneurs needed to have office space and there was a trend toward building commercial and administrative centers and then gradually other uses such as restaurants, amusement parks, movie theaters, etc. were added to these centers and changed the names of shopping malls to recreational complexes. But it was not enough and we are now in the period of construction of malls and Megamalls. Now the uses have been more and these are the requirements that are necessary to be considered before the construction and operation and we consider them in making the project. For example, in Arman project of Mashhad, in addition to all these applications, accommodation for pilgrims is also included. From the theoretical view point, it should also be noted that in recent years more studies have been done in the field of shopping Malls and this complexes are studied from multiple dimensions and some of them will be mentioned as follows. The studies of this field can be divided into three groups: descriptive, correlation and comparative studies.

### **2-1. Descriptive Studies**

Some of these studies have focused only on describing and evaluating the current situation of malls. In addition, this group of studies, focus on the characteristics and attitudes of customers, risks, obstacles and challenges in construction and operation of shopping Malls. Although these studies explain the shopping Malls, but have no attempt to clarify the relationship between different factors affecting the success of these complexes. A review of some important studies conducted in this group is presented as follows. Kuruvilla and Ganguli (2008) by doing a research in India assessed the country's most important complexes and malls and identified appropriate complexes for different customer segments. Some studies in the field have no trying to cover the extensive range of complex but only focused on a specific complex. For example, in a study Chebat et al (2014) describes the Pulse complex in Canada to express its features. Research conducted by Wilhelm & Mottner (2005), whom examined the youth shopping preferences of shopping Malls is of also placed among this type of research. Such studies examine limiting factors in a particular country or field, and are not interoperable with other countries. However, allow a deeper understanding of the more general studies in the field under consideration.

### **2-2. Relationship Studies**

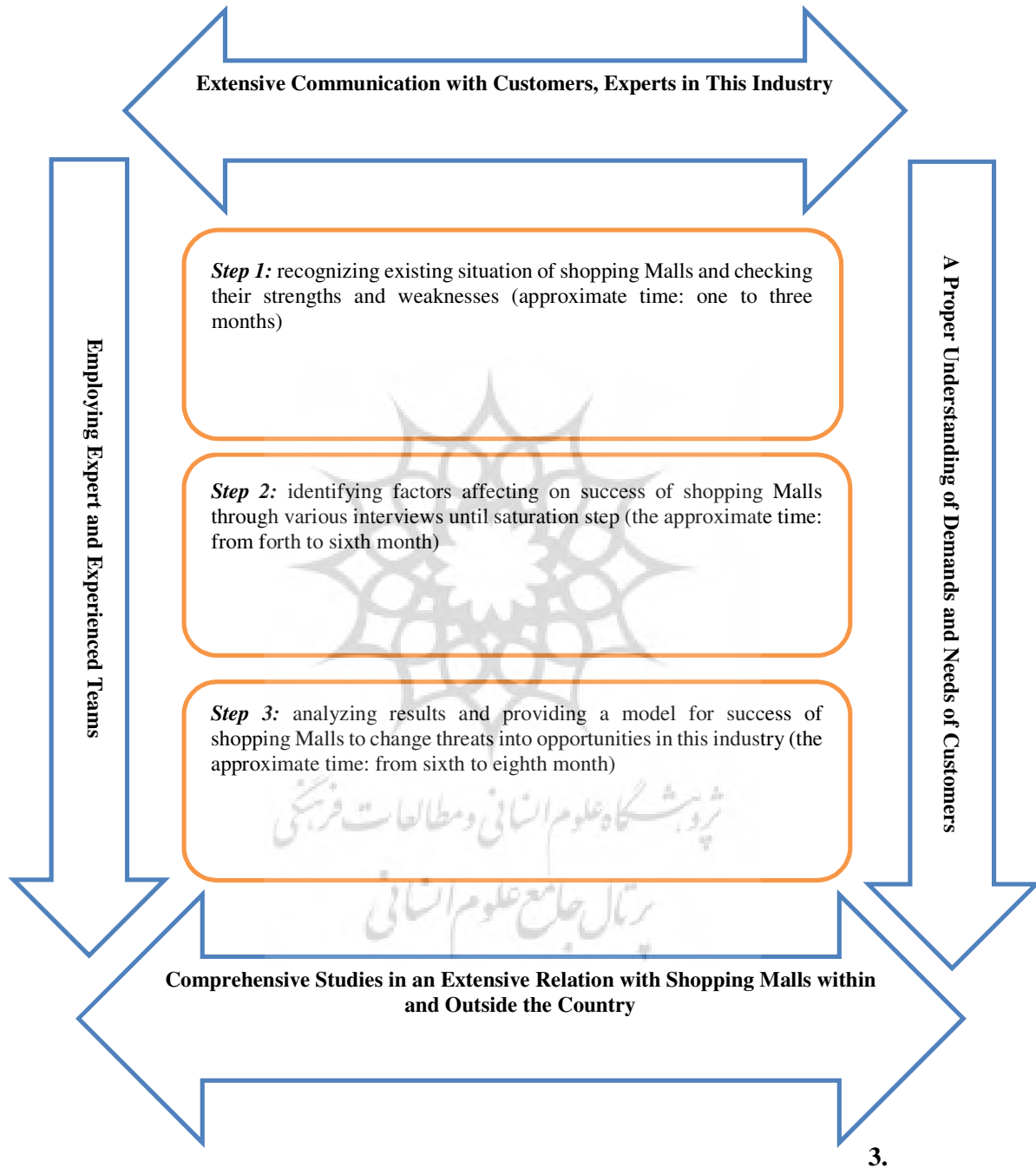
This group of studies investigates how various factors related to customers influence their shopping Mall selecting and consequently, the shopping Mall success. The major difference between these studies and descriptive ones is that this group of studies, efforts in order to clarify the causal relationships and researcher wants to predict the changes in the phenomenon

under study using mathematical or statistical modeling and analysis. Studying customer attitudes toward the shopping Malls (Swaminathan & Vani, 2008), shopping Malls potentials (Tripathi & Siddiqui, 2008) and studying the purchase behavior of customers in shopping malls (Singh & Sahay, 2012; Jackson et al, 2011) are among research that has been done in this area.

