

Shopping Centre **News**

MAY-JUNE 2011

DEVELOPING RETAIL IN INDIA

VOL. 4 NO. 3 ₹100



Insights into Fit-Out Management

REPORT
Delhi & NCR – demand & supply analysis
FUNDAMENTALLY
plan & design world-class shopping centres

MANAGEMENT & MARKETING
deliver the mall promise
CENTREPOINT
give me more – food & malls

Shopping Centre News

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You've got your magazine; what more? Well, get ready for all the attention, insights, information and a lot of action as the business of retail real estate takes centrestage at the fourth edition of India Shopping Centre Forum (ISCF) on 13-14 May in Mumbai.

Moving from debate to dialogue to delivery, ISCF 2011 – themed 'Shopping Centres: The Need to Cover More Ground', - takes the big leap from a discussion forum to an action platform, where all stakeholders make a conclusive note of the solutions discussed and initiatives taken during the two-day Forum to serve as the guiding map for the way forward in laying the right foundation for Retail 2020.

ISCF will also host the annual SCAI Conclave with India's top developers, retailers and chiefs of concerned trade bodies and hopes to garner necessary support from all quarters to nurture the cause of retail and shopping centres in India.

Yet another highlight of the event will be the launch of 'Malls of India' – a complete retail real estate guide designed as a response to demands from retailers and occupiers for a reliable projection of upcoming and existing mall space across India. Part of the publication lists relevant information about the forthcoming shopping centre projects across the country.

The need for this data is critical and 'Malls of India' offers all developers an opportunity to present accurate details of their existing and forthcoming projects to all retailers and prospective tenants. And of course, the Forum, with conferences and exhibition, will be a fantastic opportunity for learning and networking.

We will keep discovering and innovating new ways to serve you better as your trusted catalyst for profitable retail growth through knowledge platform leadership.

Cheers!



Amitabh Taneja

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COVER STORY INSIGHTS INTO FIT-OUT MANAGEMENT

Ignorance or lack of expertise in planning is often the primary reason for malls getting delayed in the fit-out phase. Getting about 150 odd retailers to be aligned with the developer's dream and the fit-out manual, not only creates confusion and chaos, but may sometimes lead to loss of relationships. Professional fit-out management is critical to not only ensure timely delivery of the mall but also to lay the right foundation for its timeless appeal and success..



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Mall Space in Delhi and NCR Demand & Supply Analysis

By Asipac

This report (the fifth in the series by Asipac) studies the demand and supply scenario, both current as well as projected till the year 2014, for mall space in Delhi and the National Capital Region (NCR) – Gurgaon, Faridabad, Ghaziabad, Noida and Greater Noida.

Across the world, in any major modern city, retail outlets are usually spread across malls or shopping centres, high streets or main streets and neighbourhood strips. For the modern retail industry, and especially malls, to do well, the macro economic theory of demand and supply comes into play.

No one will question the fact that there is obviously limited demand for retail space anywhere in the world and any oversupply positions, especially in large percentages, are not just unhealthy

for property owners, investors, occupants, consumers and other stakeholders, but also for the industry and the overall economy at large.

Table 1 shows the per capita total retail space and the per capita mall space in different countries around the world.

Globally, there is broad consensus that the per capita mall space (PCMS) is in a huge oversupply position in markets such as Dubai, USA, China and Singapore. On the other hand, Japan, UK, Sweden, Netherlands, Australia and NZ are much better off with the PCMS ranging between 3.8 sq ft and 6.8 sq ft.

Needless to say, there has to be some correlation between the PCMS and the per capita income in any market. So while 3.8 or 3.9

sq ft may not be considered as oversupply in Japan or UK the UK, PCMS of 3.2 sq ft in South Africa is definitely in an oversupply position.

Taking into account the above comparisons and considering India's current per capita income and spending power, together with estimated growth rates for the next five years, Asipac estimates that the ideal PCMS in India's top 20 urban centres is about 1.2 square feet per person, but this can fluctuate from 1.0 sq ft and 1.5 sq ft in different micro markets, based on the per capita income of that particular micro market.

