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FORMS AND STRATEGIES OF SHOPPING CENTERS: WHICH STRATEGIES ARE SUCCESFUL?

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ABSTRACT

FORMS AND STRATEGIES OF SHOPPING CENTERS: WHICH STRATEGIES ARE SUCCESSFUL?

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Nowadays, Shopping Centers are not for only shopping, they are transferred to multi-functional buildings which can satisfy all kinds of demands. Especially in metropolises and regions that residents have high income level, Shopping Center construction are more than the total number of schools or hospitals. Customers have a key role in highly accelerated number of the shopping centers. This is because of the people who behave not only as customers but also shopping centers being a part of their lives. For this reason, Shopping Centers should not be qualified as a commerce house or a building, they should be evaluated as an industry and every shopping center should be classified according to the standards. Main purpose of this research is to classify all active shopping centers in Ankara according to the specific standards, to determine their main strategic responses related to their industry and to measure their success level in accordance to customers’ responses to these main strategies. Ankara is the homeland of every type of shopping centers since the first examples ~~to~~ until recent ones; this increases the efficiency of this research and provides accessibility to every type of shopping centers. According to the results of quantitative and qualitative studies, different strategic responses are determined for each different shopping center types and success level of these responses are confirmed in relation to customers’ opinions.

Key Words: Shopping Center, Strategical Response, Ankara

ÖZET

ALIŞVERİŞ MERKEZLERİNİN FORMLARI VE STRATEJİLERİ: HANGİ STRATEJİLER BAŞARILI?

Ahmet Anıl KARAPOLATGİL

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Günümüzde Alışveriş Merkezleri sadece alışveriş için kullanılmamakta ve her türlü ihtiyacı karşılayabilen, çok fonksiyonlu yapılara dönüşmektedir. Özellikle büyük şehirlerde ve gelir seviyesinin yüksek olduğu bölgelerde, hastane veya okuldan çok alışveriş merkezi inşaatı bulunmaktadır. Alışveriş merkezlerinin sayısının yüksek bir ivme ile artmasında, onlara sadece müşteri olarak değil, hayatının bir parçası görüp, buna göre davranan ziyaretçilerinin katkısı kilit rol üstlenmektedir. Bu yüzden Alışveriş Merkezleri bir ticarethane veya bir bina olarak nitelendirilmemeli, ayrı bir endüstri olarak değerlendirilmeli ve her alışveriş merkezi standartlara göre sınıflandırılmalıdır. Bu çalışmanın amacı Ankara'da bulunan alışveriş merkezlerini özel standartlara göre sınıflandırmak, onların kendi endüstrileri içinde uyguladıkları ana stratejik tepkilerini belirlemek ve müşterilerinin belirlenen bu ana stratejilere verdikleri tepkiler ile başarılarını ölçmektir. En eski örneklerinden, en yeni yapılanlara kadar her sınıfa ait alışveriş merkezine ev sahipliği yapan Ankara çalışmanın verimliliğini arttırmış ve her türden alışveriş merkezine ulaşılmasını sağlamıştır. Yapılan nitel ve nicel araştırmaların sonucunda farklı türlere ait alışveriş merkezlerinin, farklı stratejik tepkileri belirlenmiş, uygulanan stratejilerin başarısı müşterilerin görüşleri doğrultusunda tespit edilmiştir.

Anahtar Kelimeler: Alışveriş Merkezi, Stratejik Tepki, Ankara

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LIST OF ABBREVATIONS

ICSC	: International Council of Shopping Centers
CSC	: Council of Shopping Centers
TCSRC	: Trade Council of Shopping Centers and Retailers
m^2	: Meter square

CHAPTER I

INTRODUCTION

1.1 ORIGIN OF THE STUDY

From the beginning of the history, surviving belongs to the satisfying the demands. These demands start with basic needs like food, water or shelter. According to the development of people, demands became more complex and hard to satisfy. For this reason professions and some methods created to satisfy these needs. Origin of the shopping term and shopping culture belongs to this part of the history.

Increasing population, different needs, creating the technology and adaptation to the daily life of people directly affect the developments in the shopping culture. Places, professions, goods and services also payment methods for these goods and services were directly affected and they were not stable.

A long journey of shopping culture starts with Ancient Greece's Agoras and Roman Empire's Forums, then it continue with the importance of Silk Route and Marketplaces period, special shopping area examples from Ottoman Empire, Russian Empire and British Empire and Arcades period from 18th Century created the first examples of the current shopping centers with preliminary functional level in 1950's. Also an evolutionary movement from these periods to nowadays creates the multi-functional shopping centers of 21th Century.

These important steps provide 2,5 trillion U.S. Dollar annual sales and more than 13 million employed person according to International Council of Shopping Center's 2013 Report. More than 47.000 shopping centers with 924,5 million m^2 leasable area values could be defined as an important indicator and indicates the scale of the shopping center industry for leading 51 countries according to Cushman & Wakefield 2014 Report. This highly developed and supported with a massive financial power industry became the origin point of this study.

1.2 PURPOSE OF THE RESEARCH

Turkey became an important representative of the shopping centers. Galleria, constructed in 1988, was the first example of the shopping centers in Turkey. According to International Council of Shopping Centers for 2013, there exists 299 shopping centers and according to Eva Estate and Investment Report for 2014, 342 centers are available. Especially from 2006, with the effect of change in consumption behaviours and more liberal economic system, opening a shopping center became a trend for powerful organizations and investors. According to this trend, nowadays more than 10 million m^2 area is available to loan in these centers. At this point, main aim of this study is to find answers about this complex and popular system in Turkey.

Currently new shopping centers behave like a human body. In this complexity, management activities behave like the brain part. This brain has to select food and beverage demands efficiently. Also useless parts of these have to be become an output with using digestion system. Selecting the suppliers can be defined in the same way. Vital condition of this body belongs to breathing activity. Therefore, customers of the centers can be defined as breathing. Therefore, all of these members start heartbeat like the daily activities for the shopping centers.

Within this frame, understanding the shopping centers with their multi functions creates the research objective. These include the literature support provided below;

- Understanding the current behaviours of Shopping Centers related with Evolution of Institutional Theory
- Understanding their systematically actions and reactions related to Strategic Responses to Institutional Processes *(Oliver, 1991)*
- Understanding their properties and functions related to The Life Cycle of Shopping Centers *(Lowry, 1997)*

As a result of this hierarchical perspective, all possible strategies and their resulting conditions can be examined like a doctor's investigations after the blood test from a human body.

1.3 RESEARCH QUESTIONS

Understanding the shopping centers with different functions provides finding answers to the research questions. These questions especially belong to Strategic Responses to Institutional Processes *(Oliver, 1991)* and The Life Cycle of Shopping Centers *(Lowry, 1997)* which are presented below;

- Which strategies lead to success for Shopping Centers?
- What kind of strategic responses are preferred by shopping centers during each phase of the life cycle?

Answering these questions requires a basis from Evolution of Institutional Theory. Also these questions belong to the results of different perspectives. One part is related to the management of the centers and the other part is related to the customers; since these two elements for the centers directly belong and has a vital importance for the daily activities.

For this reason a qualitative study is completed for examining the brain of the body. The first part for the research is the semi-structured interviews completed with Shopping Center managers. Their ideas about the industry, main plans and strategic responses create one of the vital parts for the shopping centers. Also main properties of their strategies show the similarities and the differences among the investigated life cycle for the shopping centers. Second part of the research is a quantitative study. Customers defined to be the breathing activity for the centers. In this part, questionnaires created for shopping center customers. Their perspective shows the success rate of the brain decision for the centers. As a conclusion, two research questions are answered with this hierarchy system.

1.4 SCOPE AND LIMITATION OF THE STUDY

Ankara has 36 of 342 (10,5%) shopping centers of Turkey according to recently used reports for the shopping centers. Also the city is leading in Gross Leasable area values that shows the result of leasable area in the centers per person which can be defined as an important component for Ankara. For this reason all of the shopping centers in Ankara form the research population. In this scope research sample is determined after the classification of the available centers and 16 shopping centers of 36 forms the research sample of the study.

After the population and the sample is determined, managers of 16 selected shopping centers were interviewed and 15 managers accepted the questionnaire for the customers to be completed. 30 questionnaires were completed by the customers for 15 shopping centers and a total of 450 questionnaires were used in order to determine the success of the strategies followed by shopping centers.

Main purpose of this study is about investigation of the shopping centers from different perspectives. For this reason, following this Introductory, in Chapter 2, existing literature is reviewed in order to determine the theoretical perspective for strategic responses. From the initiation of institutional theory, this literature had many evolutions and developments in time and other valuable contributions. Therefore determining the strategic responses brings another time travelling action in the literature like shopping centers development. For this reason Chapter 3 tries to investigate the developments in the shopping centers by using the historical background. Origin of the shopping culture, places, types and main features of this culture included in this chapter. Developments in the world and also in Anatolia create the main routes for this chapter and bring us to today's shopping culture. According to the defined time, Chapter 4 investigates and classifies the current shopping centers. In this chapter the methodology of the study is explained. Useful classifications, main properties of these centers, their defined life cycles are discussed. Also properties of quantitative and qualitative studies are defined in this chapter in order to examine hypotheses; their possible answers are discussed in the next Chapter 5 as research findings. After all these steps, in Chapter 6, conclusion of the study provides results to the research questions. Discussion and recommendations are also included to define the possible future about these centers.

CHAPTER II

LITERATURE REVIEW

Institutional Theory opens to new ideas and developments. For this reason, many new concepts included and scope differed according to society demands and behaviours. Since the day of existence of Institutional Theory, a continuously renewed movement occurs around some specific issues like isomorphism and legitimacy. This historical evolution gives a route for understanding the evolution of history of shopping centers. Because shopping centers created for only satisfying the basic human needs like food and clothing and by the time these malls become more complex and started to get new features. Then they became multi-functional shopping centers. Their organizational evolution in this era should be investigated by using the main evolution stages of Institutional Theory.

2.1 THE OLD INSTITUTIONAL THEORY

Main steps of this evolution always create a new perspective for analysing the institutions with wider search and deeper investigation. Some milestones affected the development of the theory with different explanations. These main indicator studies are presented below.

First institutional study belongs to Paul Selznick in 1949. This study also defined as the roots of Institutional Theory. Selznick's research, was written in a book that published by Tennessee Valley Authority (TVA) and the title was "A Study in the Sociology of Formal Organizations". In this study, natural boundaries, determined goals and possible organizational solutions investigated. Adaptation stages of a specific system to a natural environment became a practice of the determined theory.

Relationship between the national ordered structures and special goals identified as combined forces around all of the formal organizations. Another result stated by Selznick (1949: 251-253) as, “The organization may be significantly viewed as an adaptive structure, facing problems which arise because it exists as an organization in an institutional environment”. With this perspective, cultural, political and bureaucratic differences grouped in an institution term and developed structures became the first examples of the fundamental part of Institutional Theory.

Paul Selznick’s studies created a big impact for new research. His distinction between “Organization” and “Institution” terms also affected the conception for the popular leadership strategies. Also demands of people became a main factor for the organizations and institutions. Missing macro-perspective for the relationship between the organizations and the institutions and new added factors like demands of people became the origin of future developments.

All theories about social reality depended on the human with an ontological perspective in 1960’s period. Therefore new developments including human, identifies as a requirement. In 1967, Peter L. Berger and Thomas Luckmann published their book named “The Social Construction of Reality”. In this book, society defined as an objective reality for the first time. It was the first seeds of the new institutional perspective.

Institutionalization and legitimation became the main headlines of the second chapter of the book. Limits and the modes, organisms and activities, roots and traditions of the previous studies and their social roles for the institutionalization investigated with acceptance that society as an objective reality (Berger and Luckmann, 1967).

Origins of the institutionalization can also be explained by using same kind of examples. In this part actions and actors are defined. Specific conditions of execution punishment and responsible of this decision investigated as an institutional environment. Some elements of these determined environments such as reactions and behaviours used to classify the society as a reality. Tradition and roles of individual in daily life identified also among important topics since past experiences became the origin of turning in to a tradition that can be useful for defining the roles in the society. However, some roles can be seen more vital, some of them behave as a routine, “all roles represent the institutional order in aforementioned sense” (Berger and Luckmann, 1967; 93).

All of these elements determine the borders and scope of the institutionalization activities. Relationship between different institutions with different levels in different environments became the main point of the developments in the Institutional Theory. As an example, Meaning of “Jew” word depended on the cultures, traditions and time conditions. It could be a good word that means “Jewish Soul” or could be used to humiliate the people (Berger and Luckmann; 1967). Then new steps for creating the new institutional theory started by using these differences of roles, scopes and environments and accepted these conditions.

Differences in society can be seen as very different issues and relations. This idea examines the main reason of creating more complex organizational structures. In 1977, John W. Meyer and Brian Rowan pointed out these complexities related with professions, policies and programs. Previous structures in the institutional environment taken directly in a myth with ceremonial processes. According to Oxford Dictionary (1997: 412) myth term explained as “an idea, belief or story which is untrue or impossible.” In institutional environment “spend money, take money”, “customer is always right” and “success is making more money” became some of the popular myths. Because these types of examples generally accepted with unquestioned and only way to survive belongs to these myths. Therefore these myths became the limits of structures, strategies and developments for the organizations in institutional environment (Meyer and Rowan, 1977). But for earning more efficiency, demands of people started to change against these myths.

Main aim for the organizations depends on their survival. Increasing the viability affects the survival rate in organizational activities. Therefore, obtaining the legitimacy is the key stage for the organizations. According to Oxford Dictionary (1997: 362), legitimacy term is explained as “the ability to be defended with logic or justification; validity”.

Old procedures for the organizations use the myths for obtaining the legitimacy against the public and state. But legitimacy of the new procedures supported by rational effectiveness (Meyer and Rowan, 1977). These complex strategies became networks and their roles in institutions depended on complexity of cultural roles. Behaviours, relations and expectations became the fundamental elements of these roles. Differences become more complex and affect the society directly. As an example, social status of a doctor defined with a high level of institutionalization. Relationship between the nurses depends on a hierarchy and one of the members in the network. Also political and social forces could be able to contribute these networks for shaping a formal structure (Meyer and Rowan, 1977).

According to Meyer and Rowan, management of the institutions could not be done without social reality. They had to include impersonal rules and standards. Another one is measurable with any organization or an individual participant in highly institutionalized environment (Berger and Luckmann; 1967). These two ways act together for modernizing the societies with increasing the complex organizations. Therefore, these complex perspectives for the organizations tried to improve the overall performance of the institutional theory with creating different management cultures.

Complex networks in any institutional system presented at any time. Their behaviours and reactions derived especially from a social reality. But fundamental studies of the institutional theory could not answer the dominant force of this reality. From ethnicity to weight of any person could contribute to these network systems by using the complex differences. Therefore main structures had to be separated and investigated. For this reason, Lynne G. Zucker made her contribution in 1977, to determine the role of institutionalization from a cultural perspective.

In her studies, society still accepted as an objective reality like the explanation in Berger's and Luckmann's book. Cultural perspective used to determine three types of differences. Differences between generations, maintenance of the culture and cultural resistance were investigated. In this part, cultural persistence had to be separated in two parts. One of them was examined with subsystem approach. This issue related to specific borders like family or economy and it seems similar to social status in the society. Other issue related to normative frameworks. "Certainly, actions preferred without direct social control will not necessarily be considered internalized" (Zucker, 1977: 727). Traditions, social status and experiences separated in different titles from the previous institutional theory studies. But main difference discovered lied in structural behaviours.

For this issue, two different types were identified in the society. First one belongs to the social structure which defined as "macro level". Another type included small groups and individuals which defined as “micro level”. As a result of Zucker’s study macro level became dominant force over the micro level. Macro level can able to exist independent from the micro level and determines the reaction behaviour of them. Therefore, the ethno methodological approach that provided the separation at the society, gave a specific result for the dominant force in social reality.

Following studies of the institutional theory improved the borders and the logic of the institutional structures. Studies of John W. Meyer and Richard Scott can be defined as the origin of these developments. Isomorphism term was defined and institutional theory earned a new perspective as a result of their studies. According to Meyer and Scott (1983), isomorphism has a basic definition. It is the structural similarity between the organizations. But these similarities can be monitored in a specific area that includes all similar organizations. They defined this area “Institutional Environment” and effects of the social factors to these areas became the main improvements presented in their published book named “Organizational Environments: Ritual and Rationality”.

Legitimacy of the institutional structures determined by wider environment and especially in limited market segments, organizations are trying to behave similar to have legitimacy. But societal factors and their effect on the organizations can create differences among the organizations. Also Meyer and Scott indicate that contingency, population ecology and resource dependency will be the new terms that create the borders of the new institutional theory.

Comparison between previously used and trend concepts helped to investigate relationship between specific organizations, vertical and horizontal relations, level of isomorphism, technical and institutionalized organizational structures and overall examination of the institutional environment. In 1983, formulation of the new institutional theory started by Paul DiMaggio and Walter W. Powell.

“The Iron Cage Revisited: Institutional Isomorphism and Collective Reality in Organizational Fields” became a very important step for future developments. Because “Organization Field” and “Isomorphism” concepts were defined very clearly. Similarity the developments of institutional areas were explored among the institutions. Also bureaucratized actions became one of the main actors in their determined borders. States and professions also had specific roles, trying to create isomorphism against the organizations without any efficiency planning.

These concepts provided answers for reasons of increasing the similarity between the organizations in the institutional environment. According to DiMaggio and Powell (1983), any type of organizational field could include differences with their organizational structures and applications. Then the authors realized that all organizations were sharing the same organizational field. In order to legitimate themselves, these organizations started to institutionalize with high rates and they tried to survive against the conditions by using isomorphism.

Therefore having first bricks from Selznick (1949) and Berger and Luckmann (1967), contributions of the institutional theory were derived from the studies of DiMaggio and Powell (1983), Zucker (1977), Meyer and Rowan (1977) and Meyer and Scott (1983). After 1983, institutions were defined as complex structures that have cultural roles. Isomorphism may be limited to a single field or industry, or it may diffuse across the industries. Organizations can gain shape by both technical and institutional forces. Also role of the micro foundations, organizational field and collective rationality described. According to DiMaggio and Powell (1983) main ideas derived from these studies are summarized below:

1. Organizations do not include only technical properties like market or production. They survive in a macro environment that has specific rules and structures. Also different actors like state or professions can have a role for their existence.
2. Environmental aspects do not only include legal or economic factors. Also they include social and cultural systems. These factors give the main borders and working areas for the organizations.
3. Structures and applications of the companies do not only exist with internal activities and external economic factors. Also institutionalization rules from the macro environment have a role in their existence.
4. Efficiency is not enough for the survival of the organizations. Their legitimacy is also a requirement. For this reason institutionalized structures and applications became the vital activities.

5. Organizations in the same organizational field behave approximately the same. It is defined with isomorphism and professions of the organizations and their dependency to the state are the main reasons of this behaviour.
6. Legal structures and organizational applications are generally different. Because institutions have some dilemmas with the reason of weak management construction.

2.2 DEVELOPMENT OF THE NEW INSTITUTIONAL THEORY

Old institutional theory not designed as a static theory against the developments. For 42 years, started with Selznick (1949), many features added and new perspectives created according to these developments. But in the late of 1990 Paul J. DiMaggio and Walter Powell were ready to establish a new institutional theory. Genetic properties of this new theory also belong to the previous one. They offered new mutations to these genetic properties with the aim of an accurate theory.

Their "New Institutionalism in Organizational Analysis" book, also called "The Orange Book" became the origin of the new theory and was published in 1991. Powell and DiMaggio's another aim depends on creating a new theory with a clearly identified borders. Important critics about the previous studies determined with a high level of attention. Determined gaps from the old theory became the origin part of the possible developments for the new theory.

Especially daily explanations against the possible changes were defined to be very weak. Reactions and the determined behaviours, current occupations stay at an undescribed level. According to their general findings for old theory, solid borders defined main actors that stopped the developments. Only productivity level in the organizations could be an element and no one said nothing about these borders. If any conflict happens, a situation assessment could be possible for the productivity. It could create some developments for the continuousness but there was nothing about the solutions for the other issues. For this reason new book must have to include practical solutions against the problems (Powell and DiMaggio: 1991).

2.2.1 Borders of the New Institutional Theory

Introduction of the book starts with a combination between past and future. First of all, four main works which were by DiMaggio and Powell (1983), Zucker (1977), Meyer and Rowan (1977) and Meyer and Scott (1983) studies, honoured.