### **2-3. Comparative Studies**

In this group of studies which we can say are considered less compared to the other two groups, the features of shopping Malls are compared in one country or different countries. For example Singh and Bose (2008) have compared successful shopping Malls in various countries or researches conducted by Hu and Jasper (2004) and Haj-Salem (2016) have compared the purchasing behavior of men and women in shopping Malls.

In reviewing domestic and foreign research, a model that investigate and identify the successful of commercial centers, was not found and given the lack of scientific model in this regard, this research could contribute to the development of knowledge in this area. Most research in the field were focused on the sale of business units, marketing subtleties and financing and studying the success factors of shopping Malls is essential and yet can be considered as a very new and novel concept. Accordingly, in this study, these factors were addressed with this aim that builders, operators and sellers of shopping Malls can adopt relevant decisions correctly on the basis of these components.



**Figure 1:** The Operational Model for Success of Shopping Malls

**Research method: Grounded Theory**

The theory based on data is a qualitative research method that seeks to create theories. A theory which is rooted in conceptual data and produced based on their systematic collection and analysis. The grounded theory's procedures have been designed to develop a series of coherent concepts explaining the complete theory of this social phenomenon. Different ways for collecting data include interviews and observations, as well as other sources such as government documents, videotapes, newspapers, letters, books and everything that clarifies the discussed question. Procedures and rules for data-driven theory is as follows:

- 1) The processes such as collection and analysis of data are interdependent;
- 2) concepts are the basic units of analysis;
- 3) the items should be developed and connected;
- 4) sampling in data-driven theory is done based on theoretical basis;
- 5) the analysis applies permanent comparisons;
- 6) the models and changes had to be considered;
- 7) the process should be made in direction of theory;
- 8) writing theoretical notes is an inseparable part to perform grounded theory;
- 9) assumptions about the relationship between items should be developed and reviewed as much as possible during the research process;
- 10) a data-driven theory theorist should not work alone;
- 11) although the research is very small, broader structural conditions must be analyzed.

There are three research projects to create and develop theory which are "systematic approach" known as Strauss and Corbin (1998), "appearance approach" related to Glaser (1992) and "construction approach" supported by Charmaz (2000). Systematic approach is used in this paper which is

covered in common works of Strauss and Corbin. Based on a systematic approach, theorizing is done in three steps: open coding, axial coding and selective coding.

**3.1 Step One: Open Coding**

Events, actions and interactions are compared with each other in this type of coding to search for similarities and differences. Events, actions and interactions which are conceptually similar are grouped together to form categories and subcategories. The article aims to theorize about modeling shopping Malls. So documents and case study based on logic of theoretical sampling were evaluated using a variety of ways for collecting qualitative data such as observation, interviews about experiences and projects, analytical and expert interviews. Some open interviews were done in which interviewees (managers and experts) explained the Success Model for Shopping Malls (table 1).

**Table 1:** Research Demographic findings

Variable	Option	Frequency
Sex	Male	28 (%100)
	Female	0 (%0)
Age	-30	2 (%7)
	31-50	25 (%90)
	+50	1 (%3)
Education	Diploma	1 (%3)
	Bachelor's degree	7 (%25)
	Master's degree	3 (%11)
	Ph.D.	17 (%61)
profession	Founder/manager of shopping Malls	3 (%11)
	Assistants (financial, business, legal, technical, investment)	10 (%35)
	Managers assigned to projects	5 (%18)
	Top advisors in companies	2 (%7)
	Professors in university	6 (%22)
	Municipal managers	2 (%7)

After collecting data, the analysis and open coding had to be started. Open coding is a part of analysis which considers naming, conceptualization and classification of branding process through detailed analysis of data. In addition, open coding of data has split into separate parts and they are examined in order to know their similarities and differences. It means that a name is given to all events and ideas in data. In the next step, concepts themselves are grouped based on similarities. This process is called categorization. The name given to categories is more abstract than all those concepts forming the category. Categories are high conceptual because they can gather concepts and subcategories. The name chosen for categories should be mostly connected with their data. Next step is for clarifying categories' characteristics. Properties, features or characteristics of each category are gradational concepts and

a range can be regarded for changing them. The basis for creating relationship between categories and attaining theory is to identify and understand their characteristics and dimensions. The research's results of open coding process are provided in categories derived from concepts with characteristics and dimensions.

In open coding step, 414 codes which are derived from 28 exact interviews with experts turned to 82 more abstract concepts. These categories extracted from concepts are written in table 2.