This report (the fifth in the series by Asipac) studies the demand and supply scenario, both current as well as projected till the year 2014, for mall space in Delhi and the National Capital Region (NCR) – Gurgaon, Faridabad, Ghaziabad, Noida and Greater Noida.

MALLS IN DELHI AND NCR

With an estimated current urban population of over 27 million people (as per the latest Census 2011 provisional data) and based on an ideal mall space ratio of 1.2 sq ft per capita, Delhi and NCR can currently absorb total mall space of 32.460 million square feet in GLA (Gross Lettable Area).

Of this, the 62 operational malls in the region have a total

GLA of 19.703 million square feet (including developments less than 150,000 sq ft grouped under 'Other Miscellaneous'). Refer the Tables listing existing malls in Delhi and NCR, upcoming malls and malls currently on hold.

The malls tabulated above are either on hold or under reconsideration by the promoters. The total retail space on hold is more than 1.04 million sq ft.

Note: Some of the information for malls on hold was not provided by the promoter's representatives (information regarding size and date of opening), hence the figures used to arrive at 1.04 million sq ft have been taken from third parties.

As of now, as per available information, there are 16 upcoming malls in Delhi and NCR region (refer to Table 3) planned till 2014, totaling a GLA of 7.341 million square feet (including developments less than 150,000 sq ft under the heading 'Other Miscellaneous'). In addition, there are five malls on hold, with approximate retail space of 1.04 million sq ft. There may be a few more projects on the planning sheets or drawing boards of



Table No. 1 PER CAPITA TOTAL RETAIL SPACE AND MALL SPACE

Country	Per Capita Total Retail Space (sq ft)	Per Capita Mall Space (sq ft)
Dubai	--	25.3
USA	46.6	23.1
Singapore	15.7	7.2
Australia, New Zealand	24 to 31	5.5 to 6.8
Sweden, Netherlands	--	4.8 to 5.1
UK	16.7 to 18	3.9
Hong Kong, South Korea	14 to 16	--
Japan	12 to 13	3.8
South Africa	--	3.2
Spain, France, Italy	--	2.7
Russia, Turkey, Belgium	--	0.6 to 0.7



(Table No. 2) EXISTING MALLS IN DELHI & NCR (as of April 2011)

Sl.	Name of the Mall	Location	GLA in sft
25	Aditya Plaza	Shahdara, Delhi	156,000
26	D Mall	Paschim Vihar, Delhi	150,000
27	Westend Mall	Janakpuri District Centre, Delhi	150,000
Faridabad			
28	Crown Interiorz	Mathura Road, Faridabad	350,000
29	Ansal Crown Plaza	Sector 15, Faridabad	300,000
30	Senior Mall	Destination Point, Faridabad	175,000
31	Eldeco Station 1 Mall	Mathura Road, Faridabad	150,000
32	Parsvnath Mall Manhattan	Mathura Road, Faridabad	150,000
33	SRS Mall	Sector 12, Faridabad	150,000
Ghaziabad			
34	East Delhi Mall (EDM)	Kaushambi, Ghaziabad	360,000
35	Shipra Mall	Indirapuram, Ghaziabad	350,000
36	Pacific Mall	Sahibabad Industrial Area, Ghaziabad	325,000
37	MMX Mall	GT Road, Ghaziabad	250,000
38	AEZ Brand Factory	Vaishali, Ghaziabad	210,000
39	Celebration Mall	Nehru Vikas Minar, Ghaziabad	210,000
40	The Opulent Mall	GT Road, Ghaziabad	200,000
41	East End Mall	Kaushambi, Ghaziabad	175,000
42	Krishna Apra D Mall	Indirapuram, Ghaziabad	175,000
43	Eros Market Place	Indirapuram, Ghaziabad	171,500
44	Ansal Plaza	Vaishali, Ghaziabad	150,000
Gurgaon			
45	Ambience Mall	NH-8, Gurgaon	1,030,000
46	South Point Mall	Golf Course Road, Gurgaon	300,000
47	DT Mega Mall	DLF City, Gurgaon	290,000
48	Raheja Mall	Sohna Road, Gurgaon	290,000
49	Ansal Plaza	Palam Vihar, Gurgaon	260,000
50	DLF City Centre	MG Road, Gurgaon	260,000
51	Sahara Mall	MG Road, Gurgaon	247,000
52	MGF Metropolitan	MG Road, Gurgaon	245,000
53	Star Mall	NH-8, Gurgaon	212,000
54	MGF Megacity Mall	MG Road, Gurgaon	200,000
55	Centrum Plaza	Golf Course Road, Gurgaon	186,000
56	Omaxe Celebration Mall	Sohna Road, Gurgaon	185,500
57	Senior Automall	NH-8, Gurgaon	183,400
58	Gold Souk	Sohna Road, Gurgaon	180,000
59	Orchid Agora	MG Road, Gurgaon	170,000
Noida and Greater Noida			
60	Great India Place	Sector 38, Noida	900,000
61	Ansal Plaza	Pari Chowk, Greater Noida	525,000
62	The Centrestage Mall	Sector 18, Noida	256,000
Other Miscellaneous			
63	Other Miscellaneous		2,983,736
TOTAL			19,703,009