Then flu part of the old institutional theory explained. Also empirical studies were used as supporting activities for the determined absences. Potential of the explanatory part about the organizational changes answered with these kinds of studies (Powell and DiMaggio, 1991).

Improvement part of the book includes many different issues. Practical action plans and micro sociologic factors became the basis. Politics, rivalry and changing activities defined as one of the actors in the institutional environment. Their meanings investigated in detail and were identified with an open expression style. Their places in the changing activities for the new institutional theory were defined as the main issue (Powell and DiMaggio, 1991).

Rejections about the rational actor model with sociological fundamentals was supporting one of the new assumptions in the new theory. They were interested about the organizations. All type of them was defined as an independent variable. Also they concentrated the overall reality without individual analysis and supported with cultural and cognitive explanations. Organizations had a different role in the new institutional theory (Powell and DiMaggio, 1991).

Organizations investigated by sectoral, national and international analysis. Also they described without the individual choices. In these descriptions, collective structures became very important with historical and cultural connections.

Therefore their main aim became defining the legitimacy with depended on these factors with rational actors. As a result of high level institutionalized organizations even have some limitations around their borders. This perspective received many different reactions and identified very different from the origin days of the old theory.

2.2.2. Similarities and Differences of the New Institutional Theory with Previous Theory

New Institutional Theory had some specific differences. These developed for the satisfying the demands of the academicians. Also some similarities from the previous theory exist in the new theory. Comparison between the origin of the old theory and the new theory will be very helpful to investigate the similarities and differences. As a result five specific examples of the similarities are presented below (Sargut and Özen, 2007);

1. Suspicious behaviour against the rational actor assumption.
2. Institutionalization depends on the state and provided some limitations over the organizational borders.
3. Importance of the relationship between organizations and environment.
4. Dilemma between formal structure and current structure of the organizations.
5. Role of the culture in the existing steps at the organizational reality.

DiMaggio and Powell's mature behaviour against the critics creates very positive developments. They gave their attentions to any serious critics. Especially they agreed to differences of stages of the new theory among the previous theory could create some absences in specific issues. Legitimacy and reproduction stages are very important. But role of the state, variety of institutionalization strategies and possible conflicts still stayed in a passive role in the new theory. Therefore they compared their perspective against the old theory and tried to explain their needs (Powell and DiMaggio, 1991). In Table-1 this comparison can be seen.

Table 1: Comparison between Old and New Institutional Theory

	Old	**New**
Conflicts of Interest	Central	Peripheral
Source of inertia	Vested Interest	Legitimacy Imperative
Structural Emphasis	Informal Structure	Symbolic role of formal structure
Organization embedded in	Local Community	Field, sector or society
Nature of Embeddedness	Co-optation	Constitutive
Locus of Institutionalization	Organization	Field or Society
Organizational Dynamics	Change	Persistence
Basis of critique of utilitarianism	Theory of interest aggregation	Theory of Action
Evidence for critique of utilitarianism	Unanticipated consequences	Unreflective activity
Key forms of cognition	Values, Norms, Attitudes	Classifications, Routines, Scripts, Schema
Social Psychology	Socialization Theory	Attribution Theory
Cognitive basis of order	Commitment	Habit, practical action
Goals	Displaced	Ambiguous
Agenda	Policy relevance	Disciplinary

Reference: The New Institutionalism in Organizational Analysis, Powell and DiMaggio, University of Chicago Press, 1991, pp. 13

Differences between the theories depend on the source of the main ideas. Old Institutional Theory depended on Parson's structural-functionalist theory. New Institutional Theory rejected Parson's theory in the beginning. Their main resource belongs to the studies of Berger and Luckmann. Practical action plans and effects of the historical evolution according to the routine connections between the communities became the basis of the new theory. Practical action plans included the human behaviour. Their past experiences, current problem solutions and possible future plans could be the reason for differentiation in organizational environments (Sargut and Özen, 2007).

Concept of the environment also created a fundamental difference between the theories. Since the origin of the old theory initiated by Selznick (1949), organizations defined in embedded conditions around the local communities. So they belong to the multiple variables and inter organizational standards. This tactic is called "co-optation" (Selznick, 1949). New institutional theory behaves simply different. First of all, power of the societies is described as a reality. Boundaries of the environments, professions, local societies and roles of the specific actors included elements in the social reality. New theory focused on the organizations, their activities, main actors and their behaviours with an easy strategy that provides penetration on the organizations (Sargut and Özen, 2007).

As a conclusion, old theory described the organizations as organic entities. But in the new theory, all possible components of the organizations were included. New theory was seen as a chain that arranged with the elements. Institutionalism became very important for the elements according to their perspectives. Because it could create a standard process for the organization that reduces the diversification and variety of properties (Sargut and Özen, 2007).

Another difference occurred based on a similarity. Both of the theories rejects that organizational behaviours originate from the result of individual choice. But their basis depends to different issues. Since the beginning of Selznick's works, the old theory depends on unexpected consequences and choices, materials or strategies stay independent. They direct the organization and they belong to only external factors. In the new theory, main idea parallels to Zucker's work in 1977. Behaviours, reactions and experiences of the individuals could be defined as micro level. Macro level existed independently from the micro level and they have found chance to take the control over micro level. Elements of the micro level are affected very easily and they tried to achieve macro level standards.

Institutionalized behaviours also became an important difference. New theory indicates that this behaviour acts like a cognitive process. Socialization and internationalization terms were used for the evolution in these kinds of works (DiMaggio and Powell, 1991). Old theory concentrated on some specific terms like norms and attitudes. Institutionalization requirement existed when these terms were fully satisfied. For these issues new theory concentrated on the connection skills according to the socialization. Old theory depends on internal activities with a little bit shy perspective (DiMaggio and Powell, 1991).

Differences between the theories affect the academicians differently. Because changes are completed rapidly, conflicts in some issues like environment, organizational structure and reality directs the perspective to a new way. Previously not used terms became popular. New terms created and their meanings developed with institutional analysis against the organizations. Old components of analysis became a part of the history of the institutional theory evolution story. Therefore human behaviour, motivation and reactions terms became some of the new components in the analysis (Sargut and Özen, 2007). Therefore, Strategic responses of the processes would be examined with new perspective and new terms.

2.3 IDENTIFYING THE STRATEGIC RESPONSES IN INSTITUTIONAL PROCESSES

Organizations create the main elements of the organizational field. They try to produce goods and services related to the demands of people. Many factors occur in these organizational fields that are able to change the structures of the organizations easily.

Their behaviours, reactions, strategies and structures had to be open-minded against the factors in order to survive. These factors and behaviours of the organizations create the strategic responses according to the time conditions.

These perspectives started with some reflections of the old institutional theory. From Selznick (1949), and Berger and Luckmann (1967), these processes generally connected to the rules, myths and some beliefs in the community. They accepted as a social reality. With Zucker's (1977) study, some vital changes occurred. Meyer and Rowan (1977) and DiMaggio and Powell (1983), also made important contributions. Therefore organizational structures and characteristics become important elements in the institutionalization activities. Another study in the literature become a major solution for determining these complex structures and characteristic with strategy perspective.

Christine Oliver published her study about these behaviours in 1991. It was the same year of publish of new institutional theory. Her "Strategic Responses to Institutional Processes" article became a milestone. For understanding the behaviour of the shopping centers, combination between New Institutional Theory and Oliver's study is very helpful.

Because organizational structures of the shopping centers act to be very suitable for the explanation with the new theory. Also their responses against the possible conditions and determined strategies could be explained with Christine Oliver's work.

2.3.1 Differences in the Perspective of Theories

Organizations always feel institutional pressure. These forces depend on many variables. Oliver (1991) started her research for classification of these forces and possible processes by comparison based on institutional and resource dependency theory.

According to Oliver (1991: 146), "The point of departure for discussion is a comparison of institutional and resource dependence frameworks and their potential for complement in explaining organizational resistance and conformity to institutional pressures".

In this comparison, convergent and divergent factors were determined. For the similarities, specific assumptions were used to prove that resource dependence effects limited range of organizational responses against the institutional pressure. Therefore, choice, influences and the others are included in these responsive activities.

Resource dependency belongs to the relationship between organizations and demands. Most of the time demands stay unbalanced and come from external factors.

But according to institutional perspective, a pressure may result from institutional environment or technical pressures (Scott, 1983).

Therefore governmental and professional actors become some of the environmental elements (DiMaggio and Powell, 1983). Also expectations and possible pressures can exist from these elements. Insiders of the environment try to use the external factors for adaptation to environmental uncertainty and have better equipment for survival (Mayer and Rowan, 1977).

Institutional perspective concentrates on specific types of structures by reducing the number of predictors. Institutionalization movements could be a development reason for the organizations. On the other hand, they could behave “obvious” or “neutral” when they establish an organization according to their social factors (Meyer and Rowan, 1977). In this issue, resource dependency explained with wide range of possible choices that could affect the organizations by external factors (Pfeffer and Salancik, 1978). But the main aim of the organizations stays the same, which is obtaining stability and legitimacy (DiMaggio and Powell, 1983).

Institutional theory had sharp borders in some issues. Reproduction activities in the organizational structures with routines and reactions against the state stayed the vital conditions to obtain stability (DiMaggio and Powell 1983, Zucker 1977). Resource dependency explains these issues in a different way, stating that resource environment to be the basis for survival. Then control level of power against the basis point is related with showing the success rate to obtain stability. As a result, isomorphism activities in institutional theory represent a passive condition in the resource dependency theory (Sargut and Özen, 2007).

Legitimacy has a key role in all of the theories. From the institutional theory perspective, this term has a vital importance. Organizations’ behaviours could be explained by obtaining the legitimacy aim (DiMaggio and Powell, 1983). Resource dependency theory’s idea about the legitimacy is a little bit passive then institutional theory (Pfeffer, 1981: 327).

Any event that interests the organizations like reputation, education of the employees or external and internal factors could be used for the legitimacy. Therefore it became the main perspective difference between the two theories when they tried to investigate the organizational field and their responses (Sargut and Özen, 2007).

2.3.2 Main Strategic Responses to Institutional Processes

Organizational behaviours defined as strategic responses in institutional theory. These are related to the roles of individuals, past experiences, society reputation, effect of the state and cultural pressures. All of them could be an opportunity for the organizations to create a reaction. They used several defined ways for the organizations. Strategic adaptation and survival of the organizations are the main aims (Oliver, 1991). These were also some steps for isomorphism activities of the organizations. The strategic responses in institutional processes are summarized in Table-2 (Oliver, 1991: 152).

Table 2: Strategic Responses to Institutional Processes

Strategies	Tactics	Examples
Acquiesce	Habit	Following invisible, taken for granted norms
	Imitate	Mimicking institutional models
	Comply	Obeying rules and accepting norms
Compromise	Balance	Balancing the expectations of multiple constituents
	Pacify	Placating and accommodating institutional elements
	Bargain	Negotiating with institutional stakeholders
Avoid	Conceal	Disguising nonconformity
	Buffer	Loosening institutional attachments
	Escape	Changing goals, activities or domains
Defy	Dismiss	Ignoring explicit norms and values
	Challenge	Contesting rules and requirements
	Attack	Assaulting the sources of institutional pressure
Manipulate	Co-opt	Importing influential constituents
	Influence	Shaping values and criteria
	Control	Dominating institutional constituents and processes

Reference: Oliver (1991), Strategic Responses to Institutional Processes, Academy of Management, January 1991, pp. 152

Five main strategic responses are classified against the institutional processes. Each response has also 3 components. They are examined and identified with all external and internal factors that included in consideration in the organizational field.

Stabile, aggressive and defensive actions are included in the component level of each strategic response. These responses named as acquiesce, compromise, avoid, defy and manipulate. Each of these responses is summarized below.

2.3.2.1 Acquiesce

First response is acquiesce. This response generally used for obtaining legitimacy and improving the social support and reputation (Oliver, 1991). This response includes three components which are habit, imitate and comply. Their common idea belongs to usage area of the historically used and repeated borders that accepted from the society.

Habit is the first component of the "acquiesce" response. This behaviour existed independent from the awareness of the organizations (Oliver, 1991). Organizations started to use previous examples in the institutional environment. This step helps the organizations to obtain the legitimacy and reduce the uncertainty (DiMaggio and Powell, 1983). Adaptation to the previously repeated strategies did not started according to any plan according to this type of response.

Second component is "to imitate". This strategic response behaves as an informed decision for the organizations. They plan to use the same rules, roles, structures and plans (Oliver, 1991). Previously known and trusted examples became the basis for this component. Decision makers in the organizations use this component as a decision of isomorphism to give a shape to their future work.

Final component is "to comply". It was the most defensive component in acquiesce response. It is a conscious action of the organizations that accept all standards, rules, values, borders and norms. Gaining stability against the market conditions and reducing the external pressure are the main aims. This component is defined to be very useful against negative social reflects and possible punishments. Relationship between the state could be effected in a positive way with these kind of obey decision (Oliver, 1991).

2.3.2.2 Compromise

Organizations have many active goals in the business life. Creating a running system that works efficiently depends on the satisfaction level of these goals. "Organizations often confronted with conflicting institutional demands or inconsistencies between instituted expectations and internal organizational objectives related to efficiency and autonomy" (Oliver, 1991: 153). Therefore, organizations started to use compromise responses. Balance, pacify and bargain behaviours are the components of this kind of strategies.

Multiple demands for multiple resources create expectations. These expectations create the existence of reason for the institutional pressure on the organizations. Also possible conflicts between the expectations and institutional demands could create conflicts. Balancing activities are very useful for these conditions. Organizations try to stop these conflicts with balancing activities. They tried to accomplish the demands of each stakeholder at different levels according to their importance level (Oliver, 1991).

Pacify response defined as another component of compromise strategy. Any type of goods and services that are related to an organization can create institutional pressure. Resistance level occurred in the organization determine the level of pacify activities. Trying to satisfy the minimum requirements against these pressures belongs to the main goal of pacify response (Oliver, 1991).

Final component of the compromise response is "to bargain". It can be defined as the most active decision for this type of strategy. Organizations try to bargain with institutional actors for earning some special standards or some agreements. Standardization activities of the organizations for the demands that come from the state could be a direct example of a bargain in daily life (Oliver, 1991).

2.3.2.3 Avoidance

Avoidance is determined as a response against the expectations and pressure for the organizations (Pfeffer and Salancik, 1978; Oliver, 1991). This strategy generally defined as a not acceptable decision but it became commonly used by the organizations. Conceal, buffer and escape behaviours are the main components of the avoidance strategy.

Concealment is one of the components that is used as an avoidance response. Organizations try to satisfy the institutional pressure and demands. But some rules, values, norms and standards could not be achieved. They use concealment activities for convincing the society with the idea of satisfaction of demands. Some examples of the concealment activities also defined in previous studies other than Christine

Oliver’s study. Meyer and Rowan (1977) suggests that window shopping, ceremonial excuses and symbolic appearances are defined as the main examples of concealment.

Buffering defined as an important component of avoidance response. Conflict between the technical environment and institutional environment creates the main reason of buffering activities. According to the relationship between the internal activities and external assessments, some buffering activities started to reduce the transparency level of the organizations. These types of decisions, even in a high level of institutionalized organizations, try to hide their internal activities and their structures from the society (Meyer and Rowan, 1977).

Final component of avoidance response is “to escape”. If any organization fails from their specific requirements, aims and goals, they can choose escaping activities. Failure reasons originate from the state in general, the society may behave more effective for these kind of decisions. Organizations try to evaluate new aims and goals or they could switch their main activities in a different issue or profession (Oliver, 1991). These types of activities defined as the main examples of escape strategy.

2.3.2.4 Defiance

Defiance strategy is used with high rates by the organizations against the institutional processes. In this type of strategy, aggressiveness becomes very important. Because organizations are challenged and they are trying to beat all of the factors and institutional environment that could create conflicts and struggles (Oliver, 1991). Dismissing, challenging and attacking behaviours are the main components of defiance.

Dismissing is defined as one of the components. Resources of the values, norms, rules and standards are not cared by the organizations. If these factors can not able to affect the organizations at vital level, they have not behaved as a volunteer to adapt new additions. Therefore, they complete their internal and external activities without these determined factors (Oliver, 1991).

Challenge against the institutional processes is risky among the strategic responses. Organizations had to be in an active form and be ready for the possible rebellious movements against the resources of the values, rules, norms and standards.

This tactic includes an offensive movement and directly regrets the resources of the external pressures (Oliver, 1991).

"Attacking" tactic includes a combination of offensiveness and aggressiveness. Because, even a humiliation activity against the resources of the values, rules, norms and standards could be an option and generally it is a popular attacking behaviour (Oliver, 1991). Organizations try to offer their ideas that have an opposite vision generally, to the specific resources. This activity could affect the rationality and judgment in an organizational field for any type of business.

2.3.2.5 Manipulation

Final strategic response for the organizations is "manipulation" to the institutional processes. It is the most used strategy for defeating external pressures and demands in the organizational fields (Oliver, 1991). Organizations try to enforce the resources with co-opt, influence and control components of the manipulation strategy.

Co-opt is defined with all relationship types, enforcement activities and connections between the organizations and institutional environment. For this type of strategy, organizations try to hire the resources of the values, rules, norms and standards in their organizational structure. Especially selection of board of directors is used generally for co-opt strategy (Pfeffer and Salancik, 1978).

"Influence" is the other component of manipulation strategy. This tactic is generally used for changing the standards and rules in the organizational fields. Political relations, lobbying activities and some special mental tactics included in the range of the influence response. These activities could be performed to an intangible rule or standard or it can be able to affect a responsible person in the organization (Oliver, 1991).

Final component of the manipulation strategy is defined as controlling. The strategy uses the power of the organization to create dominance over the resources of the values, rules, norms and standards. Determining the lack of power in the authority became the vital origin point of the controlling activities. This strategy had to be planned efficiently and all the possible internal and external reactions must be determined in a planned time (Oliver, 1991).

2.4 DETERMINING THE LIFE CYCLE OF THE SHOPPING CENTERS

Every item that belongs to the material form has a specific life cycle in the environment. These show the main phases, important milestones and relationship between action and reaction stages. Usage of the lifecycles in the business life belongs to money and time directly. Relationship between the goods and services with the customers, growth rate, popularity, sales, losses, revenues and the others became the main issues that help us to classify the main phases in the determined lifecycles.

Accordingly, shopping centers has their specific life cycles with their elements. From the feasibility works to the demolishment or closing procedures of all types of decisions, plans and responses are included in these determined life cycle works of the shopping centers. Strategic planning of the retailer activities, relationship between customers and owners of the shops and revenues became the main indicators of the life cycle phases. James Lowry's work in 1997 defined the first and the most important step for the shopping centers life cycle. Larry Smith International Newsletter had also made their contribution in 2010 for the shopping centers.

2.4.1 Lowry's Work about the Life Cycles of the Shopping Centers

James Lowry published his works in Business Horizons Journal's January and February 1997 issues. He gave a tangible shape to the shopping centers life cycle. According to his studies, 4 main phases were developed. These phases sketched in a graph and evaluated by using the relationship between time and revenue. Figure 1 shows the sketched graph of Lowry's life cycle for shopping centers.

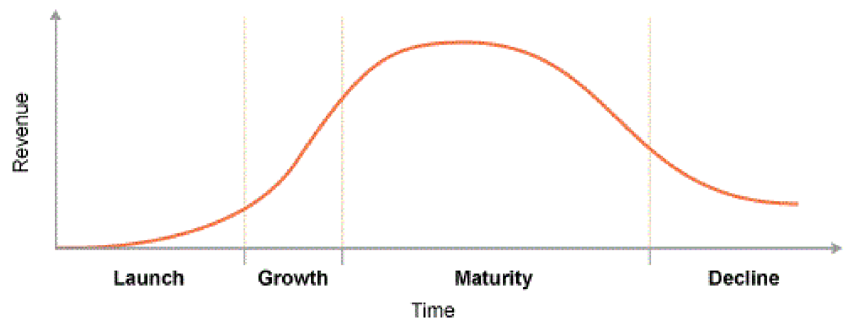


Figure 1: Shopping Center Life Cycle by Lowry

2.4.1.1 Main Phases of the Life Cycle

In this graph x axis related to time and y axis related to revenue. Phases start with “Launch” stage. It includes the feasibility works and opening days of the shopping centers. In this part revenue is starting to increase with a slow acceleration coefficient in positive direction. Time of this phase can be defined as a preparation for the real business life (Lowry, 1997). Brands wanted to loan the shopping areas. Then they start to attain people with some advertisement strategies. Their success also brings new centers in the building. Overall popularity is going to be improved in a positive way.