**Table 2:** Categories Derived from Concepts

Category	Concept
Reputation of builders, owners, and sellers	Famous brand for investor and builder of the complex
	Having the entirety deed for each commercial unit
	A well-known trustee or agent for selling complex
Economic Conditions	Traders and shopkeepers' little hope for improving imperfect cycle of business (due to sanctions) after nuclear deal
	Increasing the supply of units
	Reducing demand for commercial units
	Continuing recession in the construction market due to rising land prices, rent and etc.
	Targeted Subsidies Plan and transfer of capital to the construction sector and increasing liquidity
	People move deposits to short-term ones
Design and Architecture	Exterior view of the complex
	Landscape situation of the complex (looking from inside to outside building)
	Ratio of infrastructural levels in projects (infrastructure, joint properties and etc.)
	Two-corner shopping Malls
	Short distance from each unit to the complex gate
	Enough gates and portals to the complex
	Length, height and the way of preparing unit's showcases
	No ambiguity in the space of joints
Sale conditions	Sale office situation
	Offering incentives for purchase (prizes, etc.)
	Quantity and quality of sale staff (how to dress, behavior, informing customers, etc.)
	Initial reception facilities in the sale office
	Using three-dimensional models and images of project in the sale office
	Suitable conditions for pay and flexibility in it
	Specified and appropriate time for delivery of unit
	Specified and appropriate conditions for contract cancellation and returning the pre-order unit
Location and access	Location of the complex
	Suitable access ways (near to highways and streets)
	Enough private parking
	Enough public parking within the complex
Advertisements	Enough advertisement to know the complex
	Use a banner to advertise Complex
	Using a billboard in effective and important place to advertise for the complex
	Prepare and print ads for sale in newspapers
	The use of booklets and catalogues introducing the complex
	The use of modern tools of advertisement (cellphone, internet, etc.) for sales and branding
	The use of brochures and catalogues for sales and branding



Construction	The type of used material and quality of internal construction in units
	Available restaurants, fast food and food court in the complex
	Using appropriate and independent heating and cooling system
	Emergency power system
	Available security system
Defining the Identity	Unique identity of project
	Iranian local identity of project
	Consider the history of place
Branding	Branding in competitive condition
	The difference of branding in two phases of the development and operation
	Dynamism of branding
	managers' beliefs to branding
	decision-making based on market survey
Arrangement of Guilds	market ology
	The combination of user types for other commercial units in one floor
Cultural Conditions	The combination of user types for other administrative units in one floor
	Implementation of religious principles
	Considering ethnicity
	Relative freedom in country
	Culture-building in shopping Malls
Financing	Cultural acceptance in country
	Good investment in construction stage
	Good investment in operation stage
	Scheduled financing
Confidence-Building Between Beneficiaries	Investment barriers
	Confidence-building between beneficiaries
	Giving benefit to beneficiaries
Internal marketing	Perfect harmony between employers, contractors, brokers and customers
	Motivating the staff
City view	Employing experienced and expert managers and advisors
	Mall is the area of entering into city view
Planning	Mall is the heart of modern cities
	lack of integrated planning in accordance with customer requirements
Delay In The Opening of Shopping Mall	ensuring investors for the process of implementing activities
	Preparation of terms and the way of opening and visiting the complex
	opening of the complex in time
Pricing	matching the plans to the schedule
	lack of a standard for pricing
Buyers and clients of Unit	growth of prices
	customer attraction
	reduction in customers' purchasing power

	increasing the bargaining power
Making money	customer attraction
	sale and rent of commercial units
Saturates Need to Shopping Malls	high per capita of shopping Malls
	reducing the purchasing power of customer
	increasing the bargaining power of customers

Studies show that the obvious missing in Iran has been the lack of integrated planning recently. In fact, planning process transfers strategies, conforming to customer and audience’s requirements in target market, to builders and ensures investors in different steps of the process of implementing activities. Before the construction of shopping Malls, all aspects of essential plans should be done but unfortunately the same story happens that a shopping Mall is built without purpose and then next stages are concentrated.

### 3.2 Step Two: Axial Coding

The objective of this step is to create a relationship between produced categories in open coding step. It is based on a general model called paradigm that helps the theorist develop the theory of discussed social process easily. Linking in axial coding mostly focuses on determining a category as an axial one then other categories are linked to the main one as subcategories under different names of paradigm model. Core category is an idea (notion) considered as process basis. This category is that name or title which is considered for existed framework or plan. The category selected as core category should be abstract enough to connect other main categories with it. After defining “core category” by recoding data, then different conditions affecting core category (intervening conditions), actions and interactions existed to control, manage or

response to core category (maybe known as strategy too) and consequences resulting from them will be defined. Chart 3 coming of reanalyzing data is based on paradigm model and shows results of axial coding in this research. In axial coding step, it is tried to reprocess data based on the structure of paradigm as well as selecting a category as the core category. Thus according to the above characteristics about core category suggested by Strauss, the category of “a process to achieve success model in shopping Malls” has been regarded as core category and other issues such as causal conditions, intervening conditions, context and consequences will be defined for core category using produced category in open coding step and collected data.

### 3.3 Step Three: Selective Coding

Selective coding is the main step for theorizing which produces theory based on two previous coding as early steps and paving way for theorizing which supplies category and early relationships as structures and main principles of theory. So core category is related to other ones systematically and those relations are clarified in form of a story. In addition, categories that need more improvement and development will be modified too. At this level, it is tried to offer the original theme of a theoretical story by putting categories together around core category and create a systematic relationship around this sequence between concepts and categories.

Therefore, selective coding is a process for categories, integration and improvement and researcher creates a special arrangement between categories to adjust them for providing and forming a theory. As mentioned before, Success Model has been investigated for Shopping Malls.