(Table No. 2) EXISTING MALLS IN DELHI & NCR (as of April 2011)

Sl.	Name of the Mall	Location	GLA in sft
Delhi			
1	Select City Walk	Saket District Centre, Delhi	600,000
2	Ambi Mall	Vasant Kunj, Delhi	560,000
3	Mahagun Metro Mall	Vaishali, Delhi	415,373
4	DLF Place	Saket District Centre, Delhi	400,000
5	Pacific Mall	Subhash Nagar, Delhi	350,000
6	MGF Metropolitan Mall	Saket District Centre, Delhi	335,000
7	V3S East Centre	Laxmi Nagar, Delhi	300,000
8	Westgate Mall	Shivaji Place, Delhi	265,000
9	DT City Centre	Shalimar Bagh, Delhi	260,000
10	D Mall	Pitampura, Delhi	250,000
11	Vasant Square Mall	Vasant Kunj, Delhi	250,000
12	D Mall	Rohini, Delhi	245,000
13	DLF Promenade	Vasant Kunj, Delhi	225,000
14	DLF Galleria	Mayur Vihar Centre, Delhi	210,000
15	Pearls Omaxe	Pitampura, Delhi	203,000
16	Metro Walk	Rohini, Delhi	200,000
17	Northgate Orbit Plaza	Gujrawala Town, Delhi	200,000
18	Rohini City Centre	Rohini, Delhi	200,000
19	Cross River Mall	Shahdara, Delhi	175,000
20	DLF Emporio	Vasant Kunj, Delhi	175,000
21	Shop-in park	Shalimar Bagh, Delhi	175,000
22	Ansal Plaza	Andrews Ganj, Delhi	170,000
23	City Square Mall	Rajouri Garden, Delhi	165,000
24	Star City Mall	Mayur Place, Delhi	163,500

Insights into Fit-Out Management

By Susil Dugarwal & Anand Sundaram

Ignorance or lack of expertise in planning is often the primary reason for malls getting delayed in the fit-out phase. Getting about 150 odd retailers to be aligned with the developer's dream and the fit-out manual, not only creates confusion and chaos, but may sometimes lead to loss of relationships. Professional fit-out management is critical to not only ensure timely delivery of the mall but also to lay the right foundation for its timeless appeal and success.