Second phase is called as “Growth”. It is the most rapid phase in the life cycle because revenue increases with a fast acceleration coefficient in a positive direction. Therefore, popularity of the building and the shops, number of the customers and sales are going to increase very rapidly in a very short time (Lowry, 1997). This phase can be defined as an opportunity and a threat at the same time. Because management squad of the shopping centers must investigate their future plans in an efficient way against the near future, since success brings the threats and creates the rivals.

“Maturity” stage follows “Growth” stage. This stage has the largest time period among the other steps in the life cycle. Popularity of the building and the shops, number of the customers and sales gets to the top point in the graph. It means that revenue of the shopping center has a constant movement after finishing the positive improvements in the second stage. At this point shopping center creates its rivals. Because they want to earn their economic forces and share the current pie (Lowry, 1997). Therefore, a negative parabolic movement starts with a slow acceleration coefficient in negative direction.

Last phase of the life cycle is “Decline” stage. This phase includes some vital decisions for the management about the shopping center’s future. Because revenues fall down, share of the center decreases. Popularity of the building and the shops decreases too. Some of the customers generally have a brand loyalty or a necessity to the center. Bad decisions will become preliminary stages for abandonment movements or demolishment. It is the end of the trade in the center. However, good decisions can create a positive impact to the shopping center position. Success of these types of decisions can be only measured by revenue in the shopping center.

2.4.1.2 Main Features of the Shopping Centers and Their Behaviours in Each Phase

Decisions, strategies and plans of the each phase include different actions and reactions for the shopping centers. Therefore, Lowry classified the main features in the shopping centers. These separated three categories are defined as market factors, shopping center developer strategies and retailer-tenant strategies. Also these main categories have their components that support the main categories. All of the categories included five different components. Their actions and reactions in each phase of the life cycle were also determined by Lowry.

First category is "Market Factors". It shows the macro-level economic properties and strategic planning. Number of competing centers, amount of shopper traffic generated, rate of sales growth, vacancy rate and control exerted by developers issues defined as a component of Market Factors by Lowry. In Table-3, the components and their behaviours in each phase in the shopping center life cycle are shown.

Table 3: Behaviours of Market Factor's Components

ATTRIBUTES		**STAGE OF THE LIFE CYCLE**			
	Important considerations	***Launch/ Innovation***	***Growth/ Accelerated development***	***Maturity***	***Decline***
Market factors	Number of competing centers	Very few	Rapid growth	Many of the same type of	Many same and newer types
	Amount of shopper traffic generated	Increases rapidly	Steadily increases	Stable amount	Steadily decreases
	Rate of sales growth	Very rapid	Rapid	Moderate to slow	Slow or negative
	Vacancy rate	Low	Very low	Moderate	High
	Control exerted by developers	Extensive	Moderate	Extensive	Moderate

Reference: Lowry, J.R, The Life Cycle of Shopping Centers, *Business Horizons,* January – February 1997, pp.79

Number of competing centers shows the rivalry among the shopping centers in a specific time. In Launch phase, number of shopping centers is very few. Because new business area and satisfaction level can be observed with revenues in a period of time. Therefore, in growth phase, number of the centers starts to increase very rapidly. Because entrepreneurs want to enter this business area with the aim of tasting the macro level economic pie and earning share and revenue from this area. As a result of this rapid growth, number of the shopping centers reaches the top level against the public demands in maturity phase. Rivalry stays at the top level. Therefore, some shopping centers will become small fishes; others will become hunters of the small fishes in the decline phase. In this phase vital decisions affect the business area. Still number of the competing centers stays at high level but some newer examples start to take advantage against the old members of the business area like a hunter to take the control over the environment (Lowry, 1997).

Amount of shopper traffic generation defined as another component of Market Factors. It causes a very big problem that occurs especially in big cities and metropolises. Popularity level of the each shopping center becomes the decisive property of the traffic problem. As a result, a new shopping center which is in launch phase, can attain more people very easily. So generated traffic highly increases. In growth phase, traffic generation problem is also improved but accumulated movement has a decreased slope in a positive direction. This problem has constant variables in maturity phase. Then a negative slope occurs in decline phase. Amount of shopper traffic generation steadily decreases. It can be defined a very good improvement for the city traffic but a proof of the decreasing level of popularity of the shopping center (Lowry, 1997).

Rate of sales growth becomes the vital component for Market Factors. Because life in the shopping center directly depends on the sales volume. It also shows the motions of determined revenue in the center. In the First days of the shopping center, many types of customers start to arrive to discover the center. Therefore, a rapid growth in sales occurs. This positive movement continue in growth phase with a little decrease in the slope. In maturity phase, rate of sales growth is satisfied. Sales values stay at the top level.

But threat of the new alternative centers affects these determined values of sales. Then positive growth movement of the sales behave in two ways. It can be a slow rate or in a negative trend in decline phase in the life cycle. Customers that have brand loyalty to the shopping center or some goods or services in the building still purchase their demands in decline phase of the life cycle (Lowry, 1997).

Vacancy rate shows the behaviours of the shops related to the customers. In launch phase, vacancy rate stays at low level. Because most of the shops are loaned and started to trade with the customers. Therefore, this rate will have very low levels in growth phase. Total customers stay at high values, so number of shops opened is nearly full. But in maturity phase things will change. Because revenue picks the top level and a negative movement will start. Therefore, some shops can be closed due to their negative financial tables or their decision of trying to earn new places in the newer alternative shopping centers.

After moderate level of vacancy rate in maturity phase, a high level of vacancy rate in decline phase can be observed. Because customers that have a brand loyalty still purchase their demands in the current shopping center. In decline period most of the shops are closed or carried in to new types of shopping centers (Lowry, 1997).

Decisions, responses and strategic plans completed by the managers in the shopping center related with the movements of the components. Their actions against the previously explained components in market factors are defined in control exerted by developers. They behave in an extensive way in launch and maturity phases. Because their actions must include a wider range against the most positive phase which is growth and most negative phase which is decline. They have to be ready for these kinds of rapid changes in revenue. In growth and maturity phases, a moderate behaviour is generally observed.

Because in these phases observations must be done and some vital decisions must be taken by the managers of the shopping centers. "What we are going to do" question has a vital importance and decisions will give a shape to the near future of the shopping centers in these two phases that determined in the life cycle (Lowry, 1997).

Second category is defined as "Shopping Center Developer Strategies". In this part, management squad's decisions, responses and strategic plans for their responsible shopping center are determined by Lowry. Advertising and promotional activities, renovation of facilities, efforts to attract new retail tenants, rental dates and length of lease determined as a component that describes the second category. Main internal activities of managers according to this category are described in Table-4.

Table 4: Behaviours of Shopping Center Developer Strategies' Components

ATTRIBUTES		STAGE OF THE LIFE CYCLE			
	Important considerations	*Launch/ Innovation*	*Growth / Accelerated*	*Maturity*	*Decline*
Shopping center developer strategies	Advertising and promotional	Extensive	Moderate	Extensive	Moderate
	Renovation of facilities	None	Minor modifications	Maintenance of existing facilities	Neglect or extensive reformatting
	Efforts to attract new retail tenants	Extensive	Moderate	Moderate	Extensive
	Rental rates	High	High	Competitive	Low
	Length of lease	Long	Long	Moderate	Short

Reference: Lowry, J.R, The Life Cycle of Shopping Centers, *Business Horizons*, January – February 1997, pp.79

Advertising and promotional activities are defined as the first component. In this part, behaviours of the managers are the same with control exerted by developer component of market factors. They behave in an extensive way in launch and maturity phases. Since rapid changes will occur after these phases, either in a good way or a bad way. Therefore, a wider range of decisions will be suitable for the preparations. Moderate behaviours in growth and decline phases are also very suitable. Because in growth phase, revenue will improve very rapidly depending on overall performance of the shopping center. Also in decline phase, revenue decreases very rapidly. So in these phases, spending money and time to advertising and promotional activities do not become necessary with high level of values (Lowry, 1997).

Following the updates and trends in business life is a very important step to obtain legitimacy for the purpose of survival. For this reason, renovation activities of facilities is defined as a component as the developer strategies. In launch phase, there is no need to make a renovation, because, managers must see the system running and measure the overall performance. But in growth phase, some minor modifications had to be done related with satisfied and unsatisfied demands of the customers. Maturity phase stays very important for this component. Because maintenance of existing facilities had to be completed in this phase. Rapid positive slope of revenue ceases at this phase and effects of the next step can be devastating. Also a vital decision can occur in decline phase. Neglect or extensive reformatting will define the near future of the shopping center. Some shops can be closed and others can choose to change their concepts in a different way. A little percentage of the shops can continue their business with efficient financial tables with their loyal customers (Lowry, 1997).

Another important managerial decision depends on the value of efforts to attract new rental tenants. Flow of revenue values in the life cycle directly effects this decision. With a basic explanation, if things are getting good, extra effort spent for obtaining new retail tenants becomes useless. For this reason a moderate behaviour is generally selected in growth and maturity phases. To get more attention from the shop owners can be suitable in uncertain conditions. So an extensive type of behaviour in launch and decline phases is determined to be very suitable for increasing the number of the shops, decreasing the vacancy rate and increasing the overall system performance that is measured with revenue and time (Lowry, 1997).

Popularity of the shopping center depends on the value of the total customers. If total value stays at a high level, all of the brands try to open a shop in the center. They are ready to give more money if they believe earning more money. So rental rates are included as another important component for shopping center developer strategies. In launch and growth phases, rental rates stays very high. A small sized shop's monthly loan can be more expensive than a luxury class car. In maturity phase, effect of rivalry turns these high rental values in a competitive level. Shop owners are available to choose the optimum alternative that reduces the rents in a more competitive level. In decline phase, rental rates decreases and shopping center managers tries to convince the shop owners with low valued rental offers to stay in their shopping centers (Lowry, 1997).

Duration of lease is affected directly from rental rates. In launch and growth phases contracts between the shop owners and the shopping center are signed for a longer period. They want to stay more time with more rental rates. But in maturity phase also duration of lease becomes to be at a moderate level with the effect of rivalry. Finally duration of leases become a short time period contracts with low rental rates (Lowry, 1997). It is a very logical movement that provides escaping of shop owners from the sunken ship.

Final category about Shopping Center Life Cycle is defined as “Retailer – Tenant Strategies”. In Market Factors, macro level constraints are examined. Second category helps to investigate the internal activities of the managers. In Retailer – Tenant Strategies category, Lowry is looking with the perspective of the shop owners. Therefore, advertising and promotional activities, special sales and price discounts, merchandise offerings, store size and layout and type of store determine the components of this category which are defined by Lowry. A detailed investigation about this category is presented in Table-5.

Table 5: Behaviours of Retailer - Tenant Strategies’ Components

ATTRIBUTES		**STAGE OF THE LIFE CYCLE**			
	Important considerations	*Launch/ Innovation*	*Growth/ Accelerated development*	*Maturity*	*Decline*
Retailer-tenant strategies	Advertising and promotional activities	Extensive, to create awareness	Moderate, to draw greater interest	Extensive, to compete on	Moderate, to remind of sale
	Special sales and price discounts	Few	Moderate	Extensive	Extensive
	Merchandise offerings	Pre-planned variety and assortment	Variety and assortment to the market	Stable variety and assortment	Reduced variety and assortment
	Store size and layout	Prototype model	Adjusted to meet market	Stable size	Scaled down
	Type of store	Entrepreneurial	Aggressive	Professional	Caretaker

Reference: Lowry, J.R, The Life Cycle of Shopping Centers, *Business Horizons*, January – February 1997, pp.79

Advertising and promotional activities is also defined in Retailer – Tenant Strategies after Shopping Center Developer Strategies. Perspective of the managers and shop owners are the same. Shop owners give importance to these kinds of activities in launch phase. Their differences from the managers come from their extensive behaviours supported with creating awareness in launch phase and competing on price in maturity phase. Moderate behaviours are generally used in growth and decline phases. To attain more people with using their interest areas in growth phase and using the sale price in decline phase creates new contributions of the shop owners in advertising and promotional activities (Lowry, 1997).

Basic logic of trade is earning money. Shop owners in the shopping centers have the same logic. But when the demand starts to decrease, world-wide known tactic becomes active: Special sales and price discounts. According to the demands in the shopping center life cycle, launch phase has few and growth phase has moderate level activities. Extensive behaviours of the sales and discounts can be observed in maturity and decline phases. In maturity, effect of rivalry and in decline phase, threat of bankruptcy become the main issues to direct the shop owners to create a discount or special sales to obtain positive financial tables (Lowry, 1997).

Brands are the key factors of the shopping trends especially in new millennium. If any shopping center wants to earn more money and obtain more popularity, first thing to do is to select convincing activities of the popular brands. For this reason merchandise offerings by the shop owners have a key importance in retailer - tenant strategies. In launch period, product variation is pre-planned and has a high level assortment. These plans become reality in growth phase. All the variety and assortment are offered to the market. But constant revenue in maturity phase and decreasing revenue in decline phase effects these variety. In maturity period this becomes a stable level and reduced in decline phases (Lowry, 1997).

Goods and services are the main actors in the shopping activities. Also store size and layout can be defined as a supporting actor. Any people can turn in to a customer with the effects of store size and layout. Therefore, this component uses the prototype model in launch phase. According to reflection of the customers, some adjustments are completed to meet market demand in growth phase. But in maturity a stable size is useful for stable demand and revenue level. In final phase, decreasing revenue and decreasing demand brings the scaled down store size and layout (Lowry, 1997).

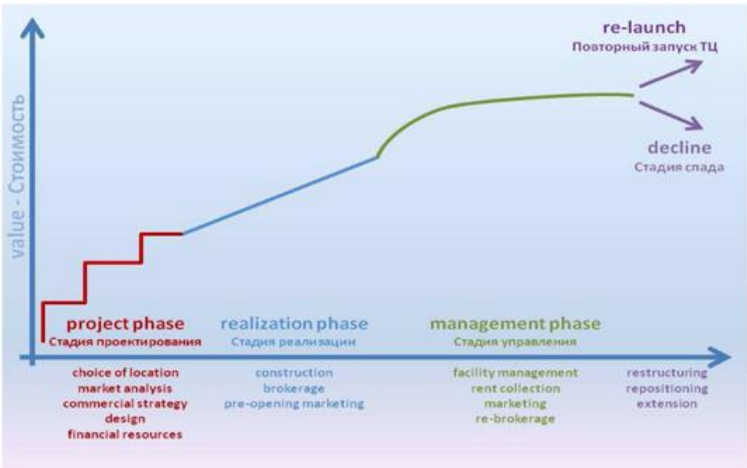
Type of store is the final component of this category. In this part entrepreneurial types can be seen in launch phase. Efficient feasibility and awareness of the entrepreneurs become the main features in this phase. But when this economic pie becomes larger, everyone wants to taste. Therefore aggressive types of stores are commonly used in growth phase. Professional stores provide top level demand, popularity and revenue for the shopping centers. But in decreasing phase only caretakers stays in the building. Old professions like tailors can be a good example for these kinds of caretakers (Lowry, 1997).

2.4.2 Contribution of Larry Smith International Newsletter

Larry Smith International Newsletter published their new type of shopping life cycle in March 2010. In this published article, new phase names and new components of the phases can be defined as the main contributions. Only similarity between James Lowry's studies belongs to the total number of the phases. This new type of life cycle also includes four main phases.

These phases defined as project phase, realization phase, management phase and two sided and more detailed decline and re-launch phase. Also this new life cycle is represented with a new graph. Investigation about the components stays at a very low level when compared to Lowry's studies. In this graph (Figure 2), x-axis represents time and y-axis represents the value of the shopping center. Figure 2 shows the new graph of the life cycle of a shopping center.

Figure 2: Phases in the Life Cycle of the Shopping Centers



Reference: The Life Cycle of a Shopping Centre, *Larry Smith International Newsletter*, Issue II March 2010,pp.21

New perspective about the shopping life cycle starts at the phases name and their components. First phase is called "Project Phase". Choice of location, market analysis, commercial strategy, design and financial resources are defined as the components. In this phase, even any small scaled failure can bring fatal incidents to the future of the center. They think that value of the project phase behaves like a ladder figure. You cannot pass to a new issue without completing the previous target and shown in Figure 2 (Larry Smith International Newsletter, 2010).

Second phase is “realization phase”. Construction, brokerage, pre-opening marketing activities is defined as the components of this phase. In this stage creating an efficient management system has a key role. Brokerage can be useful to create an equally distributed mixture of the shop list and pre-opening marketing had to be started before 6 months earlier from the opening ceremony of the shopping center (Larry Smith International Newsletter, 2010).

Third phase is “Management Phase”. Facility management, rent collection, marketing and re-brokerage are defined as the components. In this phase shopping center is opened and started to work. Therefore anything about the shopping center in the business life determined by the writers of the article is in the same phase (Larry Smith International Newsletter, 2010).

Final phase is “Decline”, alternatively called “Re-Launch”. Restructuring, repositioning and extension is defined as the components of this phase. Restructuring includes all activities that had to be done in specific periods of time with related to technical properties. If any firm wants to earn more in the shopping centers, repositioning seems to be the suitable action. In this component, desires of the customers must be determined. Extension component can be useful to get more attention from the customers. New buildings and new shops can be good examples for the centers. (Larry Smith International Newsletter, 2010).

Understanding the properties of the shopping centers needs a detailed investigation. For this reason from Paul Selzncik’s initial studies until Oliver’s Strategic Responses, an evolutionary literature investigation is completed and this time travel in the literature became very useful for determining the shopping Center’s multi-functional structures which are developing year by year. Also two different life cycles used for examining their strategic responses related to their positions in the life cycle. This study especially concentrates on these two theoretical frameworks in order to classify the shopping centers with more efficient ways.

CHAPTER III

HISTORY OF SHOPPING CENTERS

Nowadays a shopping center does not only satisfy the basic shopping needs. It include cinemas, theatres, a large food court of different cultures, playground for the children and all of the other activities Therefore shopping centers have an important role in our daily life which is increasing day by day. Looking at the origin of shopping culture and investigating the innovations of the commerce spaces gives a clearer point of view about the current position of the shopping centers. Asking the questions of “where it started”, “when it started” and “how it started” about shopping centers and shopping culture directs to pages of history.

3.1 HISTORY OF SHOPPING IN THE WORLD

Human beings have needs like all the living creatures. From the ancient times needs of people have been satisfied in some specific ways. The oldest one is called barter. Barter is defined as “a system of exchange by which goods or services are directly exchanged for other goods or services without using a medium of exchange, such as money” (O’Sullivan and Sheffrin, 2003:243). Barter was used very efficiently for individual and basic needs like food, water and clothes.

In ancient world, some civilizations started to barter in a more organized way. Minoan Civilization and Ancient Egypt had the most powerful organizations for the barter. Archaeological studies show that Minoans had an international barter network for their era. Their sailor skills became the main advantage of creating this barter area. They bartered pots to Egypt, frescoes to Anatolian cities and Israel, gold and silver from Egypt (Estin, 2007).

Although these two civilizations had very successful barter skills, they didn’t have a specific space for commerce. At this stage Romans and Ancient Greeks started to develop their cities in a new format. Also barter activities affected this development. It was not only an individual activity but also became a social activity which was completed in a specific time and in a specific place. This moment gave to the birth of ancestor of shopping centers (Küçükerman and Morton, 2007).

3.1.1 Main Types of Historical Shopping Centers in the World

Greece is examined as a suitable place for city states in ancient world. Coasts were very long and have suitable properties for construction of harbours. Therefore many city states were established in this era. In this city states, "centrum" was defined as Acropolis. It means "highest city" in Greek Language. An outer citadel and temples were also included in Acropolis (Küçükerman and Morton, 2007).

Main roads that direct people to Acropolis and these roads were connected to a square. They had a specific name which was called "Agora". "The Agora became the center of the city" (Ring et al, 1996). Merchants tried to use these different properties of Agora. Therefore, Agoras became the first shopping centers in Greek state cities at 8th century BC. In Figure 3, an animating picture of Agora shows the concept of the shops and how the people looked like.

Figure 3: Shopping in Agora

Popular Agoras constructed in Athens, Pergamum, Ephesus and Assos. Especially in Athens, a large variety of product could be founded. Linen from Egypt, ivory from North Africa, species from Syria became famous products (Roth, 2002). In Figure 4, location of the agora in Athens represented.