#### 3-4. Validation of Grounded Theory

While some qualitative researchers discuss that the reliability and validity of the data are traditionally associated with quantitative research (Christensen & Johnson, 2008), the fact is that the reliability and validity in qualitative research is a very important part of the process (Creswell & Plano, 2012). There are various methods to validate the grounded theory and in this study two methods of participants' review and non-participants experts' review (Three faculty members of Tarbiat Modares University and five professors from other universities in Tehran) are used and after receiving the comments and consultation with supervisor and consultant professors, the necessary editing is conducted and the final version is presented.

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Table 3: Summary of literature review

Central topic	Authors	Customer Utility	Customer's Satisfaction	Customer's Loyalty	Spatial Analysis	Shopping Types, Trip And Strategies	Tenant Space Allocation And Juxtaposition	Customer Behavior	Shopping Center Image	Physical Environment Of Shopping Center	Retail Externalities	Site Analysis	Tenant Selection, Mix	Competition	Retail Externalities	Ethical Issues
	Erkip & Ozuduru (2015)					*					*				*	
	Chung (2015)	*	*	*		*		*	*							
	Singh & Prashar (2014)				*					*		*				
	San-Martín et al (2015)	*				*		*	*							
	Zhang et al (2016)	*	*	*		*										
	Vieira et al (2014)	*						*	*							
	El Hedhli et al (2013)				*					*		*				
	Kesari & Atulkar (2016)	*	*	*												
	Yiu és Xu (2012)						*						*	*		
	Mittal & Jhamb (2016)	*	*	*		*		*								
	Borgers et al (2010)						*						*		*	
	Goldsmith (2016)	*	*	*												
	Guido et al (2015)				*					*			*			*
	Kim et al (2015)		*													
	Oruc (2005)	*			*			*	*							
	Kusumowidagdo et al (2016).	*	*	*	*	*				*			*			
	Hawkins (2012)							*		*			*			*

All of literature research summarize in the table 3.

This Study illustrated that the all of Concepts and constructs accepted the conceptual model by experts.

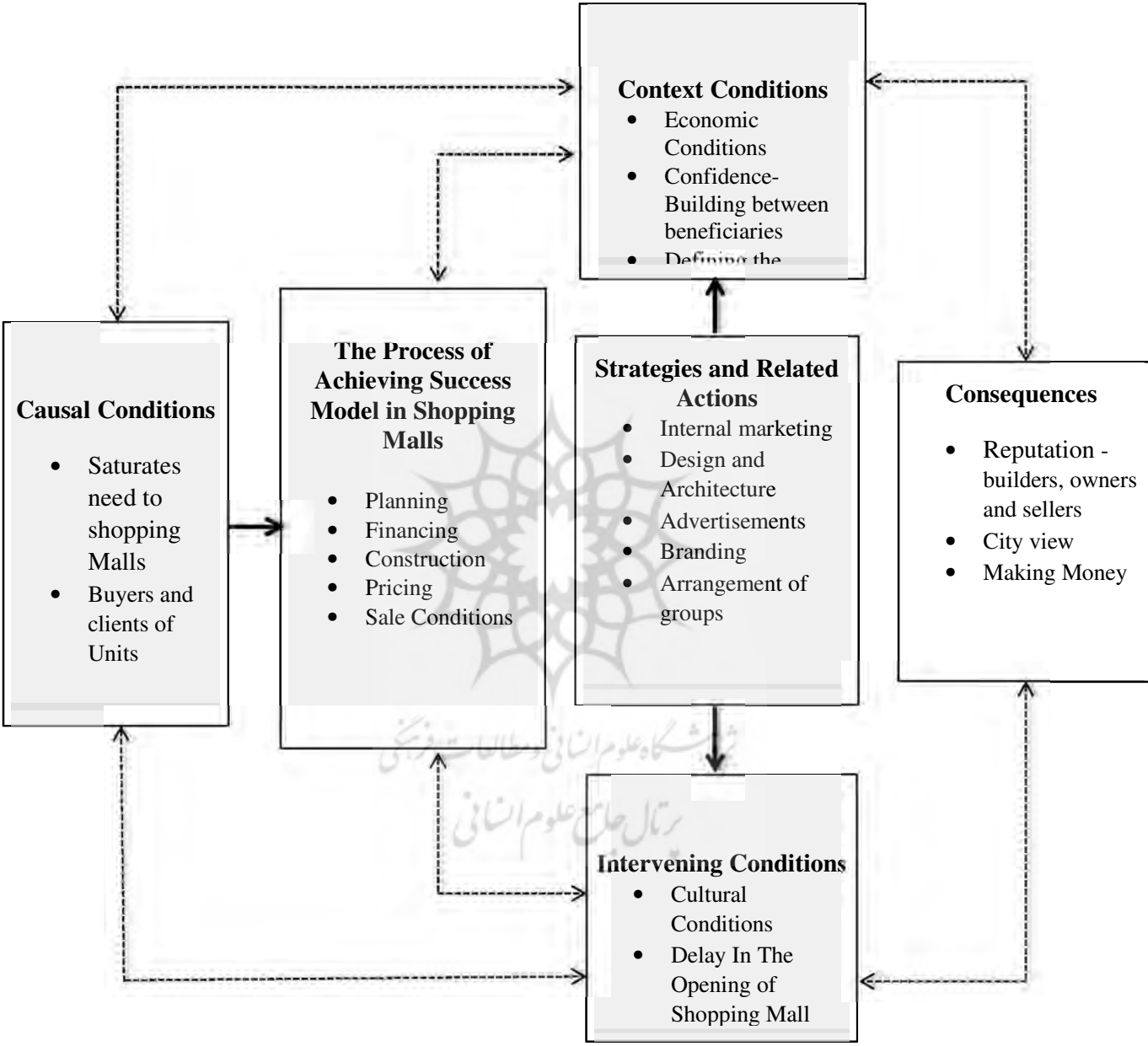


Figure 2: Paradigmatic Model of Success for Shopping Malls

This research started in area of success in shopping Malls through various interviews with experts and scholars. In study of this category, new categories are seen that open coding table is set based on them. Then categories are developed more in axial coding step which is relied on paradigm model focusing on process of success model for shopping Malls as a main theme and a relationship is created between them and core category. Since the purpose for understanding action and interaction in a category is the basis of data theorizing it is firstly tried to study on nature of action and interaction in the category as core category then included conditions and consequences will be analyzed. Later, parts of developed model are discussed based on qualitative studies that contain research purposes.