In the early years of organised mall retailing in India, it was believed that a great location, good circulation pattern, and the right tenant mix could guarantee 100 per cent success. However, today, with the rising competition, mall developers are beginning to realise that they need something more than just the right building and brands – they find that great looking and well designed stores are as important. The appearance of the stores directly reflects the mall's positioning and impacts its overall image. For example, if a mall has been positioned as a premium space, making use of the best materials in the common areas to achieve the desired look & feel; it's very important to communicate the same philosophy to all the licensees to ensure its implementation, such that the licensees don't end up making stores which are inferior or not in sync with the mall's design philosophy.

To ensure this balance, the new generation malls follow a process of Design & Fit-out Management. This can be simply described as a process where a dedicated team of retail design architects manage the whole gamut of store fit-outs in the mall. These teams could be in-house or

outsourced. More and more malls, nowadays, prefer to outsource this process to a professional team specialising in fit-out management rather than resorting to an in-house team. A focused approach is desirable as it is a complex process requiring constant involvement of the team, right from the concept design stages, to monitoring of the site execution until final fit-out completion and store opening.

Internationally, this process has evolved over the years, and now

years back. Storefront signages is a small example of how the design and fit-out management has improved the look and feel of new malls. The first generation malls in India had the conventional 'Box' type storefront signages, which were generally placed in front of the glazing; and the emphasis on visual merchandising, lighting and other design aspects was minimal. However, now the new generation malls and their fit-out management teams emphasise



is very streamlined. Malls under fit-outs have multiple teams of two members – one person to drive the design and another to drive the site co-ordination and project delivery.

Although this process is fairly new in India, it is fast being recognised as a specialised field. Malls, today, bear a completely different look, compared to a few

on the significance of various aspects of store design. There is a significant change in the way the stores are being designed today – the storefront signages are much more vibrant, there is a lot of focus on visual merchandising, and creating interesting window displays. Storefronts and signages are just a small part of the whole



gamut of things that the fit-out teams manage – from initiation of the store design to driving of fit-out completion until store opening. Let's take an in-depth view of what goes into fit-out management.

Managing Pre Fit-out Processes

The first action point in the fit-out process is the creation of a



their individuality through the store design layout, materials and storefront signages, to create vibrant and exciting retail spaces. All the technical aspects, safety and security aspects, and ecological conservation are elaborated and well articulated within this document. With vivid pictorial presentation, the criteria manual attempts to encourage and inspire brands to create stores with engaging ambience that can establish emotional connect with the consumers.

Alongside the Criteria document, the Line Out Drawings (LOD) or Services Drawing as they

typical storefront drawing to be followed by licensee etc. The licensee is obliged to engage the services of professional architects, designers & MEP consultants to prepare store designs and drawings and to manage the fit-out ensuring that the work is executed in accordance with the standards laid out in the fit-out criteria.

The release of the Criteria document to the retailer along with the LOD and a list of drawings, which the retailer is required to submit, marks the start of the design process, this is also referred to as 'Activation' of Fit-out process. This entire effort is concentrated



Design & Fit-out Criteria Document. As the name suggests, this criteria document is created to provide the licensee and his architects, a detailed insight into the mall's design philosophy, and to ensure that they are in sync with the same. This particular document sets out to identify the character of the retail environment established by

the developer, the intended aim of which is both – a stunning and a comfortable retail experience. It's part of the constant endeavor of a developer to keep improving the presentation of the mall's retail spaces, at par with international standards. The modern day design criteria aim to give the Licensee complete freedom to express

are commonly referred to, are prepared. The objective of these drawings is to provide detailed information and understanding of the condition of the premises, required by the licensee's architects to commence store designing. This communicates the dimensional details, along with details of all services provided within the store,

towards creating stunning stores with successful atmosphere as that is the key to better business opportunities and a wonderful retail experience.

Parallel to this Drawing Approval process, the Fitout management team also carries out a detailed site survey to check the site readiness, so as to check that all

Give Me More! food & malls

By Sanjeev Mehra

They say the best way to a “man’s” heart is through his stomach and now the saying extends itself to mean “customers” in the shopping centre context. The F&B offer is a critical determinant and differentiator in creating preferred shopping and leisure destinations.