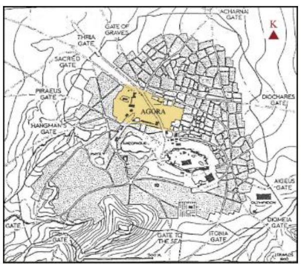


Figure 4: Agora in Athens

Another important shopping center type was created by Romans. These places were called “Forum”. Forums were based on Greek’s Agora. Main properties are still the same. They are located at the centrum. Generally geometrical shapes fit to a square. Also forums were located as the neighbours of the main temple in the cities (Küçükerman and Morton, 2007).

Empire Forums had designed more detailed with more statues and memorable places (Çetinel, 1999). Trajan’s Forum is given as the most popular example of Forums. Emperor Trajan built this forum for improving his legacy around the empire. In Figure 5, a simulation of the forum can be seen. Detailed construction, famous Roman columns and Emperors statue satisfies the needs in the Empire Era.

Figure 5: Trajan's Forum in Rome

In Romans era, final development of shopping centers established in famous sea sided cities. This type was called “Columned Shopping Streets”. Different types of shops were located in an order in the determined street (Say and Özer, 1996).Within the borders of known world at that time, trade had belonged to a vital road, called Silk Route or Silk Road. This way started from China and ended in European cities like Constantinople, in its glory days. (Ellisseff, 2001). Between BC 4th and AC 4th Centuries, Romans, Persians, Asian Turks and Chinese Dynasty controlled The Silk Route in an efficient way. In Figure 6, main route of Silk Route is shown below.

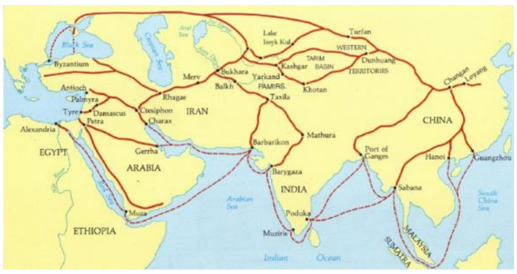


Figure 6: Main Silk Route in AC 4th Century

Main trading item depended on silk on this route. Other popular products were military equipment, fruits, vegetables and some popular art products like drawings on papyrus. Selected locations became an attitude for Eastern civilizations. Developed market places were not be able to create a specific shopping center area. They were located as the neighbours of castle walls but they used nomad style (Ellisseff, 2001).

Addition of Silk Route did not have the large scale of product variant. Interaction of cultures about religion and art issues had started. Popular religions in Asia like Buddhism, Manichaeism met Western culture. On the other hand Christianity met Eastern culture. There are some Buddhist Monasteries and Christian Churches constructed on Silk Route. Related with art, silk was represented as money along some trades. Statues of Buddha, mixture of Greek and Chinese drawing styles could be found in the cities of Silk Route (Xinru, 2010).

After the migration of tribes in A.D 375 and separation of Roman Empire in A.D 395, daily life started to change rapidly. New states were established and new cities were constructed. Therefore, shopping culture depended on empire's currency and strength of their cities. In the early years of Medieval Age, main goal belonged to conquer logic. (Halsall, 2008).

Silk Route became the most important way to trade but it was not a vital way especially in Europe. In eastern connection, Sodgians dominated the route from 4th to 8th Century AC. Another power had raised in Anatolia and Eastern Europe. Byzantine Empire started to dominate. After this domination possible new routes were destroyed by Byzantines. "Dominating Silk Route, can Dominate the World" theory became popular. First Uighur Empire from Central Asia against China and Sodgians, then Great Seljuk Empire from Iran to Anatolia against Byzantine Empire struggled for dominating Silk Route (Dybo, 2007).

Biggest development in shopping culture created after Mongolian Empire. Because they easily destroyed the empires and their cities. Overall security of the route nearly destroyed from western and eastern connections. Only wealthy people could be able to use this route. According to this reason in Europe special organizations that called "Trade Guilds" were established. First guild was opened in Paris in 1260 (Braudel, 1992).

Developments in Eastern connection were based on the shopping center types. In Europe Agoras, Forums and market places were still working. But the main danger about military issue occurred around Anatolia. Therefore, buildings that called “Inn” and “Caravansary” constructed by Great Seljuk and Anatolian Seljuk. These buildings had a large sheep fold area. Also they could carry military forces. These buildings gave an extra credit for silk route. At the same time Turks tried to create alternative domestic trade routes in Anatolia. However Turks could not be able to defend their homeland against Mongolian Empire (Küçükerman and Morton, 2007).

Ottoman Empire established from Anatolian Seljuk’s ashes. They used the inns and caravansaries. They have made their plans to create a new type of shopping center. Covered bazaar became the most characteristic shopping centers at that time (Scharabi, 1985). Then famous Emperor Mehmed II the Conqueror, decided to build a magnificent shopping center in İstanbul. Because he wanted to connect all resources, materials and goods in his capital. According to this reason “Grand Bazaar” opened in 1461. It became the biggest shopping center in these years (Küçükerman and Morton, 2007). In Figure 7, Carlo Bossoli’s engraving about Grand Bazaar shows the daily life in Mehmed II period.

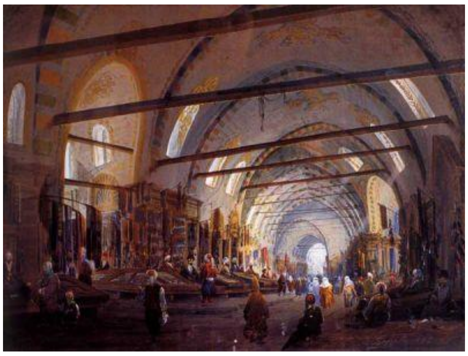


Figure 7: Grand Bazaar in Istanbul

Anatolia and Black Sea were controlled completely; Mediterranean Sea was controlled partially by Turks in 15th AC Century. Silk Route worked with Ottoman Empire’s orders. Alternative trade routes were controlled or destroyed easily. Strength of Ottomans provided to construct new type of bazaars around Anatolia and Balkans. But force of Ottomans started to become their main threats (Küçükerman and Morton, 2007).

European states created new strategy. They could not be able to beat Ottomans at military area, so new routes had to be discovered. Sea captains were hired by the European empires. Vasco de Gama and Christopher Columbus became main heroes. Age of discoveries gave a new shape to the world. New lands were discovered. Europeans had met new civilizations. Ottoman's trade power started to decrease. Silk Route became unimportant. New created route was able to connect empires around the world with dismissing Ottoman Empire (Keay, 2007). This route was called "Spice Route". In Figure 8, remaining part of Silk Route and new developed Spice Route are shown.

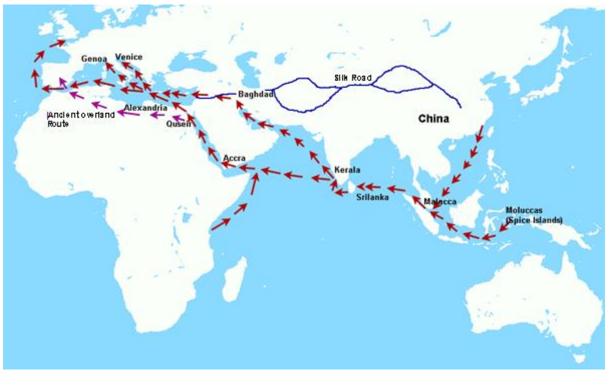


Figure 8: Silk Route and Spice Route

Spice Route needed a new type of shopping center. Because previous trade centers were located generally on Silk Route and they were controlled by Ottomans. According to this reason, new trade centers constructed with one aim which was: Trade. It was called "Town market". All social classes, from a peasant to a lord could enter these town markets with paying little valued taxes. From 16th to 18th AC Centuries, World's new trend continued until Industrial Revolution (Küçükerman and Morton, 2007).

Age of discovery had vital effects on daily life. Known world gained new borders. Populations of empires grow with high rates. Therefore, demand of larger populations also had bigger values. Old type of shopping centers like Forums and Agoras were abounded. Even market towns became insufficient. Construction by using iron era started. In that period larger scale of shopping centers were built. These were called "Wholesale market halls". These shopping centers generally sold foods, drinks and basic clothes. Their product variety were defined as successful against basic demands but supply level was not enough (Mortimer, 2009).

Manufacturing in Medieval Age depended on hand tools or basic machines. They were able to satisfy the needs of local people and guest merchants. But population increased rapidly with immigration movements in 18^{th} AC Century Europe. Raw materials, slaves, fruits, gold and silver carried to the cities for satisfying the demands. European's revolution time had to come (Mortimer, 2009).

Industrial Revolution started in 1760's in British Empire. Main aim was producing more in a shorter time with reducing the overall costs. Mass production term was used in the new factories. Product variety had grown. British Empire and France became the main actors of this era. Also Russia was getting stronger with Peter the Great. These empires conquered all the possible lands (Lucas, 2002).

Previous shopping centers became old fashioned for this time's demands. They had small sized shops which were suitable for basic needs. New materials and new techniques created new manufacturing areas. These developments affected the shopping culture with new type of shopping centers. Furniture, complex decorative goods, basic kitchen equipment produced with early techniques of mass productions. These goods waited for their new selling points (Landes, 1969).

"Arcades" and "Department Stores" created during Industrial Revolution. Arcades had architecture beauty and generally luxury goods were sold. Also department stores had unique properties. They were constructed in multiplex structure and as many big sized stores in one building. Leading actor British Empire and their aggressive rivals France and Russia constructed the first examples of these new type of shopping centers (Benjamin, 2002).Russia constructed Great Gasting Dvar in 1785 and France established La Bon Marché in 1838. These were early examples of Department Stores. Also in British Empire, Burlington Arcade was established in 1819. In Figure 9, these famous shopping centers shown.

Figure 9: Great Gasting Dvar, Le Bon Marche and Burlington Arcade

Industrial Revolution provided an economic development for the world. But gaining new materials and goods depended on war victories. Population growth increased with high rates. In 1800 estimated population reached approximately 900 million around the world. One century later, this value became 1,6 billion. Trade guilds and fabricators became richer and their purchasing power increased to the top level among all social classes (Thomlison, 1975).

Poverty increased. Empire’s strategies became more aggressive for satisfying the unlimited demands. The world drifted toward in to a total war. World’s economy had been gently distressed by four destructive years of World War I. After the war, an economic crisis erupted in United States. Black Tuesday crises reached over all countries. Another destruction resulted from World War II between 1939 and 1945. After 50 years of chaos, shopping culture returned to its origin. Purchasing power of the people was nearly lost. They could be able to satisfy their urgent needs only (Greer, 1986).

New type of shopping centers was created with these kinds of economic conditions. In 1930’s preliminary concepts was born in United States. They became popular in 1950’s. Establishing a supermarket became a high profitable job. Customers belong to all social classes. Alternatives of a specific product could be available. Quality differences changed the price. Supermarkets created the first self-service shopping centers. They met the sellers only during the payment (Greer, 1986). Then “Enclosed Shopping Malls” were established in the late years of 1950’s. They had all the new developments of the supermarkets. Also they had car parks. Customers were able to purchase a refrigerator or a snow tyre with high level product variety (Darlow, 1972). In Figure 10, opening ceremony of the first example of enclosed shopping centers which is Valley Fair Shopping Center in 1955 is shown.

Figure 10: Opening event of Valley Fair Shopping Center

1960’s period became the rebuilding period of Europe, North Africa and Far East Regions related with their demolishment in Second World War. In that period, United States used the advantage of undamaged homeland and became the main architecture of the reconstruction period (McNeill, 1998). This provided that interesting area of United States economy and daily demands of the citizens differed from the reconstructed regions. Therefore United States had 7.600 shopping centers in 1964 when finding a supermarket in Europe was very hard according to the statistical data of International Council of Shopping Centers.

This number became 13.174 in 1972. In this decade, some new types of shopping centers were added to the business life. “Festival Marketplace” created and opened in 1976. This center called as “Faneuil Hall Marketplace” and it included Boston’s traditional foods and special retail items. First urban vertical shopping center opened in the same years. It was called “Water Tower Place” in Chicago. According to ICSC Report in 2013, with the addition of the new concepts of the shopping centers and economic growth in United States, building shopping centers became very popular. According to ISCS Report in 2013, more than 16.000 shopping centers were built between 1980 and 1990.

United States became an incontestable super power. New brands in different sectors, managerial and technological developments and globalization strategies created in the same address. For this reason new types of the shopping centers were also established in United States. If they could be able to obtain success and popularity, they transferred to the other countries with all ingredients of the new shopping concept. According to ICSC Report in 2013 says that, most popular addition came from Outlet Centers in 1990’s. 183 centers developed in a year.

Demands increased higher year by year. 571 additions or new built shopping centers were reported in 1992 according to ISCS Report in 2013. These works were mostly related with the new trends, especially like combinations of the shopping centers with related or unrelated activities. Because types of stores, trend brands and their product variety have not reach to enough level to earn more share in the retail market. Theatres, cinema and bowling saloons and many different type of hobbies or sporting activities could be available in the shopping centers. It became the vital decision for the shopping centers destiny. According to ICSC Report in 2013, Mall of America, which opened in 1995, includes amusement areas, restaurant, cafes, bars and nightclubs and this place can be defined the origin point of the multi-functional shopping centers.

3.1.2 Current Situation of the Shopping Centers

The effect of last years of 1990's and first years of the new millennium, on the shopping centers still continues. Number of the centers increased in every country. New brands, new foods or any popular thing of daily life, could be achievable at these buildings. Rule of the growth in the shopping centers belongs to very basic decisions. It starts with increasing demands. Reaction belongs to supplying the demands. Support of the advertisement campaigns, globalization strategies and consumption growth are defined as other indicators. Accordingly annual sales of the shopping centers in 2012 raised to 2,5 trillion US Dollar according to ISCS Report in 2013, the positive and negative trends of the annual sales of the shopping centers are demonstrated in Figure 11.

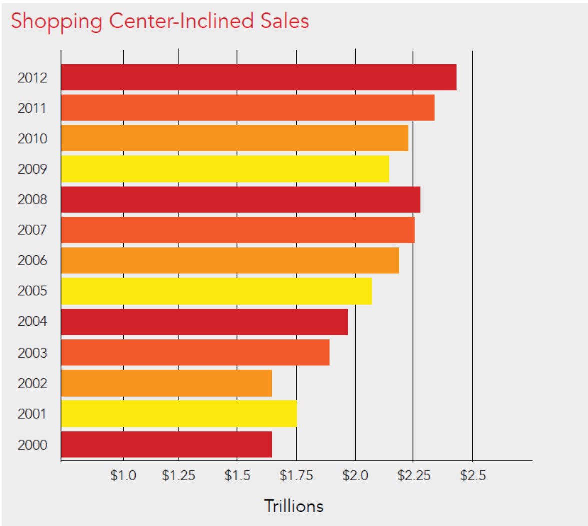


Figure 11: Annual Sales of the Shopping Centers between 2000 and 2012

Another important statistic of ISCS Report in 2013 shows the employment rate in the shopping centers. This number rises to high values in the last 15 years due to the reason of globalization that provides establishing the new shopping centers in every possible country. According to the report, 12,4 million people works in the shopping centers in year 2013. In Figure 12 the data about the employment rate in the shopping centers is presented.

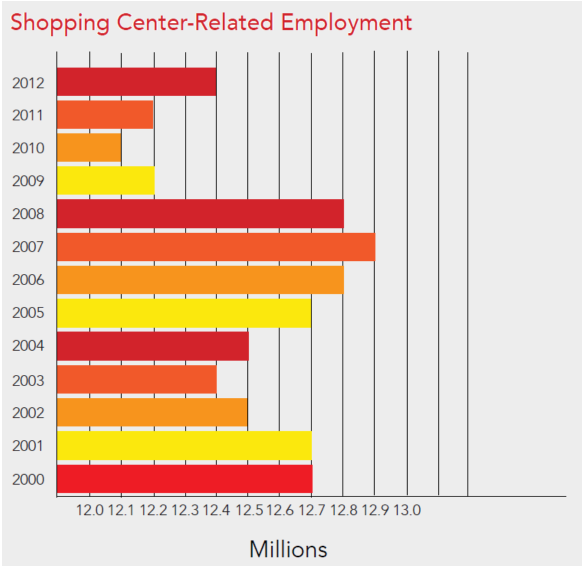


Figure 12: Employment Rate of the Shopping Centers

Another important report belongs to Cushman and Wakefield (C&W) in 2013. This company is defined as one of the top level organization in industrial knowledge and defines the overall system performance of the shopping centers related with the main indicators. According to C&W Report, 46.846 shopping centers were available in the selected 51 countries. These countries were selected based on their economic performances in determined parameters. America, Europe and Asia are the main regions that include these countries in their geographical borders. Main performance indicator of the shopping centers is called "Gross Leasable Area" or GLA in shorter way and ICSC used this special value for their classification activities. This value is derived from the calculations that includes total meter square of the shopping centers divided by one thousand people process. Figure 13 shows GLA values and number of the shopping centers in three regions.

	GLA (Million sq.m)	Number of SCs
AMERICAS	686.8	38,077
U.S	618.3	35,590
CANADA	34.2	1,320
LATIN AMERICA	34.3	1,167
EUROPE	153.8	7,178
ASIA	83.9	1,591
CHINA	53.2	621
OTHERS	30.7	970
TOTAL	924.5	46,846

Figure 13: GLA and Number of Shopping Centers Statistics

This data shows the total GLA value which equals to 924,5 million meter square in the selected countries for their shopping centers. Origin of the currently used shopping centers belongs to United States and the country leads the overall system with a high percentage. Approximately 76% of the shopping centers and 66,7% of GLA belongs to United States. Europe is not a leading actor in their borders. The region follows United States with approximately 16,7% of GLA and 15,4% of the shopping center numbers. Final main actor is Asia. China has the third position among the main actors. The country's fast and rapid growth also has a role for this ranking. They have approximately 5,8% GLA and 1,3% of the shopping centers.

China's low number of the shopping centers and related high level of GLA shows the main building types for the shopping centers. They interiorize big scaled shopping centers during their establishment strategies. As conclusion leading actor United States uses smaller shopping centers in every possible location. Runner-up Europe uses a consistent strategy. Their centers do not have very big areas like Chinese examples. Also building smaller ones but in more locations strategy of United States became not useful for Europe. Therefore, these three main actors use three different types and have high level markets in the retail industry with their shopping centers.

3.2 HISTORY OF SHOPPING CENTERS IN ANATOLIA

Homeland of Turkey is called Anatolia. From the beginning of history, many different cultures lived and established their civilizations in this area. Connection between Europe and Asia, easy transportation routes to Caucasians, Africa, Iran and Arabia increased the overall popularity of Anatolia. Also suitable areas for agricultural activities increased the property of different states. These states created their shopping cultures according to time conditions in Anatolia. Different type of shopping centers was also created in this area. Development of shopping centers will be discussed in this part concentrating on three periods. These are Assyrians - Hittites - Anatolian States, Seljuk - Ottomans Period and Turkish Republic Period.

3.2.1 Assyrians – Hittites Period and Other Anatolian States

Sumerians defined as the origin point of these states. They controlled the known world borders of Ancient Egypt. Their homeland was called "Fertile

Crescent”. This area’s borders were located between Tigris and Euphrates Rivers (Haviland, et al, 2013). They were able to arrive Syria, Palestine, Egypt and south east part of Anatolia. Barter started as the shopping culture in Anatolia. Main bartered goods were generally made from foods and basic clothes. They bartered raw materials like basic metals, lumber and worked metals to Anatolia, Africa and Cyprus (Küçükerman and Morton, 2007). Figure 14 shows the area of Fertile Crescent.

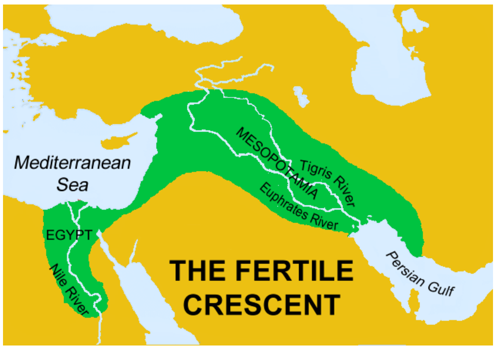


Figure 14: Map of Fertile Crescent

Sumerians shopping culture defined as an inspiration for the new states. In BC 3000, a specific organization developed. Members of this organization were chosen from traders, farmers and blacksmiths classes depended from any state. Hammer, stake and cutter with their own producing skills were good to be bartered. Also foods and clothes had popular marks on their barter list. They discovered to register their barter activities. With 400 years of evolution of their shopping culture, they started to barter with using of receipts. Basic level of numerical calculations was used to create a fundamental logic of banking system before the discovery of money. They were called “Traders Guild” and developed in many centuries before their European counterparts. This guild system became a state in Mesopotamia (Küçükerman and Morton, 2007).