#### 4- The Core Component: The Process of Success Model for Shopping Malls

Among a total of 82 concepts created, 21 concepts are known as the main phenomenon in axial coding in form of five categories. They are described in the paper later.

**Planning:** Studies show that the obvious missing in Iran has been the lack of integrated planning recently. In fact, planning process transfers strategies, conforming to customer and audience's requirements in target market, to builders and ensures investors in different steps of the process of implementing activities. Before the construction of shopping Malls, all aspects of essential plans should be done but unfortunately the same story happens that a shopping Mall is built without purpose and then next stages are concentrated.

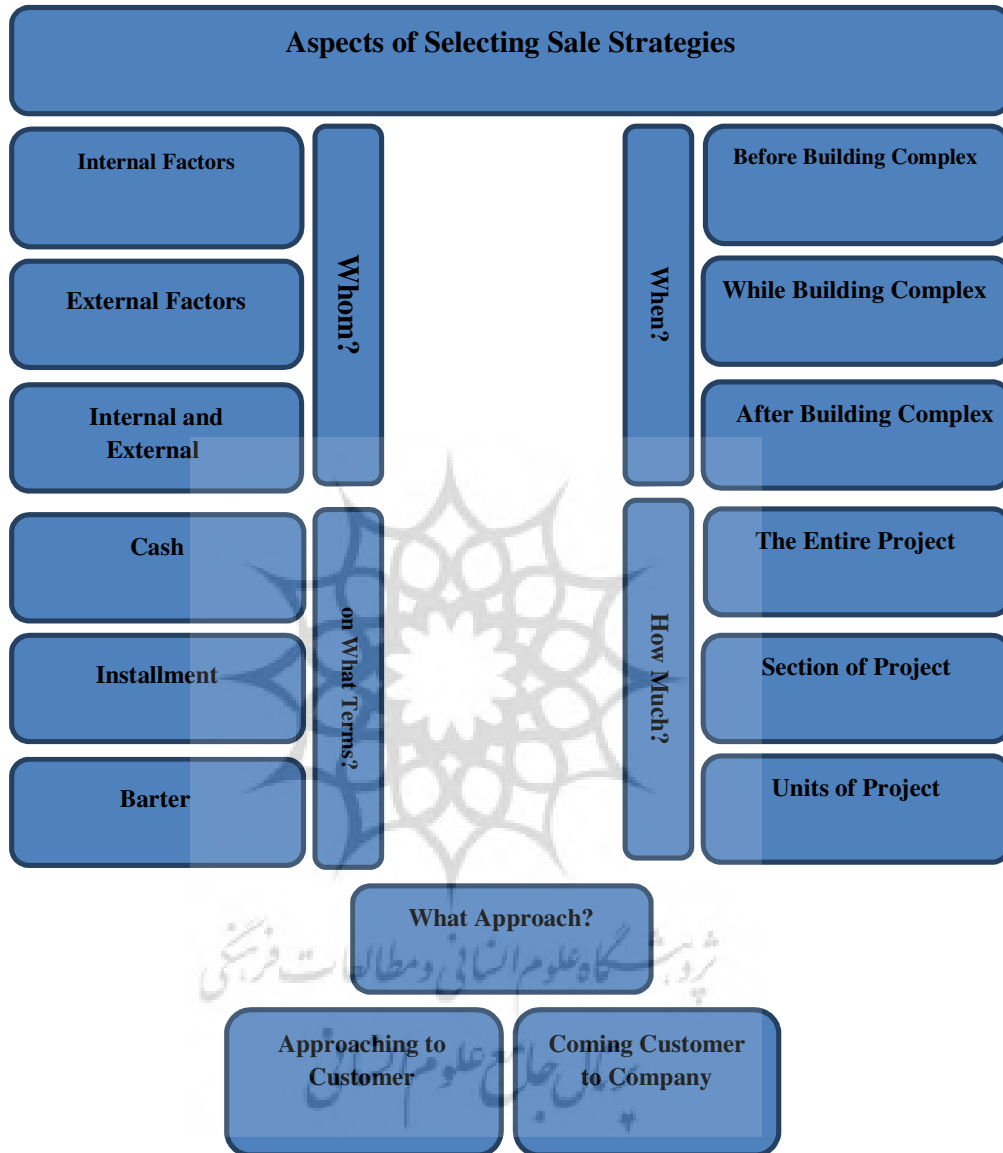
**Financing:** another key factor in this text is financing which has a direct relation with the

success or failure of commercial projects. Unfortunately, until we cannot solve the problem of financing in shopping Malls, we will not know that complex is going to be built by public money or ourselves, and of course answers to this question are very effective for its excellence.

**Construction:** The ratio of construction cost of complexes per square meter to commercial units' cost price for sale is not a fixed number in various places and depends on different factors. One of the most important determinants is construction techniques and used materials.