It's a Sunday, it's raining and the golf course is shut. These are the worst three things that can happen to me in a year. It's as if the stars have all hatched a plan and conspired to ruin my day. To top it all the kids are restless and my wife is losing her marbles to contain their enthusiasm. I come up with a plan "Let's go to the Mall!" Silence... and then my wife explodes, "No way! It's a Sunday. Do you know what it's going to be like at the Mall?" And then it hits me...What the hell did people do when there were no Malls?! How did they spend their Sundays? Where did they go for lunch, meet friends, have community gatherings?

Life has changed and it is changing at an even higher pace in our developing cities. No longer are Sunday lunches a family gathering at home but an opportunity for a retail fix at the mall. Urban India is fast becoming mall centric, be it family eating out or for community spaces. Research suggests that 60-70 per cent people visit malls there food, fun and entertainment and for every 100 people who enter malls 30 per cent amount to non-food retail sales. This shows the importance of food and food courts in shopping malls in India.

The eating out phenomenon has exploded in our country and the shopping malls are the biggest beneficiaries of it. Scarcity of house help, breakdown of the joint family system, double income of working couples have all contributed extensively to it.

Food Court for shopping malls has been one of the most thoughtful inventions of our times! I am sure the inventor was a genius but wouldn't really have fathomed the impact it would have on retail in India. Indians think through their stomach – eating out has become the single biggest area of retail spend and food is the fundamental determinant in choosing a place for a family outing.

Over the last three years of running a shopping mall it has

become clearly evident to me that Indians typically plan their shopping itinerary around what and where they will eat and this becomes a prelude to either what they would do before or after a gastronomical exercise.

The South City Mall registers an average of anywhere between 1,75,000 – 2,50,000 footfalls on a Sunday. The Food court is buzzing, no place to sit, people hovering around like vultures waiting for a table. South City has an 800-seater food court, seven fine dining restaurants, followed by a mini food court at our Spencer's Hypermarket and a mini food court on the foot path with hawkers. Our seven restaurants have queues; one would think there was a scramble for tickets to an India vs Pakistan cricket match.



Brand Mix of Food

The difference between a good mall and a great mall lies in the brand mix and choice of cuisines that a mall is going to offer. No person will be seen dead in a mall which does not offer an inviting mix of North Indian, South Indian, Indian fast food, Chinese, Thai, bars, “killer brands”, dedicated fine dining, cafés...and the list will only become longer.

Malls must have a distinguished F&B offer catering to people who come during pre-lunch, lunch, post-lunch, evening, dinner and post-dinner if the mall is located in a densely populated residential neighbourhood. The head of leasing must understand the necessity of every segment. The longer people



stay, the more they spend, which potentially affects spill over sales to every other category, as each and every brand and segment reaps benefit from this single criteria. A popular brand mix of cuisines under one roof ensures repeat family visits.

A mall is something to everyone as people visit the mall at different times for different things. Fine dining has finally broken ground in malls, providing a personal touch and an ambient setting away from the maddening rush of the food court.

Fine dining is here to stay in a big way, especially where malls have a high foot fall the conversion is absolutely mind boggling. Stalwarts like Anjan Chatterjee and Sunil Kapoor are taking up mega spaces for

multiple outlets catering to different cuisines. Anjan has even started promoting two options – high-end and affordable restaurants – for malls.

Food court is the heart and soul of a successful mall. I have never been to a mall which is successful without a buzzing food court and other F&B options. This is the hangout space, the adrenalin, the adda, a joint, whatever one would like to call 'my space'. Any mall, especially in India, has to pay a lot of attention to what this space will be. All energies of the mall will eventually lead here and will have a rebounding effect on all retailers. Details like size, different cuisines, seating option, local food brands become critical in the making of a successful food court.