Marking, counting and saving activities developed and used together by the guild members. This activity started a revolution in shopping culture of that era. They have more organized structure than Ancient Egypt. Also they started to use silver as their currency unit. Trade laws were already developed. Therefore, they were ready for establishing their state (Larsen, 2000).

Between BC 2000 to 1700 new developed state had their golden age. They were called “Assyria”. Mesopotamia was controlled by them. Their trade system worked wonderful. For satisfying the copper need Assyrians conquered a large area in Anatolia. Because determined copper mines were in the south east part (Larsen, 2000). They decided to construct new living areas. 10 cities were established in Anatolia. These were called “KARUM” (Larsen, 2000).

First examples of shopping centers in Anatolia belong to them. Two separated areas were included in these cities. One of them was used for living. Other part was used only for bartering activities. Many different types of shops were located in this place (Özgüç, 2005). Most important KARUM was located in Kültepe – Kaniş area which is located 22 km far away from Kayseri. In Figure 15, separated parts are clearly identifiable. Living area was located on the hill. Shopping center area was shown at upper position of the Figure 15.

Figure 15: Kültepe - Kaniş KARUM

Assyrian’s military power decreased in BC 2000. New dominant power became Hittites in Anatolia. Their bartering skills were defined to be not at good levels. Assyrian people used their bartering activities. Characteristic power of Hittites depended on military issue. Most of the Assyrian cities turned in to the barracks for their army. Capital city of Hittites which is Hattuşaş, nearly located in Çorum, settled ruins of Assyrians KARUM (Alpaslan, 2002).

Anatolia had shared many city states after disappearing of Assyrian – Hittites domination. Most of the cities demolished. Concept of KARUM turned in to ruins. High product variety of Anatolia turned in to basic activities. Still importance of Anatolia for bartering activities is very important. But that importance does not come from any shopping culture or a specific area for shopping. Geographical properties created the advantage of the land. In Figure 16 separated Anatolia and city states after Assyrians and Hittites is shown. In this separated land, most important action had made by Lydian King Giges. He started to use money as a currency (Yeşilırmak, 2003).

Figure 16: Anatolian City States

Developing Silk Route in BC 4th Century created a big impact on Anatolia. This trade way was used with the remaining parts of previously popular routes. Also capacity of the roads had to be increased. According to this improvement, controlling of Silk Route in Anatolia had required a high level military force. Therefore, city states were all conquered by different military powers. Great Alexander and Roman Empire controlled the main powers of that time (Fox, 1997).

Shopping culture in Anatolia depended on Silk Route and dominant power of the route. In this era, Roman's Forums and Greek's Agoras became new shopping center types in Anatolia. But no evidence determined for a specific shopping center type that created by Byzantine Empire which dominated the land after Macedonians and Roman Empire (Sezgin, 1979).

3.2.2 Seljuk and Ottomans Period

Homeland of Byzantine Empire belonged to Anatolia. Persians from east, Arabs from south, defined as main threats for the empire. For 6th to 9th Centuries, their main aim belonged to conquering Constantinople which was the capital from Christianity after Rome. For this reason, defending the land became the main aim for the Empire. Economic strategies stayed weak against them. Controlling Silk Route became a vital issue. Only rich merchants that came from west could able to enter Anatolia. They could not find a chance to create a safe trade route around the land. Shopping culture depended on the small sized market places. Agoras and Forums became unused places. Established marketplaces located as neighbours of the city citadels. These places opened in determined days. Sellers were peasants and product variety stayed at very low levels (Cezar, 1985).

In the later years of 9th Century, Anatolia lived in a very uncared situation. Western connection of Silk Route forgot to trade with eastern connection. Byzantine Empire was defeated by Turks during that time. From 11th to 14th Centuries, Seljuk Empire borders were located between Turkistan to Mediterranean Sea. However, most of the population lived in Anatolia. They constructed new villages and new cities. Seljuk Turks had very good military skills. Also they wanted to increase their power with a new economic strategy that included starting trading activities between east and west by using Silk Route (Sezgin, 1979).

Anatolia had an alternative trade way during Seljuk time. Their borders located between Russia to Mediterranean Sea. This route penetrated to Silk Route in Anatolia. This decision provided a great success for Turks. Shopping culture of Anatolia returned to the glorious days. West, east, north and south were connected to each other. In Figure 17, main trade routes in Anatolia are shown during Seljuk Empire.

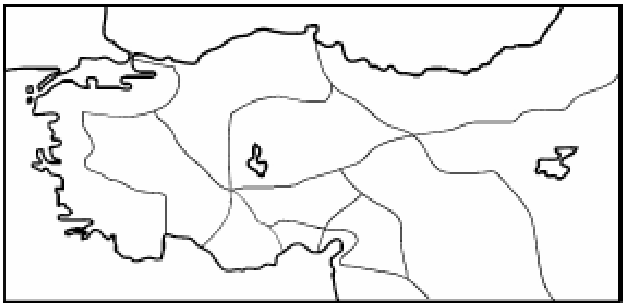


Figure 17: Trade Routes in Anatolia

Military forces of Turks created very efficient strategies for controlling the roads. But a big problem occurred at commerce areas. Certain marketplaces and alternative trade routes did not satisfy the demands. Also big scaled trade organizations did not stay in the cities. Because there exists no buildings that they could stay and trade. For satisfying the demands, Turks had to create two new types of shopping centers. Inns and Caravansaries constructed in many points on the trade routes. In Figure 5, places of inns and caravansaries are shown on an Anatolia Map. (Saygılı, 2009)

Figure 18: Inns and Caravansaries in Anatolia

Inns were designed for merchants and wholesalers. Caravansaries were generally used by caravans. Military forces were included in the both of the buildings. People could be able to complete their trades in a high level of product variety. Animals, military equipment, worked metals, etc. were defined as popular goods. In 1243, 40 caravansary and inn were located on Constantinople – Konya – Tabriz Route. Also 20 caravansary were built on Konya – Sivas Route (Küçükerman and Morton, 2007). In Figure 19, Avanos Caravansary and Sultan Inn is shown from left to right.

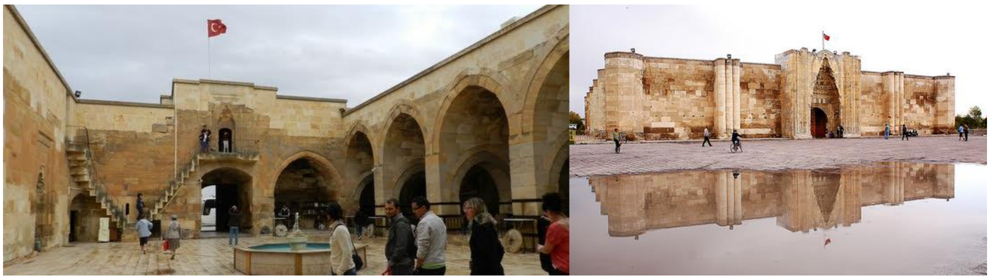


Figure 19: Avanos Caravansary and Sultan Inn in Anatolia

Effectiveness of the new types of shopping centers increased the popularity of Anatolia. Each state in the known world interested the shopping culture of Anatolia. It was a leading time for the inns and caravansaries. But this role ended by Mongolian Empire. Many cities were fired. Number of casualties increased to very high levels. Eastern connection of Silk Route was controlled by Mongolians (McNeill, 1992). Anatolia had to wait next Turkish state for rebuilding the shopping culture. This rebuilding activity was also identified to be valid for the new shopping center types.

Anatolia had an authority crisis between 12th to 15th Centuries. Short timed feudal states after Mongolian invasion could not be able to carry Seljuk Empire vision. But in 15th Century Ottoman Empire started to dominate the central area of Anatolia. They could be described as continuation of Seljuk Turks (İnalcık, 2012). They started to construct new cities. Their construction philosophy depended to basic ideas. Mosque had to be seen, madrasah had to be accessible and shopping had to done at safe place (Küçükerman and Morton, 2007).

First development was "Covered Bazaar" for the shopping centers. In these areas any kind of product was available for purchasing. Main difference of covered bazaar was used as a safe warehouse. Responsible security belonged to the center that provided the security by using this warehouse. Legal contracts and special registrations with the shop owners were fulfilled in these warehouses. Most important examples of covered bazaars were established in Bursa, Tire and Edirne in 13th Century (Scharabi, 1985).

Ottomans also used caravansaries of Seljuk Turks for shopping. They made an innovative change on these buildings. A mosque, a Turkish bath, a bakery and a coffee house added to caravansary. These specific buildings were called "Külliye" (Cantay, 2001) also known as Islamic – Ottoman social complex. It was the first time that a shopping center contained different activities. A customer could pray and took a bath in the same building, after he or she completed the shopping. It improved Anatolian shopping culture, especially for Muslim Ottoman citizens (Cantay, 2001).

Külliyes changed the daily life in a very short time. Multi-functional type of these buildings provided increasing the number of attended citizens. After these types of buildings, Ottoman city planning techniques changed rapidly. In the new system, first step was the determination of Külliyes area. Main factors depended on cultural, religious and publicity factors. Other buildings planned and constructed after the completion of Külliyes (Cantay, 2001).

Mehmet II the Conqueror who is the most famous Ottoman Emperor decided to build a previously unconstructed shopping center in his capital. He changed the vision of the state. Previous aim was to establish a dominant state in Anatolia and Balkans. But he wanted to be the emperor of all world. He defined himself as

“Kayser-i Rumi” which has a meaning that Roman Emperor. His shopping center had to be established according to the vision of the empire (Tansel, 1999).

Shopping culture and center types of Europe and Middle East was searched. Also former capitals of Ottoman Empire had some specific shopping center types. Covered Bazaars and some Külliyes in Edirne and Bursa became the homeland of popular examples. Combination of these centers and cultures were used to get the most efficient design. Donation and payments of traders were used together. This decision created a more controllable system and gives a chance to any entrepreneur for establishing a shop in the new shopping center. It created the vital step for Grand Bazaar’s leading role in the shopping culture (Küçükerman and Morton, 2007).

Grand Bazaar was opened in 1461. Usable area equals to approximately 45.000 meter square. Number of shops are 3.600. These shops were grouped according to the professions of the owners. Shoe makers, carpet sellers, leather producers became popular shop types. Leading shops were related to fabric and copper. Also, 64 avenues and streets, two covered bazaars and 16 inns were included in the main building. Grand Bazaar had 21 gates (Küçükerman and Morton, 2007). According to these building properties, Grand Bazaar became a symbol building of its time in the world and the product variety sold within the Bazaar improved day by day. Figure 20, shows the plan and grouped shop types and gates in Grand Bazaar in current position.

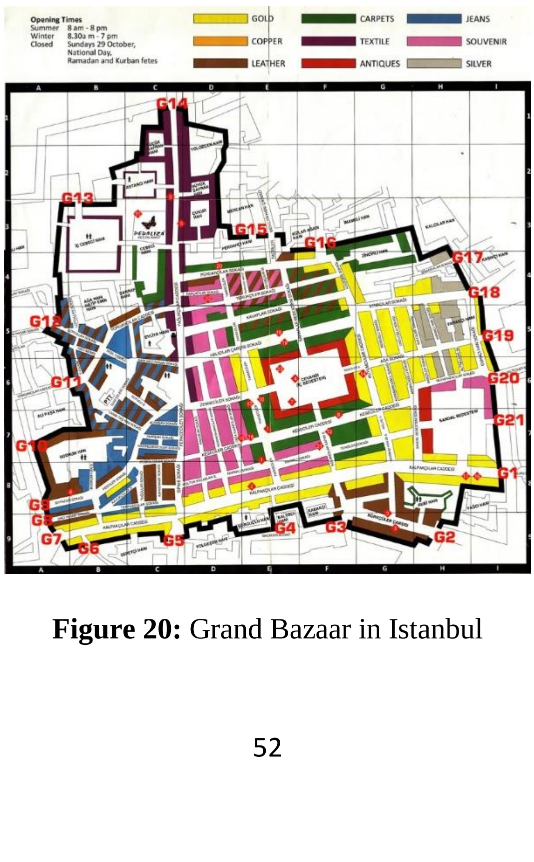


Figure 20: Grand Bazaar in Istanbul

Ottoman Empire's power increased till the 18th Century. In 1699, Karlowitz Treaty provided a starting stage of Ottoman's retrogression. At that time a special trade regulations called capitulations processed against the state. These agreements were started to be signed in 1535 with French. The states who win a war against Turks wanted to sign a capitulation agreement. These extra permissions and tax advantages decreased the power of local trade. Shopping culture started to be controlled by foreigners. Also Grand Bazaar concept did not expand to Anatolia. Only little scaled market places and covered bazaars worked in small cities of the land (Ortaylı, 2012).

Age of discovery's results created a new world. Previous trade routes abandoned. Industrial Revolution started in British Empire in the middle part of the century. Producing more in a shorter time became the main aim. Mass production techniques were developed and these decreased the total costs. France and Russian Empires tried to follow British Empire in that era (Lucas, 2002). New products and new construction techniques were used for new buildings. Larger product variety of industrial revolution era and increasing population around the world increased the demand of people. Therefore, previously build shopping center types could not satisfy the needs of the customers. Arcades and Department Stores constructed with the aim of satisfying the demand. Also new construction techniques were used to build multiplex structures of that kind of buildings. Anatolia reacted strangely to this revolution and developments could be able to arrive very late (Ortaylı, 2012).

Külliyes and covered Bazaars were used at that time. Grand Bazaar in Istanbul stayed at the heart of the trade. But foreign controllers were able to sell their goods according to their determined price. Power of the state decreased rapidly. Between 1800 and 1860, some rescue plans were tried. These plans concentrated on small sized local shop owners and tax advantages were provided to them. Small sized factories founded with local entrepreneurs. Their products depended mainly on clothing and some furniture. But their efficiency about the combination of price and quality could not be able to create an alternative against British, French or Russian goods. For this reason Anatolia's local shopping culture depended on agricultural activities (Issawi, 1980). Also new trends of shopping centers started to be established in the late years of 18th Century.

French Gate was defined as the first opened arcade in Anatolia which is located in Karaköy, İstanbul. It was established in 1860. There was no evidence found that a department store started to be built. Because most of the area struggled with a scarcity and overall economy faced with very weak conditions. Ottoman Empire lost its lands in Europe and Middle East year by year (Ortaylı, 2012). Istanbul faced with immigration problems. Because citizens who lived in the lost lands tried to arrive to İstanbul, in that period, a class separation occurred. One of them defined as rich foreigner minority, other class was local Turkish citizens (Issowi, 1980). Number of arcades were increased by the foreigners who lived in Istanbul. According to Goad Insurance Company Map, in 1905 there were 11 arcades and 117 inns within the borders of Galata (Gülenaz, 2010). In Figure 21, overall appearance of Galata in 1890's is shown.

Figure 21: Galata in 1890's

In the first quarter of 20th Century, Anatolia had several different politic and military problems. More than 800 years, Anatolia became the homeland of Turks. Big Seljuk and Anatolian Seljuk States were founded. After these states, Ottoman Empire was founded in the same Anatolian borders. But Ottoman's war loses in Balkans and World War I endangered the homeland. Invasions of Greeks, Italians, French, Armenians and British started rapidly in Anatolia after the signing procedure of Treaty of Montrose in 1918. Years of demolition finished after Turkish Independence War victory. New state established in 1923 and finally Anatolia was saved. Shopping culture and new shopping centers was constructed by the young republic (Kayra, 2012).

3.2.3 Turkish Republic Period

Anatolia struggled against big economic and social problems. Everything must be constructed again. This mission required a genius political strategy. Military hero and 1st President of the new republic was ready for the challenge. He became the main architect of the new state. New economic strategy was declared in İzmir Economic Congress in 1923. His economic strategy can be defined as a polite liberalism in the first years. Determined strategies belonged to nationalism and statism. It was executed before the decision of the Republic. Origin point depended on the state. If the state could not do anything about the investment, permission to private equity completed the given task (Kayra, 2012). Main aim belonged creating an economic independence by using Turkish sources in Turkish borders. But worldwide economic crisis occurred in 1929. Budget of the Republic highly decreased and private equities could not satisfy the required capital for the investments. Mustafa Kemal Atatürk planned an industrial revolution but first he should have founded a solution for the poverty in Anatolia. In that time shopping culture depended on urban needs of the people. It created the basis for the new developments for the new shopping center types (Küçükerman, 1988).

According to Municipal Law enacted in 1930, controlled commercial stores were established. Citizens could be able to purchase meat, loaf, fresh fruits, vegetables, wood and charcoals at the possible lowest price. These stores belong to the state and municipalities were responsible for the management. 3 years later, Sümerbank was established. This facility satisfied the clothing and fabric demands of the people. These two new types of shopping centers became the symbols of Mustafa Kemal's nationalist vision for Turkish Republic. They expanded to Anatolia in a very short time. They were owned by Turkish Republic, used raw materials of Anatolia and satisfied Anatolia's needs. Also government provided working of traditional grocery stores and districted bazaars in Anatolia. Mustafa Kemal controlling Sümerbank Fabric Factory under the logo of Sümerbank is shown in Figure 22.

Figure 22: Mustafa Kemal at Sümerbank Factory

Shopping culture of Anatolia depended on state’s decision after Mustafa Kemal’s death. Another problem occurred in Europe. World War II was to start. For this reason between 1939 and 1946, there was war economy. In these years state did not only control the shopping culture, limitations and prohibitions were executed in the daily life in order to survive in World War II Period. The period between 1946 and 1950 was defined as a transition period for Turkey. System had turned to liberalism with low percentages. First multiple party system established and first election that included more than one party was completed in 1946 (Kayra, 2012)..

One party regime was over after 1950 elections. Mixed capitalism period would be dominant for the next 30 years. First stage of this system completed with Marshall Plan and this plan was used actively between 1948 and 1951. United States of America created an aid fund for the European countries to rebuild their activities after World War II demolishment. In these years customers’ behaviours started to change. High product variety and self-service shopping types became very much liked. Advertorials and short documentaries were played at the cinemas. Daily life in USA, new products and life standards were shown to the people. They wanted to live in these standards. American Dream developed and shopping culture depended on the trend of the world. New products had to be sold at the new shopping center types (Kayra, 2012).

Therefore investment for the supermarket concept started. Migros opened with the partnership of Swiss Entrepreneur Duttweiler and İstanbul Municipality and Sail Products Office – Meat and Fish Authority Organization (Özçiçek, 2009). This can be defined as the first example of the supermarkets in Anatolia. They established big scaled stores. Also some vehicles travelled around the neighbourhoods in the cities, and showed the product variety to the people. These vehicles worked for getting the attention of people to Migros. In Figure 23, a vehicle of Migros around Beşiktaş in 1950’s is presented.

Figure 23: Migros vehicle at Beşiktaş

Another important step occurred in 1956. Gima (Nourishment and Supply Provisions Türk Corporation) was established. This organization was able to sell better quality of food products than controlled commercial stores. It established with the support of the prime minister. Main aim belonged to bring together large scaled product variety to the country's people (Özçiçek, 2009).

Department stores followed the trend of new shopping centers. They started to be established in 1970s. First examples were YKM in Ankara and Ufi Department Store in İstanbul. It was the first time that Anatolian people met with multiplex shopping centers after 100 years than Europe. Opened department stores were owned by the private equity. These stores belonged to pioneers of the new entrepreneurs (Özçiçek, 2009).

1980s period started with a military coup. During the first years of the military government, most of the international products were banned. International entrepreneurs were afraid to make investment in those conditions. Anatolia's shopping culture depended on local products in the old type of grocery stores. Sales of the newly established supermarkets and department stores decreased, because most of their products were from international corporations. Only local products could be found in those places. Çarşı Store became the most important shopping center in the first years of 1980s. It was established in 1981 and opened different scaled department stores by selling local products. In this period economic system was designed by a young bureaucrat who wanted to establish a total liberal system and manage the country with Prime Minister Strengths (Kayra, 2012).

Turgut Özal won the first election that was fulfilled in 1980s. His economic politics belonged to creating a liberal system that includes foreigner equities. Prohibitions rapidly removed. Internal corporations started to return to Anatolia. Metro grocery store chain whose origin from Germany, was the first investor in that period. Their first stores was established in 1990. In the next years, Metro opened new stores in İstanbul, İzmir, Bursa and Adana. They became a strong rival against the local shopping centers. Their "Cash & Carry" method was an unexampled shopping type for Anatolia (Özçiçek, 2009).