**Pricing:** For investment process in each field, the most important indicator from investor's perspective is the economic efficiency and the benefits of investment. Although a part of this goal can be achieved by controlling cost price properly, the basic solution is reflected in defining appropriate price based on finding prime price as well as market making/market marker. However this fact is correct in construction industry, it is much more important in commercial units due to its special complexities and sensitivities. Pricing is advised because it has an effective role in marketing as one of four factors of marketing mix and it can be used as a helpful tool serving marketer according to different conditions. Even if the price has to be discovered by the official expert of Justice due to rules, some criteria including area ratio, coefficient of location, competitors' price, market condition and sale policies have to be considered in pricing shopping Malls according to plans' detailed information and interviews with experts in general.

**Sale Conditions:** Sales managers must always consider the fact that their aim of selling commercial units should be the value-creation for costumers by facilitating the process of purchase and confidence-building. So the points mentioned in the following table should be regarded in sale strategies.



**Figure 3:** Dimensions Effective on Selecting Sale Strategies

#### 4-1. Causal Conditions

It is an event which makes situations, topics and issues related to the phenomenon, and partly explain why and how individuals and groups carry out this phenomenon. In fact, casual conditions mean the events affecting this phenomenon to make it happen. From the whole 82 extracted concepts, six concepts are considered in two categories in casual conditions as follows:

**Saturates Need to Shopping Malls:** In recent years, the number of shopping Malls has been raised across the country. However, the lack of asks for shopping Malls in multi-purpose forms as well as recent general downturn of business in country have caused that only some complexes become successful to comprise many visitors and other buildings are constantly changing their commercial units. In addition, high per capita of shopping Malls and reduction in purchasing power increase their bargaining power.

**Buyers and Clients of Units:** In this article, customers and buyers include the three main groups. A part of buyers for shopping Malls is composed of investors who buy units in the hope that they can rent or resale them more expensive. Next group contains the operators who seek to earn money through the units' operation. In general, both groups will be successful if customers and visitors (third group) are in shopping Malls and the business of units booms there.

#### 4-2. Context Conditions

It is a condition in which strategies and the related steps will control the phenomenon. Accordingly, interviewees are questioned about this subject implicitly, and 16 concepts are recognized as a part of context

conditions in form of four categories in coding step.

**Economic Conditions:** Despite traders and shopkeepers' relative hope to improvement in imperfect cycle of business (due to sanctions), the recession in market is still continuing after the Geneva agreements. In this situation, it is necessary to meet the needs of customers by paying effective costs as a strategy. In 2015, the market has experienced an unprecedented downturn in trading shopping Malls which one of its main reasons was related to government's anti-inflation policies. This has caused the accumulation of shopping Malls. It should be noted that there is no room to construct shopping Malls in our country.

#### Confidence-Building between

**Beneficiaries:** there must be trust between beneficiaries at all stages of the life cycle in shopping Malls. Of course, this confidence will be formed differently in various stages. For example, in the construction phase it is necessary to create confidence-building between beneficiaries and this would be possible by builders' reputation while in the opening of shopping Mall step, confidence-building between beneficiaries is a key factor.

**Defining the Identity:** Identity of shopping Malls include four items such as hardware, manpower, content and most of all, management. There should be a spirit in shopping Malls to make them distinguished from other non-commercial structures. One of the main steps in order to have a successful shopping Mall is to define unique identity for it. This identity will be the project indicator placed in customers' minds. Respect for local conditions is very helpful in identity definition. Since, the



number of beneficiaries is high so it is essential to consider a definition for the unit identity for them.

**Location and Access:** One of the factors that largely determines the success or failure of shopping Malls is location. The most important issue related to the location of commercial centers is target customers' access to the complex. Extensive academic studies and searches have been carried out in order to locate the shopping Malls. In addition to the fact that customers should have access to the centers and complexes must be near enough to highways, some other factors need to be regarded such as regional growth, financial ability of customers, competitors' activities, etc. Therefore, it is important that builders pay special attention to location and access to shopping Malls. Accordingly, people do not have to be stuck in a heavy traffic while coming to these places.

#### 4-3. Intervening Conditions

It is a general and wide condition such as culture, space and etc. acting as facilitating or restrictive strategies. The conditions accelerate the implementation of strategies or delay as an obstacle. Intervening conditions in coding step are recognized in 8 concepts and two categories which are explained in this section.

**Cultural Conditions:** culture is defined as a complicated set of knowledge, beliefs, arts, laws, morals, religion, habits and everything that each person, as a member of the community learns it from the society. Our country is an Islamic one that most people are committed to religious values. Cultural factors should be also considered in construction and operation. The use of these complexes must be completely in

accordance with religious principles of country along with relative freedom.

#### Delay in The Opening of Shopping Mall:

It leads to interruption in the performance from various aspects. Firstly, studies for the project are done for current generation but if it takes long time, they will be used for next generation. Therefore, it is normal that generations' demands get changed. If construction and operation of the shopping Mall takes much time, it will cause generations' tastes to change. Political, economic and social structure of country can also change along with the delay in the opening of the complex, and these fluctuations may disrupt the shopping Mall success.

#### 5. Strategies and Related Actions

Strategies and measures are plans and actions helping the process of success model for shopping Malls. The 24 concepts are recognized in coding step which are explained in this section.