The food court in South City mall rocks, but it has been a lot of hard work. The first six months were critical and all permutation combination was done to get this perfect. Even our chairman got involved as people were not enjoying the food. I personally tasted each and every product (being a foodie I didn't mind), worked with the team everyday on presentations, crockery, cutlery, etc. It's been well worth the effort to see the food court buzzing with people wanting to eat in the food court. This leads me to believe that the food court played a huge role in the success of South City.

Localising is very important in the food court, with the right mix of local players. Give a kolkattan, Chinese food prepared in Mumbai style, he's going to crucify you; or try offering pav-baji to a Mumbaikar, made by a Bangalore chef, and trust me he will never come back again. This you can bet your bottom dollar with.

Wallet share of the Youth

This is one of the most important statistics driving retail spent in the country. They live rent-free at home, earn good money and most importantly they are willing to spend it all for the fun of going out and partying with friends. The biggest beneficiaries cashing in on this disposable income are cafes and the great grand buffets in fine dining restaurants, that offer cost effective gastronomical experience, and of course, a great opportunity for young people to impress the opposite sex. During my daily walks I see our restaurants occupied by college going couples, adding to retail food sales.

My First job back in the country fetched me a minimum ₹ 12,000 a month which I thought was princely – running a flat living on my own, filling the gas – but eating out in the bigger restaurants was not a weekly option. Now-a-days it's different as even unqualified workforce makes three times as much, creating a huge target market and the food retailers have started marketing themselves to this segment.

Loyalty to food

Favourite restaurants are like second homes and that is why you have to get into people's hearts and minds through their stomach. When one likes the food in a place, he goes out of his way to ensure that he visits the restaurant time and again. This type of loyalty is driven by an overall experience which combines quality food, service, and a sense of comfort.

This loyalty triggers repeat business, and for restaurants the figure of repeat customers is as high as even up to 80 per cent, that is why they sometimes are called 'regulars'. As non-food brands in malls are fairly the same, so it's often the loyalty to eating-out places that drives people to the mall of their choice. Eating in Kolkata like BBQ, Peter Cat, Mocanbo, Kwalities have queues on days where Park Street would have been dead by 9:15pm just a decade ago.

Retail Spend on Food

When I was living in Delhi in the mid 1990s, a small booklet was in circulation called "Meals On Wheels" or MOW as they liked to call it. Lately, I happened to get a look at the same and was shocked. The size and thickness of it would embarrass best selling authors. It's gone from a booklet to a volume bundle, which points to the huge opportunity that exists for people wanting food options and also that people are spending more on ordering outside food than cooking at home.

I feel this mega socio-economic change with the increasing retail spend on food is driving this industry upwards. The price list of some of these restaurants is mind boggling. I'm not in denial of rising food costs, but when restaurants start charging ₹ 60 for a naan or tandoori roti, you know you are being kicked in the butt. I am not discussing 5-star hotels as I gave up on them long ago, as I like getting my butt kicked once in a while and feel that the 5-star hotel is the right place to get it done. At least you know you are being kicked in style and the who's who of the city are watching!

People have no option but to spend more as there aren't enough good options – this concerns both the price increase and frequency.

Back to nature

By John Stanley

Walking down the 'high streets' of the world has become a bit of a drudge for many consumers. The problem is sameness. Your walk can take you past retailers who are doing the same thing in the same way as they have been doing for many, many years. The result? Consumers today are talking about buying online. It's more convenient, there are fewer hassles and you have the time to enjoy different experiences.

Consumers want an 'added-value experience' rather than being merely offered more 'stuff'. There's an opportunity here for retailers – and that opportunity is 'going back to nature'. Consider the scenario. Urban dwellers now constitute 50 per cent of the global population and are increasing by 80 million every year. Losing touch with nature, they are seeking value experiences.

The Belgians seem to be on the right track. Retailers in Belgium are known to be a bit edgy in their merchandising and display techniques. They are certainly bolder than their counterparts from other countries as you will see if



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