Privatization strategy developed and an infrastructure evolution started in Özal's Period. Developments for the highways and the telecommunications became the main targets and new steps started very rapidly. Conflicts between the supporters of statism and privatization created the main agenda of the country. Prime minister travelled to the main powerful countries with Turkish Businessman. Investigation about their economic systems, daily life and legal procedures tried to be adapted in Anatolia. Houston visit in 1988 created the first step of the shopping culture revolution in Anatolia (Odabaşı, 2002).

Houston had a big shopping center which was called “Galleria”. Construction type had the trend stills. Mass transportation and an auto park was available. Özal thought Turkey’s metropolis İstanbul to be a very suitable place for that kind of shopping center. Galleria’s ground area is over 77.000 meter square. More than 150 stores, 22 restaurants, 3M sized Migros, cinema saloons, bowling saloons and an ice-skating rink were included in the building. Car park constructed as the same in Houston with 2.500 capacity. Figure 24 shows the famous ice-skating rink and inside of Galeria.

Figure 24: Galleria Shopping Center in Istanbul

Galleria defined as a successful investment for the shopping culture in Anatolia. Turgut Özal selected Ankara as his new target for the new shopping center project. He wanted to construct a shopping center that could be known as a symbol for the city. Shopping culture of Ankara depended on the arcades that constructed around Kızılay in 1960s to 1980s. Also some controlled commercial stores, Migros and local groceries carried the demands of people. New shopping center was chosen from a public contest. In 1989, Atakule opened by the prime minister. It became one of the symbols of the city after Atatürk’s Mausoleum, 1st and 2nd Parliaments and Ankara Castle. In Figure 12, Turgut Özal was playing an Atari game in Atakule’s opening day. (Anadolu Agency Archive, 1990)

Figure 25: Turgut Özal at Atakule's opening day

Galeria and Atakule became the first examples of modern shopping center types in Anatolia. This concept obliged the local producers and previous types of the shopping centers to make some developments, because shopping centers started to purchase their goods from the foreigner brands directly. Therefore, franchising system, bull stock techniques and wholesaling activities for food and clothing industries were used in this rivalry against the new type of shopping centers (Özçiçek, 2009).

According to Trade Council of Shopping Centers and Retailers Report for 2010, only 8 shopping centers started to trade in 1988-1993 period. Brands for clothing, furniture or technological goods belonged to the domestic brands. Therefore foreign brands became a popularity symbol among these types of goods in the development years of the shopping centers (Özçiçek, 2009).

Number of the shopping centers in Turkey increased with a slow movement. In 2000, opened number of shopping centers was just 46. But in 2001, a new economic system was launched by the government. Liberalism politics from the last 21 years of Turkey turned in to Controlled Liberal System. Mixed currency arrived with this system (Kayra, 2012). Retailer industry in Turkey and the destination of the shopping centers changed in to another way. Before 2001, improvements in retailer industry can be classified with 5 main issues that belong to the historical and environmental factors (Özcan, 1997). These are;

1. Amateur store types which included all type of goods without any profession changed to professional management style of famous brand shops.
2. Economic growth and liberalization strategy of 1980’s helped to the foreign investors.

3. Increased attainability of new technologic developments and management techniques improved the efficiency of retailer industry.
4. International retailer brands entered to Turkish market with their improved trading policies and strategies.
5. Changing of the consumption pattern of middle-class and wealthy people.

For these reasons, arcades, grocery stores and any type of old shopping centers started to lose their popularities. Therefore, retailer industry started to give importance to the new centers since the last years of 1990's. In this period, foreign investors had improved their investment rate and rivalry between the domestic brands became an economic fight to earn popularity. Charm of the improved retailer industry can be explained with 6 main headlines (Tahiroğlu, 1999: 51).

1 Increased Consumption Rate: Increased rate of urbanisation and increased rate of income affects the consumption patterns of public.
2 Rise of Retailer Industry: Domestic and foreign investments create high scaled shops and brands.
3 Economic Position of the Country: Fundamental of retailer industry is to purchase with time bargain, sell with cash. Therefore, hot money and pre planned cash flow provides the requirements of the fundamental of the retailing industry by using of the domestic and foreign investments.
4 Seize a place: Only limited and expensive areas can be available for the globally known brands with the reason of non-planned urbanization. So, they are choosing long time profitable projects to complete their investments.
5 Effect of Foreigner Partner: Many foreigner partners want to enter Turkish market. Offers of the domestic actors to their possible foreign partners can create business partnerships.
6 Charm of Easy Money: Most of the investors think that retailer industry has easy market entrance conditions. Also earning money is very simple and payback period can be achievable in a short time period.

In addition, first effects of controlled liberalization strategy started in the first years of millennium. Turkey's route totally changed. Growth rate acted in a positive way with a high acceleration but unemployment rate behaved in the same way. Gross national product per capital values increased but limit of the poverty line also increased. As a result of these dilemmas, Turkey became a good place to live for wealthy people. But living conditions of poor people became worse than ever (Kayra, 2012).

Consumption growth of wealthy and middle class people created a catalytic step for the increasing number of the shopping centers. According to Trade Council of Shopping Centers and Retailers (TCSCR) Report in 2010, number of the shopping centers in Turkey is 263. In other words, 217 shopping centers were opened between 2000 and 2010. Especially starting from 2006, number of the shopping centers highly increased. According to 2010 values, approximately 60% of the centers were opened between 2006 and 2010. In 2007, 44 shopping centers were opened, this year leads this period. After this period, still positive movement of the opening centers continues, and Turkish economy awakes that shopping centers in retail industry became a reality. Figure 26 shows the graph of the shopping centers in Turkey. This graph also includes the expectations of TCSRC for 2011 and 2013 by using blue colour symbol.

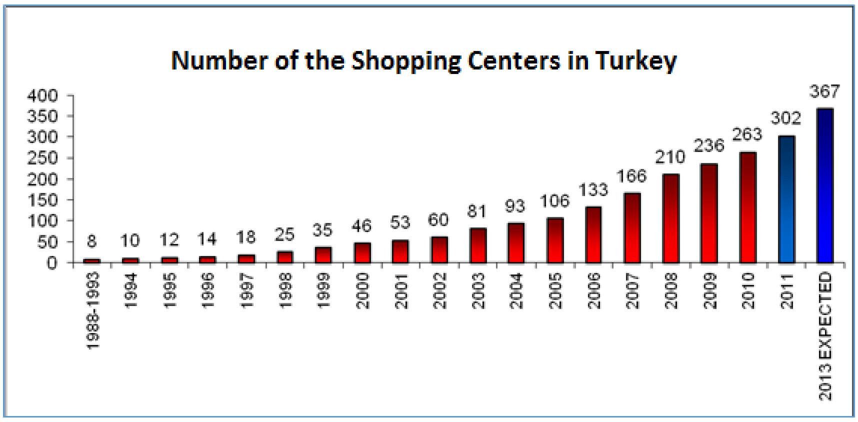


Figure 26: Number of the Shopping Centers in Turkey in TCSCR 2010 Report

3.2.4 Current Position and Last Updates

Nowadays, shopping centers leads the retailer industry in Turkey. These centers become an important element for the new urbanization ideas. Therefore, their numbers and sales volumes are increasing year by year. Their multiple functional types create a new generation who is growing up in the borders of shopping centers. Another important and more detailed report belongs to the Council of Shopping

Centers in Turkey. Their study indicates the location and density of the shopping centers related to some specific calculations and parameters. Their lastly updated report which was published on January 2014 including a Turkey Map defines the overall appearance of the shopping centers. In Figure 27, this map is presented.

Figure 27: Locations and Density of the Shopping Centers in Turkey in CSC Report

Density of the shopping centers shown with 4 different colours describes different scales of shopping centers. Lighter yellow to dark red are the symbols of the lowest density to the highest one. These colours present the result of the specific measurement that describes the density value which is called “Gross Leasable Area” or GLA in shorter way.

Although number of the shopping centers is increasing rapidly, only 59 of 81 cities in Turkey have shopping centers. Especially cities in the east part of Central Anatolia and South East Geographical Region have none or maximum 1 shopping center. Another word, 22 cities have none and 20 cities have only 1 shopping center.

Uneven distribution of the shopping centers in Turkey also has very different ratios. 42 cities of total 81, includes approximately 6% of the shopping centers. Rest of the cities, 39 of 81, includes approximately 94% of the shopping centers. Not surprisingly metropolises and cities that are leading migration activities like Antalya or Bursa, becomes some of the leading members of GLA calculations in CSC Report. Figure 28, shows the detailed results for the cities.

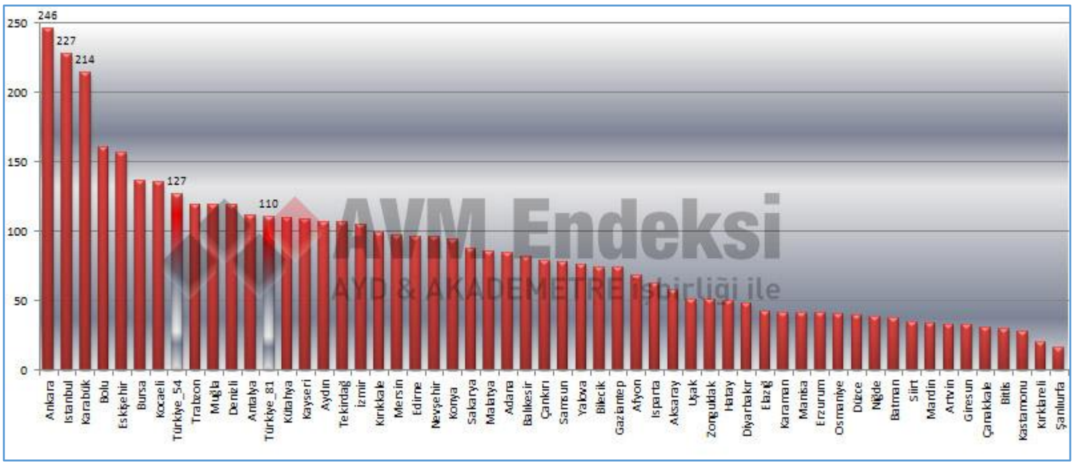


Figure 28: GLA Results of Turkish Cities

According to these results, Ankara and İstanbul leads the race. Karabük, Bolu and Eskişehir are the surprising followers but they use their low population advantages. But in a general look, Marmara, Aegean, Mediterranean and especially west part of Central Anatolia regions defined as very successful for the number and density of the shopping centers. Special examples like Samsun, Trabzon, Kayseri and Diyarbakır can be defined as an exception for the regions.

Habitability is one of the reasons of high population values for the cities. This also creates immigration and business volume in these types of cities with very high level of values. So retail industry can be available to obtain wider business range. Therefore, it is not a surprising event that five leading cities of CNBC-e Business 2014 study about habitability in Turkey by using 34 parameters also are the leading members of the shopping center density. These are Ankara, Eskişehir, İstanbul, Antalya and Trabzon. In the opposite way Şırnak, Şanlıurfa, Hakkari, Diyarbakır and Ağrı leads the habitability search in the negative perspective.

Combination between the number of the shopping centers and habitability list, gives also uneven distribution. First five cities in the positive perspective contain 155 shopping centers. In negative perspective these determined five cities only contain six shopping centers of total of 333 shopping centers in Turkish Borders. Improvement in retail industry with the mass effect of the shopping centers creates “build a shopping center” trend in every possible area in Turkey. This number will get higher with a very high probability in near future.

3.2.5 Law of Organization of the Retail Industry

Retail industry in Turkey had some milestones related with the main politics and strategies. Especially last 30 years, Liberalization and Controlled Liberalization strategies created a big impact. According to Turkish Statistical Institute, retail industry in Turkey has 278 billion dollar revenue in 2010. In this growth movement, shopping centers become the main actors. According to the last updated number from Eva Estate and Investment statistics, Turkey has 342 shopping centers and 9,96 million meter square is available to loan.

Turkish Government wants to add some legal contributions to retail industry in Turkey. Main aim belongs to determine market conditions and positions of the shopping centers against the old fashioned shopping center types and traditions. Percentage of the store types, bureaucratic processes and possibly constructed network for the shopping centers determines the main headlines.

Law of Organization of the Retail Sector was proposed to Turkish Grand National Assembly by Ministry of Customs and Trade. Then this proposal was accepted by the National Assembly on 14 January 2015 and became a law on 28 January 2015 with the sign of President of Turkish Republic. Two main parts were included in this law. They classified as General Preamble and Articles issues. General Preamble defines the main aim and limits of the organizing activities. Following 27 articles define the rules over the shopping centers.

General Preamble part starts with the positive contributions, especially economic ones, of the shopping centers in retail industry. But some economic, social and environmental problems were also defined. Main problems that were created by the shopping centers are listed as complex processes about licensing activities, unfair trade practices in branding and substandard processes of the buildings. This content was also supported with retail industry strategies in Development Plan and Medium Term Programme.

Articles were developed for classifications of the shopping centers, properties of branding, merchandising and franchising activities and finally legal feasibility processes of the stores. A specific network area that is allowed to follow for the each feature in the shopping centers. Also applications of the each member can be completed in the same network area. Most of the articles are based on applied laws.

But some new developments will become the main indicators for the organization of the shopping center’s activities in the business life that affects the retail industry directly.

Definitions of craft and related trades, their percentage in the shopping centers, problems that are derived from wrong feasibility reports and wrong management decisions for the location determination processes of the shopping centers, creating an efficient trade plan for the solution strategy for these kind of problems, fund resources of these kind of works and coordination between the municipality for construction planning activities will be the main contributions that are included in 4th article of the law.

Possibly developed network area defined in detail on 7th and 19th articles. All applications, licensing activities, bureaucratic processes and daily activities of the each member of the shopping centers creates the main content of this network which is called PERBİS. This system will rule out the unnecessary processes and bottle neck situations that occur on management level. Only special part of Ministry of Customs and Trade is the main responsible.

Shopping festivals, sales dates of the stores, dates of liquidation and opening processes are also organized with this law. Dates of the promotions and sales will be determined with acceptance of consumer protection and related laws. But maximum permission to the opening, changing the address and assignment process and sales campaigns is 3 months. If any liquidation occurs, 6 month period is the maximum permission to the owners. In these standardization processes, European Union’s Unfair Commercial Practices Directive which was officialised on 11 May 2005 with the law number 2005/29/EC was defined as the main indicator. 10th Article in the law is directly related to European Union’s standards.

CHAPTER IV

METHODOLOGY

This part of the study constructs a bridge between the previous studies from the literature review and industry history with the conclusion part by using research findings. In line with the aim of this study, below hypotheses are developed:

H_1: Strategic Responses of shopping centers differ according to their types.

H_2: Strategic Responses leading to success of shopping centers are different from each other.

In order to test these hypotheses, qualitative and quantitative analysis were used. However, first of all, shopping centers should be classified in order to answer the research questions and test the suggested hypotheses.

4.1 SHOPPING CENTER CLASSIFICATIONS

Shopping culture and demands of people increased since the first days after Second World War. Rising power of United States, rebuilding activities of Europe, finishing the cold war, major effects of globalization like consumption culture and increasing population of Asia whose are hunger to Western Civilization's Popular Culture can be defined as the main reasons of this increasing movement. Therefore, many goods and services produced and bought by people related with their demands. Differences in goods and services also affect the shopping points. From a small sized marketplace in a village to a massive shopping mall in metropolis, many type of shopping points was constructed.

Nowadays, dominant force in the shopping culture is the shopping centers. They increase their numbers all around the world. All countries had to establish these popular shopping points without any exceptions. Because most of the demands can be available, popularity of these buildings increased. Their multi-functional structures effects people very easily and attractiveness of the shopping centers increases day by day. Therefore they become the major feature that provides the shopping activities especially for retail industry and they are very popular in city planning. New brands, properties or activities can be added to these centers. They use these new additions as extra attention factors for the possible new customers. As a result of this relationship between the customer and the shopping center, the classifications of the shopping centers were created. It is a very important step that increases the understanding level of their main powers, target customers, properties, possible developments and location selection activities of the shopping centers.

Three major classifications became popular and useful in a global sized business life. First study about the classification belongs to a managerial perspective for retail industry. Other two famous classifications developed from some missing points of the previous studies. They are listed as;

1. Traditional Classification
2. Factorial Based Classification
3. Functions and Anchors based Classification

4.1.1 Traditional Classification

This classification type belongs to Barry R. Berman and Joel R. Evans. They examined the shopping centers in a managerial perspective and tried to classify these popular buildings in 1989. As a result of their studies, three different types for the shopping centers were determined and their similarities and differences were categorized in 6 main topics. These similarities and the differences are presented in Table-6 according to Berman and Evans (1989: 252).

Table 6: Traditional Classification of the Shopping Centers

Shopping Center Types			
Properties	**Regional Center**	**Community Center**	**Neighbourhood Center**
Leasable Area	20.000 – 37.000 m^2	10.000 - 14.000 m^2	3.000 – 10.000 m^2
Target Population	More than 100.000	20.000 – 100.000	3,000 – 50.000
Anchor	One or more department store	A department store	Supermarket
Number of Shops	Between 50-125	Between 15-25	Between 5-15
Product Variety	All type goods and services	Convenience Goods, some Speciality Goods	Convenience Goods
Driving Distance	Approximately 30 minutes	Approximately 20 minutes	Less than 15 minutes

Reference: Berman and Evans, “Retail Management: A Strategic Approach”, 4th edition Pearson, 1989, pp. 252

4.1.2 Factorial Based Classification

Second popular classification belongs to Jonathan Reynolds. In his studies, some of the shopping center types and indicator properties used as the same with Traditional Classification. But preliminary stages included in his studies. Because he wants to indicate that geographical positions affects the types and legal forces, as an example government, in some countries can classify the shopping centers related with their specific measurement skills that are supported in the laws (Reynolds; 1992).

He started to examine the shopping standards in European countries. First results developed from the specific laws and standards. Germany and Denmark suggested that, if any shopping point has more than 15.000 m^2 leasable area, it is a shopping center and it was responsible for the specific laws that were related to the shopping centers. In the late years of 1980's, Belgium determined this limit as 20.000 m^2. Also 30.000 m^2 was used in France and England's lower limit was defined as 47.800 m^2. Spain, Portugal and Italy had no specific laws and conditions for the shopping centers in these years (Reynolds, 1992).

"Law for Organization of the Retail Sector" in Turkey which was accepted by the National Assembly on 14 January 2015 and became effective on 28 January 2015 with the sign of President of Turkish Republic still has no defined leasable area limits for the shopping centers. Only department stores and chain stores in the shopping centers were defined with their limits. In the third article of the law, department store should have at least 400 m^2 leasable area and chain store should have at least one department store with 5 branch office or 10 branch office that has lower leasable area than 400 m^2 limits.

After determination of the specific laws with standards in Europe, Reynolds completed his classification about the shopping centers with his new criteria and contributions. 4 different types of shopping centers were determined related with three main indicator properties. Also number of total properties in the new classification became more fundamental. Reynolds's classification can be seen in Table-7.

Table 7: Factorial Based Classification of the Shopping Centers

	Shopping Center Types			
Properties	**Regional Center**	**Intermediate Center**	**Retail Parks**	**Speciality Center**
Leasable Area	> 30.000 m^2	10.000 – 30.000 m^2	5.000 – 20.000 m^2	>1.000 m^2
Anchor	1 Hypermarket, 1 Department Store	Hypermarket, Speciality Goods	Warehouse, Outlet Shops, Combined Shops	Speciality Goods
Physical Integration Level	City Center, Traditional Trade Areas, Suburbs, Highway Intersections	Upstate, Satellite Cities, Highway Edges	Upstate, Highway Edges	City Center

Reference: "Generic Models of European Shopping Center Development", European Journal of Marketing, Vol. 26, No. 8/9, 1992, pp. 58

4.1.3 Functions and Anchors Based Classification

Final classification of the shopping centers is based on two main factors. These factors are defined as "Functions" and "Anchors". Functions part defines size, shop types, concepts of the buildings properties. Anchors part answers the questions of "Who are the dominant forces in the building?" and "What is the dominance level of the leasable area?". This classification type became the most used and the most popular one, since resource of this classification is International Council of Shopping Centers (ICSC).

ICSC was founded in 1957 and improved their dominant force over the shopping centers. Nowadays the Council has more than 65.000 members in more than 100 countries according to their website and reports. Their detailed investigations about the shopping centers created the last type of classification. Functions and Anchor parts supported with their investigation results and two main classifications of ICSC were developed.