**Internal Marketing:** Internal marketing is described as the act of employment, education and motivating the staff so successful that organization can continuously provide high-quality services. Internal marketing must precede external marketing because when the staffs are not ready yet to provide proper services for customers; it is meaningless to promise for providing the best services to foreign customers. In Iran, there is little experience of such work and the important matter will be successful managers' experiences. Management of companies building shopping Malls need to employ and keep people who have creative thinking and can make a wonderful idea commercial.

**Design and Architecture:** One of the important factors affecting success of

shopping Malls is their architecture. In this context, two subjects are discussed: a commitment to standards and innovation. There are a lot of shopping Malls which are still involved with interior architecture terms in process of building façade. It is a huge weakness because the issues of architecture and interior design are not taken seriously from the beginning.

**Advertisements:** advertisements are grouped and planned based on two types of audience. The first one refers to target market of project including the best traders and shopkeepers and the second one consists of expected customers of target market (clients coming to the complex after operation). Although some ads have common features for both groups. Maximum use of communication devices and non-use of undistinguished media in advertisements: as the main target market is limited, the effective communication devices should be mostly used (ads with two-way communication including conferences, tours, meetings and face to face meetings). Also due to the shopping Malls' situation in Tehran and current market, improper use of undistinguished media (which means producing ads regardless of its reflection) should be removed from the agenda. As well as Shopping Malls need planned and targeted advertisement in order to be successful. The following points should be considered in advertising for shopping Malls:

- Appropriate interaction and communication with costumers
- Correcting surrounding attitudes

**Branding:** For a shopping Mall, the main challenge is how to create a strong brand to be known in customers' minds. Branding for shopping Malls has many benefits that we continue to mention some of them.

- To reduce the risk resulting from buying commercial units: One of the most important advantages of brand is to reduce the risk felt by customers. While buying commercial units, the customer is always concerned about the fact that purchased unit isn't maybe appropriate to what he expects or what the seller says or even as the unit seems. But a well-known brand can reduce the risk so much.
- To reduce the search for buying commercial units: Customer always explores to buy the best commercial unit which is appropriate to his conditions, needs and demands. Search not only makes buyers' minds busy to evaluate options but also would result in loss of customer's time and money. In fact, as the search increases, original and actual price of commercial unit will rise for customer too. If there is a reputable brand, the customer buys his desired commercial unit with least evaluation and comparison. Some reasons for branding in shopping Malls are: attracting customers and visitors, increasing reputation with investors, better participation of contractors, better pricing and so on.

**Arrangement of Guilds:** due to increasing competition in the market for construction of shopping Malls, it is necessary to select guilds and arrange them properly in different units and floors of the building. Its importance is to the extent that if you make a wrong decision about it, there might be a significant gap between burgeoning market and beneficiaries' expectations. To success

in this area, two questions should be answered generally:

- What are the selected guilds for the complex? (Determining the guilds).
- How the guild should be arranged in different floors of the complex? (arrangement of the guilds)

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### 5. Consequences

They include tangible and intangible consequences which are created as a result of carrying out the process of success model in shopping Malls for the organization, customer and society. In coding step, seven concepts are recognized in form of three categories as the consequence which they, themselves, are composed of different codes too.

**Reputation of Builders, Owners and Sellers:** Reputation of builders, owners, and sellers will have a significant impact on the success of their job. It is based on the job history and considerably makes their future and success. Certainly, buying and selling shopping Malls which are too much expensive need reputation parties before any action. So their customers always ask for the seller reputation as well as financial and economic issues. According to investigations, builders which build shopping Malls by public money should turn to investors and common people so it will definitely lead commercial centers to not being successful.

**City view:** Builders of complexes can consider the religious historical identity in country as well as rules and regulations to use views which are in harmony with urban landscape and visual aesthetic so it reduces the confusion in shopping Malls' views. All details related to urban landscape, from the complex' facade to the number of floors and type of materials used for façade and even its

lighting, should be specified and it also must be determined strictly in accordance with the surrounding areas and local and regional characteristics in order to avoid disharmony in city views.

**Making Money:** Increased number of shopping Malls with an unchanged number of customers at the same time has led to much trouble in earning money from sale and purchase of these units. It can be observed in Kish Island a lot. According to the certain inhabitants and entries in Kish, when a new market exists there, the other market will be pulled down. However, shopping Malls have mostly become places to spend time for fun and its role of buying and selling is decreased a lot in these centers.

### 6- Research Evaluation

It should be noted that although the validity and reliability of qualitative study is very important, it is not often as important as statistical research projects. Because it's main objective is researcher's subjective interpretation about human subjects. Of course, it doesn't mean that qualitative analysis is completely affected by researcher's assumptions, ideas and subjective plans and it is highly possible to deviate from reality because qualitative researchers apply systematic approaches to conclude their theories. Although researchers have a lot of trust and attention to some terms such as validity and reliability, in qualitative studies it is important to show how the qualitative research becomes more objective along with subjective perception. Due to the difference between definitions for internal validity, reliability and external validity in qualitative and quantitative researches, six strategies are mentioned in table 4 with purpose of validity in the research.

**Table 4:** Strategies for Increasing The Internal Validity of Grounded Theorizing Researches

strategy	Description of strategy	How to apply the strategy in this research
Number of methods and sources for collecting data	Using various methods and data in collecting data step	Study on successful complexes, checking case studying from other countries such as Turkey and Canada, interview with experienced people in field of shopping Malls, interview with advisors
Participants' confirmation	Accepted by interviewees	The findings have been provided for two interviewees and their opinions have been applied.
Researcher involved with the phenomenon	Long observation in the field of research and frequent observation of a phenomenon	The data has been collected in a quite long time domain (about a year). One of the researchers is the manager of a famous company in the construction and operation of shopping Malls.
Checking other researchers	Collecting and applying reforms and expert researchers' comments in areas related to the paper	The study has been revised by two professors from the management team (supervisors and advisors).
Cooperative research	Cooperation of some participants in process of the research	One of the main participants of the research has involved in coding processes.
Researcher's presumptions	Clear assumptions, trends and theoretical orientation of the researcher	At the beginning of this study, all trends have been clearly explained.