The different classifications with the same style are due to the differences in continents. One classification was published in 1999 for United States and other one was published in 2005 for Europe. Their identifications and style of using the data are not the same but main aim is to create an efficient classification including "Functions" and "Anchor" of the shopping centers.

4.1.3.1 European Classification

This classification starts with a basic definition. It is indicated that "A retail property that is planned, built and managed as a single entity, comprising units and communal areas with a minimum leasable area of 5.000 m^2" is defined as a shopping center (ICSC, 2005: 35). Then shopping centers are classified according to their functions and leasable area. ICSC's Classification in Europe can be seen in Table-8.

Table 8: International Standard for European Shopping Center Types

FORMAT	SIZE		LEASABLE AREA
TRADITIONAL	VERY LARGE		80.000m² and over
	LARGE		40.000–79.999m²
	MEDIUM		20.000–39.999m²
	SMALL	Comparison- Based	5.000–19.999m²
		Convenience- Based	5.000–19.999m²
SPECIALIZED	Retail Park	Large	20000m² and over
		Medium	10.000–19.999m²
		Small	5.000–9.999m²
	Factory Outlet Center		5.000m² and over
	Thematic	Leisure- Based	5.000m² and over
		Non-leisure- Based	5.000m² and over

Reference: ICSC Research, Towards a Pan-European Shopping Center Standard — A Framework for International Comparison, International Council of Shopping Centers, New York, 2005. pp. 35

First difference belongs to the format of the shopping centers. These formats grouped in "Traditional" and "Specialized" formats. Given names are the same as in the previous classifications, but functions are different. Traditional format includes four main sizes which is the second indicator. Very Large Shopping Centers requires more than 80.000 m^2 leasable area. Large ones have 40.000 m^2 to 79.999 m^2, medium ones have 20.000 to 39.999 m^2 and small ones have 5.000 m^2 to 19.999 m^2 leasable areas. But small traditional shopping centers are divided in to two which are defined as "Comparison-Based" and "Convenience-Based". Their difference is related to their anchors. Comparison-Based shopping centers sell discretionary shops like furniture, electronics and jewellery. Convenience-Based shopping centers generally work with a hypermarket or a supermarket as an anchor (ICSC, 2005).

Second format is defined as “Specialized”. Retail Parks, Outlet Centers and Thematic Centers are the varieties of this type of format. Retail Parks has three varieties that are related to their leasable areas. Large Retail Parks have at least 20.000 m^2 leasable area. Medium ones have 10.000 m^2 to 19.999 m^2 and small ones have 5.000 m^2 to 9.999 m^2 limits. Retail Parks work in the same logic with “Regional Center” of the previous classifications and their other functions and anchor strategies are shown. Also Outlet Centers work in the same logic. But in this classification their leasable area has to be at least 5.000 m^2. Final type is defined as Thematic Shopping Centers. Leisure-Based and Non-Leisure-Based are the varieties of Thematic Shopping Centers. Their similarity belongs to the leasable area limits as their functions. Their leasable areas have to be more than 5.000 m^2. But their other functions and anchors are different. Leisure-Based is supported with restaurant and bars in a large food-court. A Non-leisure-Based Shopping Center behaves useful for specific targets like passengers in the airports (ICSC, 2005).

4.1.3.2 United States Classification

This classification is the most useful and globally accepted classification of the shopping centers. Although ICSC’s European Type Classification was published in 2005, United States Classification published in 1999 has more details, definitions and specific advantages. These are related with the determination of the concepts, total acreage values of the buildings and determination of the primary trade area in the functional classification. Also detailed information about the anchors and evaluation of the anchor ratio became the main advantages in anchor part of the classification.

According to ICSC’s Classification in United States, 10 different structured shopping centers became the main varieties and they are grouped in to 8 different types. 2 types of headline include 2 different varieties. Their behaviours in the selected properties became the main reason for the same grouping strategy. Then these grouped shopping centers can be examined with seven properties. In this part, Functions and Anchor based classification is used. Table-9 shows the determined shopping centers related with their functions.

Table 9: Function Based Shopping Center Classification

TYPE	CONCEPT	LEASABLE AREA (M.SQ.)	ACREAGE	PRIMARY TRADE AREA
NEIGHBORHOOD CENTER	Convenience	2.787,1 – 13.935	3 - 15	3 miles
COMMUNITY CENTER	General Merchandise; Convenience	9230,3 – 32.516	10 - 40	3 - 6 miles
REGIONAL CENTER	General Merchandise; Fashion (Mall, typically enclosed)	37.161 – 74.322	40 – 100	5 - 15 miles
SUPERREGIONAL CENTER	Similar to Regional Center but has more variety and assortment	74.322+	60 – 120	5 - 25 miles
FASHION/SPECIALTY CENTER	Higher end, fashion oriented	7.432 – 23.226	5 - 25	5 - 15 miles
POWER CENTER	Category-dominant anchors; few small tenants	23.226 – 55.742	25 - 80	5 - 10 miles
THEME/FESTIVAL CENTER	Leisure; tourist-oriented; retail and service	7.432 – 23.226	5- 20	N/A
OUTLET CENTER	Manufacturers' outlet stores	4.645,2 – 37.161	10 - 50	25 - 75 miles

Reference: ICSC, “ICSC Shopping Center Definitions: Basic Configurations and Types”, New York 1999, pp. 4

Neighbourhood, Community, Regional, Superregional, Fashion/Speciality, Power, Theme/Festival and Outlet Shopping Centers were determined by ICSC. Fashion and Speciality centers were grouped in one type, also it is the same for Theme and Festival Shopping Centers related with their properties.

Function Based part of the classification includes Concept, Leasable Area, Acreage and Primary trade Area properties. Concept part is defined as the main aim of the shopping centers related with their shops. Leasable Area is the same as in the previous classifications. New added feature which is Acreage shows the total construction area of the shopping centers. Car parks and landscaping of the buildings are included in area calculations. Results in Acreage part have to be in acreage units and 1 acreage equals to approximately 4046,9 m^2. Final indicator is defined as Primary Trade Area. In this part, the determined area belongs to the owner of 60% to 80% sales of the shopping centers (ICSC, 1999).

Second part of the classification is based on Anchor part. Dominant power of the shopping centers is determined in Anchor Based and level of the determination is explained with specific calculation results. Table-10 shows Anchor- Based part of ICSC Classification.

Table 10: Anchor Based Shopping Center Classification

TYPE	TYPICAL ANCHOR(S)		
	NUMBER	**TYPE**	**ANCHOR RATIO***
NEIGHBOURHOOD CENTER	1 or more	Supermarket	30 - 50%
COMMUNITY CENTER	2 or more	Discount dept. Store, super-market, drug, home improvement, large speciality/discount apparel	40 - 60%
REGIONAL CENTER	2 or more	Full-line dept. Store; Jr. Dept. store; mass merchant, disc. Dept. Store, fashion appeal	50 - 70%
SUPERREGIONAL CENTER	3 or more	Full-line dept. Store; Jr. Dept. store; mass merchant, fashion appeal	50 - 70%
FASHION/SPECIALTY CENTER	N/A	Fashion	N/A
POWER CENTER	3 or more	Category killer, home improvement, disc. Dept. Store, warehouse club, off-price	75 - 90%
THEME/FESTIVAL CENTER	N/A	Restaurants; entertainment	N/A
OUTLET CENTER	N/A	Manufacturers' outlet stores	N/A

Reference: ICSC, “ICSC Shopping Center Definitions: Basic Configurations and Types”, New York 1999, pp. 4

After Function and Anchor Based parts of the classification, each determined shopping centers become tangible with their properties. The classification starts with “Neighbourhood Center”. These centers are designed for satisfying the daily demands. So they have a convenience concept. Leasable area of these centers has a lower limit which is defined as 2.787,1 m^2 and has an upper limit which is defined as 13.935 m^2. Including their car park and landscaping, possible acreage limit has to be between 3 and 15 units. Also they have generally a supermarket anchor and it is possible that the number of anchors can be more than one. Dominance level of these anchors has to be 30% to 50% of total sales that is defined in anchor ratio. Finally their primary trade area is defined as approximately 3 miles (ICSC, 1999).

"Community Centers" are also suitable for convenience needs but they offer a higher level of product variety and larger leasable areas than Neighbourhood Centers. For this reason, they have general merchandise goods and a wider leasable area limit which starts with 9.230,3 m^2 and finishes with 32.516 m^2. Acreage limitation is defined as between 10 to 40 units. Also number of anchors had to be at least two and supermarkets to discounted department stores are the candidates for these anchors. Therefore anchor ratio gets 40% to 60% and primary trade area is between 3 to 6 miles (ICSC, 1999).

Third type is defined as "Regional Center". This name was also used in previous type of classifications. Regional Centers offers general merchandise needs. In addition, fashion industry and most of popular brands can be available in these centers. Acceptable area is defined to be between 37.161 m^2 to 74.322 m^2. Therefore, between 40 and 100 units of acreage became acceptable level for these centers. They include at least two anchors. But product variety of these anchors can belong to the fashion shops, a department store or a mass merchant that includes different brands in one name. Anchor rate gets 50% to 70% values for Regional Centers and primary trade area has to be between 5 to 15 miles (ICSC, 1999).

Another type is defined as "Superregional Center". It is the symbol of the increasing demand of people, since it behaves as the same with Regional Center. "Super" word comes from the bigger sizes. Leasable area had to be more than 74.322 m^2. So acreage gets higher values than Regional Centers and borders of these values defined between 60 and 120 units. Number of anchors improves to at least three and approximately same with Regional Centers. Also they share the same anchor ratio which is between 50% and 70%. But Superregional Centers have 5 to 25 miles primary trade area (ICSC, 1999).

"Fashion/Speciality" type is also called as "Lifestyle" by some resources of ICSC. Main aim and concept of these centers belongs to fashion. Clothes, furniture and accessories can be good examples of their product variety. They have limits for their leasable area, a lower limit equals to 7.432 m^2 and upper limit equals to 23.226 m^2. Acreage is between 5 to 25 units for these centers. Number of anchors and their ratio cannot be calculated. Because all of the shops belong to fashion industry and no dominance occurs between them. Their primary trade area defined as 5 to 15 miles (ICSC, 1999).

"Power Center" is defined as another type of the shopping centers. Their concept is suitable for category killers and dominant anchors. "Category killer" firms offer a high level product variety with a competitive price in retail industry. These centers have 23.226 m^2 to 55.742 m^2 leasable area with 25 to 80 acreage units. In anchor based perspective, these centers are created for their main anchors. Because at least they have three anchors that are related to category killer, home improvement and discounted warehouses with 75% to 90% anchor ratio. Finally their primary trade area has to be between 5 and 15 miles (ICSC, 1999).

Another type is called "Theme/Festival Centers". This type behaves completely different from the other shopping centers. Because they are constructed for tourist- oriented perspective and main aim is related to entertainment. They have 7.432 m^2 to 23.226 m^2 leasable areas with 5 to 20 acreage units. But in anchor perspective number of anchors and their ratios cannot be calculated. Only thing that ICSC indicates is restaurants and entertainment shops became the anchors of this type of shopping centers. Also primary trade is not specified for these centers (ICSC, 1999).

Final type of the shopping center is called "Outlet Centers". Concept of these centers belongs to the manufacturer's outlet stores. It means that, brands sell their clearance goods at discounted prices. Their limits on the leasable area are defined between 4.645,2 m^2 to 37.161 m^2 with 10 to 50 acreage units. Number of anchors and their ratios cannot be calculated. Only thing that ICSC indicates, is manufacturer's outlet stores can be available. Finally primary trade area has to be between 25 to 75 miles (ICSC, 1999).

4.2 RESEARCH DESIGN

In order to determine the strategic responses of the shopping centers, a clear classification and hierarchy according to defined population and a research sample from this determined population, is needed. A clear investigation shows the evolution of the shopping culture with consuming behaviours, and mainly demanded goods and services. For this reason, a research design including both qualitative and quantitative research is planned. Qualitative research includes interviews with the managers of the selected shopping centers. Interviews were conducted to understand managers' views about the industry, main properties of the shopping centers, and their strategic responses, based on Oliver's study (1991), to the increasing number of shopping centers. Quantitative research is based on a questionnaire developed for the customers of the shopping centers; the questions are designed to understand whether the applied strategies are found to be successful from the customer views.

4.2.1 Population of the Sample

In order to determine the sample for the study, first of all the shopping centers in Ankara was determined and classified according to ICSC Shopping Centers List and other organizations that concentrate on shopping centers.

According to currently available list of ICSC and other organizations like Council of Shopping Centers – Turkey, Ankara has 36 active shopping centers in 2014. Therefore this list is defined as the population of the sample, and taken as a basis for the classification. ICSC United States Classification is used. According to this determined list and classification of ICSC United States, details for Ankara's currently active shopping centers is provided below with Table-11.

Table 11: Shopping Centers in Ankara

Shopping Center	**Properties**
 365 AVM	• Opened in 2008 • Located in Yıldız District • Has 29.000 m^2 leasable area with 109 shops
 aCity Outlet	• Opened in 2008 • Located in Mamak District • Has 25.000 m^2 leasable area with 109 shops
 Anatolium	• Opened in 2012 • Located in Mamak District • Has 75.000 m^2 leasable area with 80 shops
 ANKAMall	• Established in 1999 • Located in Akköprü Borders • Has 108.000 m^2 leasable area with 302 shops

 Ankuva	• Established in 1997 • Located in Bilkent District • Has 5.000 m^2 leasable area with 71 shops
 Anse AVM	• Established in 2010 • Located in Yenimahalle District • Has 26.000 m^2 leasable area with 40 shops
 Ansera	• Established in 2002 • Located in Çankaya Borders • Has 17.000 m^2 leasable area with 149 shops
 Antares	• Established in 2007 • Located in Etlik District • Has 82.750 m^2 leasable area with 200 shops
 Arcadium	• Established in 2003 • Located in Ümitköy District • Has 15.000 m^2 leasable area with 83 shops
 Armada	• Established in 2002 • Located Söğütözü District • Has 53.000 m^2 leasable area with 161 shops
 Atlantis AVM	• Established in 2011 • Located in Batıkent District • Has 53.000 m^2 leasable area with 130 shops
 Beysu Park	• Established in 2008 • Located in Çayyolu District • Has 11.500 m^2 leasable area with 30 shops
 Bilkent Shopping Center	• Established in 1998 • Located in Bilkent District • Has 47.350 m^2 leasable area with 20 shops
 CarrefourSA	• Established in 2001 • Located in Batıkent District • Has 20.234 m^2 leasable area with 58 shops

Table 11 (Part 2)

 CEPA	• Established in 2007 • Located in Mustafa Kemal District • Has 73.242 m^2 leasable area with 192 shops
 Elvankent Planet AYM	• Established in 2005 • Located in Elvankent District • Has 15.000 m^2 leasable area
 Forum Ankara	• Established in 2008 • Located in Keçiören District • Has 80.000 m^2 leasable area with 142 shops
 FTZ Shopping Center	• Established in 2003 • Located in Keçiören District • Has 15.000 m^2 leasable area with 42 shops
 Galleria	• Established in 1995 • Located in Çayyolu Borders • Has 7.771 m^2 leasable area with 103 shops
 Gimart	• Established in 2014 • Located in Yenimahalle District • Has 24.000 m^2 leasable area with 45 shops
 Gordion	• Established in 2002 • Located In Çankaya Borders • Has 17.000 m^2 leasable area with 149 shops
 Karum	• Established in 1991 • Located in Kavaklıdere District • Has 24.000 m^2 leasable area with 145 shops
 KC Göksu Park	• Established in 2006 • Located in Eryaman District • Has 19.000 m^2 leasable area with 129 shops

Table 11 (Part 3)

 Kent Park	• Established in 2010 • Located in Mustafa Kemal District • Has 80.000 m^2 leasable area with 206 shops
 Kızılay AVM	• Established in 2011 • Located in Kızılay District • Has 20.000 m^2 leasable area with 120 shops
 Mesa Plaza	• Established in 1999 • Located in Yenimahalle District • Has 14.000 m^2 leasable area with 40 shops
 Nata Vega	• Established in 2012 • Located in Mamak District • Has 70.000 m^2 leasable area with 128 shops
 Next Level	• Established in 2013 • Located in Söğütözü District • Has 42.000 m^2 leasable area with 160 shops
 ODC AVM	• Established in 2001 • Located in Balgat District • Has 4.200 m^2 leasable area with 34 shops
 Optimum Outlet Center	• Established in 2004 • Located in Eryaman District • Has 42.000 m^2 leasable area with 65 shops
 Panora Shopping Center	• Established in 2007 • Located in OR-AN District • Has 60.000 m^2 leasable area with 149 shops
 Park Vera	• Established in 2014 • Located in Yenimahalle District • Has 40.000 m^2 leasable area with 75 shops

Table 11 (Part 4)

 Tepe Prime Avenue	• Established in 2011 • Located in Mustafa Kemal District • Has 6.800 m^2 leasable area with 28 shops
 Taurus AVM	• Established in 2013 • Located in Balgat District • Has 50.000 m^2 leasable area with 140 shops
 Üstün Dekocity	• Established in 2008 • Located in Etimesgut District • Has 17.000 m^2 leasable area with 80 shops
 Vialife Outlet Center	• Established in 2009 • Located in Söğütözü District • Has 18.000 m^2 leasable area with 50 shops

Table 11 (Part 5)

According to this classification, below Table-12 is created presenting the members of the each shopping center classification. Also details of the classification that belong to Functional Based and Anchor Based types are presented as Appendix-A.

Table 12: Classification of the Shopping Centers located in Ankara

TYPE		Number	Name
1	NEIGHBORHOOD CENTER	7	Ansera, Arcadium, Beysu Park, Galleria, KC Göksu, ODC Avm, Mesa Plaza
2	COMMUNITY CENTER	6	365 AVM, Bilkent Shopping Center, CarrefourSA, FTZ Plaza, Kızılay AVM, Park Vera
3	REGIONAL CENTER	7	Armada, Atlantis, CEPA, Next Level, Panora, Taurus, Gordion
4	SUPERREGIONAL CENTER	3	AnkaMall, Antares, Kent Park
5	FASHION/SPECIALTY CENTER	3	Anse, Üstün Dekocity, Karum
6	POWER CENTER	1	Anatolium
7	THEME/FESTIVAL CENTER	3	Ankuva, Tepe Prime, Elvankent Planet
8	OUTLET CENTER	6	A City Oulet, Nata Vega,Forum Ankara, Gimart, Optimum, Via Life
Total		**36**	

4.2.2 Research Sample

After the classification was completed for all of the available shopping centers, managers of all shopping centers were contacted via e-mail and phone calls during May 2015 to June 2015 period. Worst case was to include at least one representative of each classification in the research sample in order to understand their strategic responses according to Oliver's study (1991). As a result, among 36 shopping centers, only 16 of them agreed to participate in the study, which results in 44% participation rate. All of the interviews were conducted face-to-face from May until July 2015.

Interviews were completed with a total of 16 managers representing different types of shopping centers, all of the classifications except one of them has at least 2 representatives. Only Power Center classification has one representative because this type exists to be only one in Ankara. Table-13 shows the centers included in the sample.

Table 13: Sample of the Shopping Centers

TYPE		Number	Name
1	NEIGHBORHOOD CENTER	2	Ansera, Mesa Plaza
2	COMMUNITY CENTER	2	365 AVM, Park Vera
3	REGIONAL CENTER	2	Armada, Taurus
4	SUPERREGIONAL CENTER	3	AnkaMall, Antares, Kent Park
5	FASHION/SPECIALTY CENTER	2	Üstün Dekocity, Karum
6	POWER CENTER	1	Anatolium
7	THEME/FESTIVAL CENTER	2	Ankuva, Tepe Prime
8	OUTLET CENTER	2	A City Outlet, Nata Vega
	Total	16	

4.2.3 Data Collection

The first part of data collection is a qualitative study. A semi-structured Interview Guide, including different topics was prepared. The questions were asked for determining strategic responses of the center. The main questions included in the

Interview Guide are mission and vision of the center, main changes in the center from 2006, difficulties in daily activities, target market, current rivals, substitute goods and questions related to PEST Analysis. Interview Guide is presented as Appendix-B.

Findings from the interviews were used to determine not only the strategic responses of the shopping centers, but also their behaviours in the determined life cycles periods. In addition PEST Analysis for the shopping center industry was investigated as a result of the interviews.

The second part of the study is quantitative. In order to understand the success of shopping center strategies, a questionnaire was developed and conducted with the customers of shopping centers.