### 7- Summary and Conclusion

This paper provides success model in shopping Malls with local approach. That's why the research method used for giving theory is based on data (paradigm model) and suggested model is obtained from coding process of grounded theory by interviews with experts. Causal, context and intervening conditions has been presented in this model. The process of achieving success model in shopping Malls has been regarded as core category and its dimensions have been given. Proposed model is obtained from process of coding of the data based on the grounded theory method in compared with the models listed in the literature has been more perfect and more criteria considered in this model. In proposed model,

causal, context and intervening conditions for the success of shopping malls are provided.

### 8- Scientific Matters in Research

1. In this text, there wasn't a paradigm model based on grounded method in field of shopping Malls' success in which causal, intervening and context conditions, core category, strategies, actions and consequences are seen altogether.
2. One of the research's main assistances in area of shopping Malls is the research subject, itself. The paper focuses on success of shopping Malls. This model includes interior and local conditions in Iran and it has been proposed according to this situation.

3. This study is also unique in aspect of methodology so it can be said that using qualitative research method (grounded theory) is a new way in these researches.
4. It aims to provide a model to explain the success of their shopping Malls. Rising multipurpose shopping Malls and competition between them is a new category which has been theorized less.
5. In this model, it has been tried to use experts' experiences.

#### 9- Research limitations

1. Like most researches based on grounded theory, the findings has been achieved relying on views and experiences of quite limited people. This weakness may limit the theoretical generalizability of findings.
2. In experts' idea, results from grounded theory can be generalized only to theoretical propositions (analytical) and it cannot be generalized to the whole of society (statistical). This research generalizes a set of special results to some wider theories not to wider conditions and situations. So results for statistical generalizability face with significant limitations.
3. Qualitative analysis relied on the specialists' views requires expert and keen individuals. Like many internal researches, unfortunately it also lacks real specialist as well as opportunity to react benefit from their feedback (however it is tried to use internal and external experts directly or indirectly).
4. The subject of analyzing shopping Malls' success is not mature enough. Therefore, some experts' view is mostly based on their imperfect experiences and there is no complete

vision and understanding in this field.

5. Competition in multipurpose shopping Malls is short-lived in Iran. That's why it was even observed in some interviews that experts didn't understand the meaning of shopping Malls' success sufficiently.
6. It should be considered that a multi-purpose project consists of several separate (separate business) but integrated projects. Various parts of each shopping Mall have completely different conditions and it is not possible to suggest and implement a unit formula for success of all complexes. In fact, the success model for multi-purpose shopping Malls should regard different conditions of business in a complex, as well as integrity and comprehensiveness.

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## طراحی و تبیین الگوی موفقیت مجتمع های تجاری کشور بر اساس

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#### چکیده

در سال های اخیر شاهد رشد فزاینده ساخت و راه اندازی مجتمع های تجاری در سراسر کشور بوده ایم. اما علاوه بر رشد روز افزون تعداد این مجتمع ها، فقط برخی از آن ها موفق شده اند و تعداد زیادی بازدید کننده را در خود جای می دهند و سایر مجتمع ها، دائماً در حال تغییر کاربری واحدهای تجاری هستند. این در حالی است که کمبود تقاضای واحدهای تجاری در قالب مجتمع های چندمنظوره به همراه رکود فراگیر فضای کسب و کار کشور در سال های اخیر به این امر دامن زده اند. تحقیقات انجام شده در حوزه مجتمع های تجاری بیشتر بر فروش مکان، بازاریابی و تأمین سرمایه متمرکز بوده و مطالعات اندکی در حوزه بررسی عوامل مرتبط با موفقیت این مجموعه ها انجام شده است، بنابراین بررسی عوامل موثر بر موفقیت مجتمع های تجاری ضروری و در عین حال و در عین حال موضوعی بسیار نو و جدید است. مسأله اصلی این پژوهش ارائه الگوی موفقیت مجتمع های تجاری با در نظر گرفتن ویژگی های منحصر به فرد ایرانی است. داده ها از طریق مصاحبه های عمیق با اساتید، خبرگان حوزه ساخت، کارگزاران، بهره برداران مجتمع های تجاری و فروشندگان املاک و مستغلات گردآوری شده است و روش نمونه گیری بر اساس روش گلوله برفی بوده است. از آنجایی که در بررسی تحقیقات داخلی و خارجی، مدل یا الگویی که موفقیت مجتمع های تجاری را بررسی و شناسایی کرده باشد، مشاهده نشد؛ برای نظریه پردازی و شناسایی ابعاد مدل از روش تئوری داده بنیاد استفاده شد. مصاحبه ها تا مرحله اشباع دنبال و مفاهیم استخراج شد. در ادامه پس از تمرکز بر موضوع، پیوندها توسط "کدگذاری محوری" شناسایی گردید. در پایان، ابعاد خاص و مدل مفهومی به نام "مدل موفقیت برای مجتمع های تجاری توسط "کدگذاری انتخابی" ارائه شده است.

**واژگان کلیدی:** بازاریابی، مجتمع های تجاری، مدل موفقیت، داده بنیاد

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