Main aim of the questionnaire is defined as investigating the behaviours, reactions, current ideas and possible future demands of the customers from the determined centers. The questionnaire consists of two parts; the first part includes questions related to personal information of the participants. The analysis of the personal information creates a shopping center customer profile with different properties and ideas. Second part of the questionnaire is related to the participants' views for the shopping center they usually choose to go. The questions included in this part are mainly about the reasons why the participants choose the selected shopping centers among the others. The questionnaire is presented as Appendix-C.

The questionnaire was executed in July 2015, for each of the shopping centers, 30 questionnaires were completed. Among the shopping centers included in the research sample, only Park Vera did not want to join this study. Therefore a total of 450 questionnaires were completed for 15 shopping centers in Ankara. The data gathered from the questionnaires were analysed via SPSS programme

CHAPTER V

RESEARCH FINDINGS

5.1 PEST ANALYSIS FOR THE SHOPPING CENTERS

PEST Analysis is one of the most popular analysis in the world to investigate Political, Economical, Socio-Cultural and Technological Environments of any industry. According to Oxford Reference (2010), this system defined as “PEST is an audit of an organization's environmental influences with the purpose of using this information to guide strategic decision-making”. In order to understand the shopping center industry, PEST Analysis was conducted using the data gathered from interviews and questionnaire.

5.1.1 Political Environment

Politics shows the main route according to the governmental level strategies. Laws, legislations, internationally accepted norms and developed standards are the main elements of the politics. First analysis of the political environment of the shopping centers indicates that, many people cannot analyse the interior processes of their businesses. Financing activities has more importance than political relationships, many legislations and standards define to be a “must” for their activities starting from their project stages and feasibility reports. Also new laws and regulations affect the centers directly. Especially “Law of Organization of the Retail Sector” accepted in 2015 and became a milestone for the shopping centers in Turkey.

Large majority of interviewed managers uses the same cliché as their answers to relationship between government and public enterprises. One of the managers indicates that “We have an apolitical attitude against political environment and required demands completed in the possible shortest time”. This quote represents mainly the main behaviours of the shopping centers to the political environment. Only one neighbourhood center manager defines the relationship between the political environments directly. “This center is controlled by Ankara Metropolitan

Municipality. All activities determined by their decisions". However answer of the other managers can be defined as an Acquiesce Strategy with Imitate and Comply tactics according to Oliver's Strategic Responses (1991). Only exception uses Manipulation Strategy with Co-opt tactic that defines the direct business relation with the political environment.

Occupational Health and Safety Standards, smoking prohibition and some architectural legislation affect the shopping centers and they have to comply to these requirements which results from political environment. However these procedures seems to be hard to satisfy, Turkish Republic's deregulation politics improves the global relations and according to changes in tax law and import/export regulations, main elements of the shopping centers which are brands, are able to enter Turkish market and meet with Turkish Customers since the late years of 1980's.

5.1.2 Economic Environment

Economic strength indicates the overall strength of a person to a country in a fundamental perspective. Therefore major elements are defined according to their scales. These are macroeconomics, including large scaled financial environment like inflation rate, rise in prices, employment rate and growth rate, and microeconomics, including smaller environment like consumer income and purchasing power.

Turkish Economy classified as an emerging country by the experts of the economics like The World Bank or The Economist Journal. Therefore, investing in Turkey has profits, because return will be more than the investment values. This profitable membership is supported by World Bank's statistics about Turkish Economics. From 2000 to 2014, Turkey has averagely 4,31% growth rate. Only -5,7% value in 2001 and -4,8% value in 2009 had negative results due to global economic crisis. In that period 9,4% value in 2004 and 9,2% value in 2010 had positive records. Also Gross National Product increased from 266,6 million dollars to 800,1 million dollar in the same period. Another important macroeconomic indicator is Inflation Rate. According to Turkish Statistical Institute, decreased inflation rate for Consumer Price Index from 68,5% value in 2001 to 8,2% value in 2014 and decreased rate for Producer Price Index from 88,6% value in 2001 to 6,4% value in 2014. In the same period, another macroeconomic indicator unemployment rate increased from 8,4% to 9,9% value. From microeconomic perspective Gross

Domestic Product per capita value increased to 3.060 dollar to 10.404 dollar in the new millennium Turkish Economy.

Effect of these positively developed values for Turkish Economy to the shopping centers is determined by the analysis of the interviews. Large majority of the interviewed managers indicate that “We cannot define any positive or negative effect to our activities”. Minority of them concentrate on the currency and define the negative effects of these values to their local entrepreneurs and average shop sizes. According to them unreliable currency provides bankruptcy for local entrepreneurs as owners of the shops in the shopping centers. Therefore, most of the managers use Defy Strategy with Dismiss Tactics by providing no importance to the economic environment according to Oliver’s Strategic Responses (1991).

5.1.3 Socio Cultural Environment

Socio Cultural Environment includes different issues for the businesses. Population, demographic properties of the selected region, consuming behaviours, customer profile, education level, worldwide trends and global level trade activities are classified to have majority for determining the effects of the socio cultural environment. Shopping Centers have to determine their socio cultural environment with an accurate analysis to become more successful and more popular in their regions.

According to data of Turkish Statistical Institute for 2014, Ankara has approximately 5,150 million population. Also 18 universities are present in Ankara. According to the same resource, six districts have approximately more than 500 thousand population. These are Çankaya, Keçiören, Yenimahalle, Mamak, Etimesgut and Sincan presented in an ordered form from highest to lowest population. Popular neighbourhoods like Yıldız, OR-AN, belongs to Çankaya. Ümitköy and Çayyolu neighbourhoods belong to Yenimahalle and Etimesgut. Also very popular Eskişehir Road belongs partially to Çankaya, Yenimahalle and Etimesgut districts. These parts of Ankara are the homelands of active 36 shopping centers.

Selecting target market activity determines the main route of the shopping centers and indicates how they investigate their socio cultural environments. 3 of available 36 shopping centers defined as Superregional Center. Their leasable areas and main anchors are the main factors for this classification membership. According to superregional center managers, “Ankara Public” is determined as their target markets. This suits for Defy Strategy with Challenge tactics. Because they suggest that “We can have customers from anywhere in Ankara” and gives message to other 3shopping centers. Other interviewed managers without any exception concentrate on the wealth level, consuming behaviours and closer neighbourhood of their centers. A fashion/speciality center especially selects 18-45 aged women population, a neighbourhood center selects embassies and a theme/festival center selects the university students as their target market. Other 10 centers define their closer neighbourhood as their target markets. This selection suits for Acquiesce Strategy with Habit tactic. Because according to the basic rules of trade, business starts with closer neighbourhoods and their wealthy customers decrease the economic risk.

Their determination for the effect of socio cultural environment relates to their target market, because brand selection and activity determination depends on their environment. Only difference among them depends on their concepts. Fashion/speciality centers determine the trends in fashion, theme/festival centers determine the entertainment types and their popular envoys, other centers determine the brands related to their socio-cultural environments. This determination suits for Compromise Strategy with Balance tactic according to Oliver’s Strategic Responses (1991), because these centers are trying to satisfy multiple demands and expectations from their environments. However they have concentrated on the demands of their socio cultural environments, all off the interviewed shopping centers do not have a membership of any nongovernmental organizations. Also this choice is defined as a Defy Strategy with Dismiss tactic.

5.1.4 Technological Environment

From the beginning of 20th Century to nowadays, technology terms improves all activities in daily life. Today most of the produced goods and services depend on the technological attributes. This development causes more production in less time and provides removing the borders all around the world. Internet, new type communications, semiconductors and nanotechnology create the major impact to people related with technological developments.

Generally all shopping centers use technological developments. Special construction techniques for car parks, floor materials to air conditioning system have approximately the same technological level. But offering unique technological attributes creates differences among the shopping centers.

Currently common using technological properties belong to their integration methods for their customers to their decisions. All interviewed managers indicate that phone calls, e-mail and social media are their main resources related with technological developments. Therefore an Imitate tactic belongs to Acquiesce Strategy is used according to Oliver’s Strategic Responses (1991). However 3 superregional centers and one fashion center use an addition and a little bit old fashioned strategy with technological properties which is: Face to face conservation. Especially for the superregional centers, this strategy helps managers to influence the customers directly, because they are able to see their demands and their reactions to their strategies. In another word, most of the interviewed shopping centers use technology for buffering tactic in Avoid Strategy according to Oliver’s Strategic Responses (1991). Because they use Manipulation Strategy with Influence tactic for giving idea to public that communication with them is very easy however technological environment creates a wall between customers and managers.

Differences in technological environment are also determined according to interview analysis. In this part half of the interviewed managers indicated that “There exists no difference in our building”. This answer dismissed the developments in the technological environment from their activities as a Defy Strategy according to Oliver’s Strategic Responses (1991). Natural gas and water sales points, using the subway system as an entrance, led illumination system, 3D touch-screen information of computers, usage of coal gas and special services for disabled persons create the differences by using technological environment for the other interviewed shopping centers. But their categories or opening years has no effect on these technological differences.

5.1.5 Evaluation of PEST Analysis

As a result of PEST analysis, it is suggested that the most effective force in the shopping center industry is related with Economic Environment. For the shopping centers all of the environmental forces in the analysis directly affect the overall performance. But only Economic Environment can reach to a vital level. Because fundamental logic of the shopping centers is making trade. When any positive or negative activity affects the customers or suppliers budget, daily activities reach to another level. Also some bad news from the other environments creates struggle but centers can survive; however if economy stops, so does everything in the center. It destroys the percentage of survival.

5.2 PORTER'S FIVE FORCE ANALYSIS FOR THE SHOPPING CENTERS

Porter's five force analysis is another important topic for the shopping centers industry that is suitable to understand the most effective forces within the industry. In this issue Oxford Reference (2010) defines it as "a framework for analysing the balance of power within a particular industry and hence its overall profitability".

In this part, in order to understand the level of the forces examined with Figure 29 by using different colours for determining the force of the power for the shopping industry. Figure 29 shows the overall performance of the forces for the shopping industry and represents the colours that identify the power level of the forces.

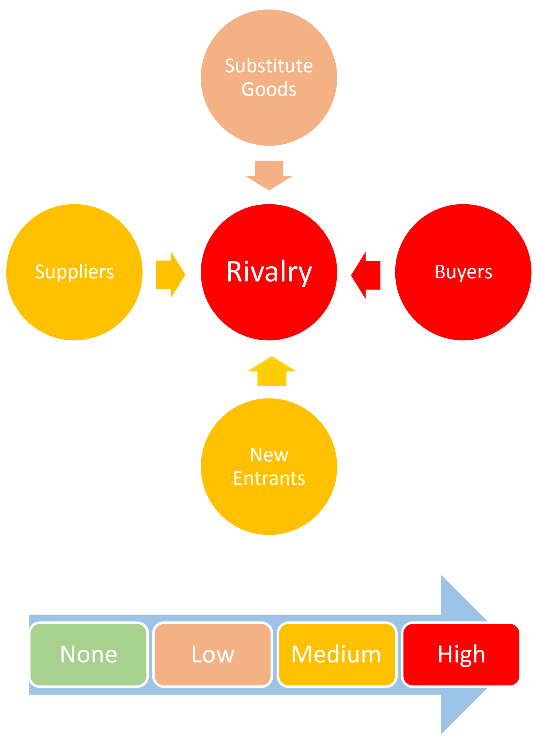


Figure 29: Porter 5 Force

5.2.1 Substitute Goods

Product variety and available activities in the shopping centers improves day by day. First examples of shopping centers were used for only shopping. But nowadays, these buildings became a center of attraction that includes all possible activities with all popular brands. For this reason, number of substitute services of these multi-functional buildings decreased. According to interviewed shopping center managers, only limited activities defined as their substitutes. Therefore power of these activities is at low level.

All managers have the same perspective about their substitute services. Their ideas fundamentally concentrate on “spending time”. According to this idea, spending time in the nature has priority. Most of the interviewed managers have the same idea. Also rate of choice about these substitute places is related with the weather conditions. Only difference is locations. Parks, lakes or tracking routes are defined as the main elements of these substitute nature. Therefore their definitions for the substitutes belong to Acquiesce Strategy with Imitate tactic and supported with rate of choice according to Oliver’s Strategic Responses (1991).

Second popular answer is related with the entertainment business. A fashion/speciality center, a neighbourhood center and a power center define their substitutes as “restaurants, pubs and cafes”. This answer also belongs to Acquiesce Strategy with Imitate tactic with a different perspective.

Final substitutes are related with different places with a same strategy. Defy Strategy with Challenge tactic is used by a regional center and a theme/festival center manager. Regional Center Manager defines “Spending time at home” and indicates “For a routine day home can be chosen” as their substitute and rate of choice. Theme/Festival Center Manager rejects substitute idea and defines "We have all possible activities in our building”. Therefore, these managers challenge all the shopping centers in Ankara with their Defy perspective.

From the managers perspective environmental activities like picnic or spending time in parks or lakes leads their ideas as substitute for shopping centres. However, customers chose staying at home with 30,4%. Managers’ idea is also supported with 23,1% and other details shown in Table-14. Another important result says that 16,2% of the customers are not identify any activity as a substitute goods or services to the shopping centers.

Table 14: Substitute Goods/Services of the Shopping Centers according to Customers

Substitute Goods/Services	Frequency	Percent
Staying at home	137	30,4
Cultural Activities like theatre, opera and etc.	119	26,4
Environmental activities like picnic	104	23,1
None	73	16,2
Other	17	3,8
Total	450	100

5.2.2 New Entrants

Even opening process of a small shop needs many procedures and financial strength. Establishing a shopping center includes many difficulties from opening a shop. Feasibility reports for location selection, product variety, landscaping and activity determination, procedures of political legislations and advertisement strategies of the center can be defined as some major issues for opening a shopping center.

Currently Ankara has 36 available shopping centers. This average with their basic properties provides an average shopping center size for Ankara. 36.000 m^2 leasable area, 91.940 m^2 total area and approximately 110 available shops indicate more information about the average size of Ankara's shopping centers. However constructing and managing have many difficulties, new entrants to Ankara shopping industry has medium level power.

According to the news, commercials and construction areas, expected total shopping centers in Ankara will be more than 50 at the end of 2018. It equals to at least 4 new shopping centers for remaining 3,5 years. However entrance conditions to this industry seems to be complex and requires many different strategic decisions, for large holdings or investment companies, it seems a profitable industry that to enter.

Interviewed managers identify their construction areas and possible new project regions. Interviewed managers indicate four popular locations: Eryaman and Sincan regions and Eskişehir and Istanbul Roads. This answer indicate the imitate tactic that belongs to Acquiesce Strategy. Also a minor idea suggests that "New urban areas need new centers, old fashioned ones have to be developed or reconstruct”. This answer suits to Avoid strategy with conceal tactic related with Oliver’s Strategic Reponses tactic.

5.2.3 Suppliers

Suppliers have a key role to classify the shopping centers. Clothing, food and beverage, toys, hobbies, accessorizes, supermarkets, home development can be popular examples of the main supplier concepts in the shopping centers. These suppliers give a meaning to these buildings and attract the possible customers. Their importance to the shopping centers takes a major place in the most popular shopping center classification. Their concepts with some architectural properties define the main classes of the shopping centers. Especially dominant suppliers called anchor and their importance has a medium level according to Porter Five Force.

ICSC Shopping Center Definition includes 8 different types. A supermarket for Neighbourhood Centers, fashion based shops for a Fashion/Speciality Center, restaurants and entertainment based places for Theme/Festival Center, Outlet based shops for Outlet Stores and category killer shops for Power Centers have vital importance for their classification. Department stores, home improvement based shops and mass merchants take an anchor caption in Community, Regional and Superregional Centers. Difference between them arises from their leasable areas and number of anchors.

However their anchor ratio could not be analysed since it is a private information, about their anchor sizes in their buildings, only exception comes from power center, all interviewed managers define their anchors suitable to their classifications in Ankara’s shopping centers market. Supermarket anchor for neighbourhood centers, supermarket and department store anchors for community centers, mass merchants and fashion appeals for regional and superregional centers, a category killer brand that concentrates for home improvement for power center, fashion based but not dominant shops for fashion centers, not dominant restaurants for theme/festival centers, not dominant outlet shops for outlet anchors suits Acquiesce Strategy with Habit tactic according to Oliver’s Strategic Responses (1991).

5.2.4 Customers

Trade includes two main activities: Offer and demand. Offer part belongs to the suppliers. Goods and services offered to the demand owners. These customers purchase to satisfy their needs with these offered goods and services. Therefore "customers" part of the relation depends on their purchases. If they have alternative, their power increases. Therefore customers of the shopping centers defined in this part in Porter Five Forces and their power stays at high level.

Interviewed managers also know their customer's importance and their power level as a buyer. Therefore, without any exception or conceptual differences it is indicated that "Customers has vital importance for daily activities. Our first goal is satisfying their demands". This perspective is suitable for "Customers are our benefactors" and "Customers are always right" philosophies. Their definitions about the customers are clearly suitable for Habit tactic with Acquiesce Strategy. Because since the ancient times, independent from the all conditions, customers comes first. This response is also supported with their ideas about the stakeholders.

All managers define their customers as a member of their stakeholders. But most of the managers define the customers as their only stakeholders. Suppliers and Owners become supporting results of this definition for the shopping centers. Therefore managers try to use Balance tactic as a Compromise Strategy to optimize the stakeholder's demands and expectations. Final issue belongs to the demands of the customers from the shopping centers. These needs can decrease the rate of choice and increase the rate of choice for the substitute goods and services. More brand and Cheaper Prices demands also can be satisfied in another shopping center by the customers. In this issue more activities are demanded by the customers with 35.3% and details are presented in Table-15.

Table 15: Demands of the Customers from the Shopping Centers

Demands from the Center	**Frequency**	**Percent**
More activity	159	35,3
More brand	125	27,8
Cheaper prices	69	15,3
Easier transportation	53	11,8
Other	44	9,8
Total	450	100

5.2.5 Rivalry

Previously examined 4 components create and feed the rivalry among Ankara's shopping centers. Brief introduction of the shopping centers, their vision and statements and targets, owners and shareholders and distinctive images from the managers provide information about the level of this rivalry in Ankara. Also conflicted part occurs regarding this issue. Because managers define this rivalry in many perspectives but when the rivalry word is spoken, answers differ from their explanations. All answers of the managers define different strategies with different tactics that belongs to Oliver's Strategic Responses (1991).

According to the brief history of the shopping centers by the managers, suits Balance tactic as a Compromise strategy. Because shopping centers cannot be established directly from one hand. Large scaled consortiums establish these centers. Feasibility reports, location selection, financing and possible customer analysis have to be completed from the first signature of the project.

They have to classify their activities in an accurate system, because their vision and mission statements and targets have to be suitable for their activities. Therefore, most of the managers define their vision and mission statements and targets in a Defy Strategy with challenge tactic. "Being the first choice in our concept or region", "Offer more than demanded", "Find everything with a cheaper price" are the major examples of their answers.

Shopping center's distinctive properties moves in a parallel way with their vision and mission statements and targets. This time all of the answers belong to Challenge tactic with Defy Strategy. "Highest Product Variety", "Homeland of special brand or activity" and "Most known location" indicate their strategic response against their rivals in Ankara.

Providing these properties needs an efficient management and financial strength ownership, because continuity of the centers belongs to their management skills. In this issue managers of interviewed shopping centers have the same structure. Owned by a financial authority, it may be a holding, investment group or global investors; and managed by the professionals that may belong to the ownership or independently works from them. Minor exceptions come from a neighbourhood center and a theme/festival center. This Neighbourhood center uses Co-opt tactic as a Manipulate Strategy, because this center is owned and managed by Ankara Metropolitan Municipality. Other example selects Conceal tactic of Avoid Strategy to define these procedures as private information.

However these indicators indicate the main issues of the rivalry in Ankara, managers decided to use Dismiss tactic with Defy Strategy when the "rivalry" word is used directly. Most of the interviewed managers chose to say "none" rivalry occurs. A minor part that gives their rivals names and one manager defines every shopping center as their rivals. These answers suits for Challenge tactic with Defy Strategy. Also one manager chooses to use Conceal tactic with Avoid Strategy, accepting rivalry but rejects to say their names. Also most of the managers reject possible rivals in the future. But this time more managers give the possible names of their future rivals. Other three managers use Buffer tactic with Avoid Strategy. Because they have not rejected the possible rivalries directly but indicated only conceptual imitator shopping centers can be their rivals.

After determination of their strategic responses, numerical values indicate the rivalry in Ankara. Figure 30 shows the trend of active shopping centers related with their concepts and opening years.

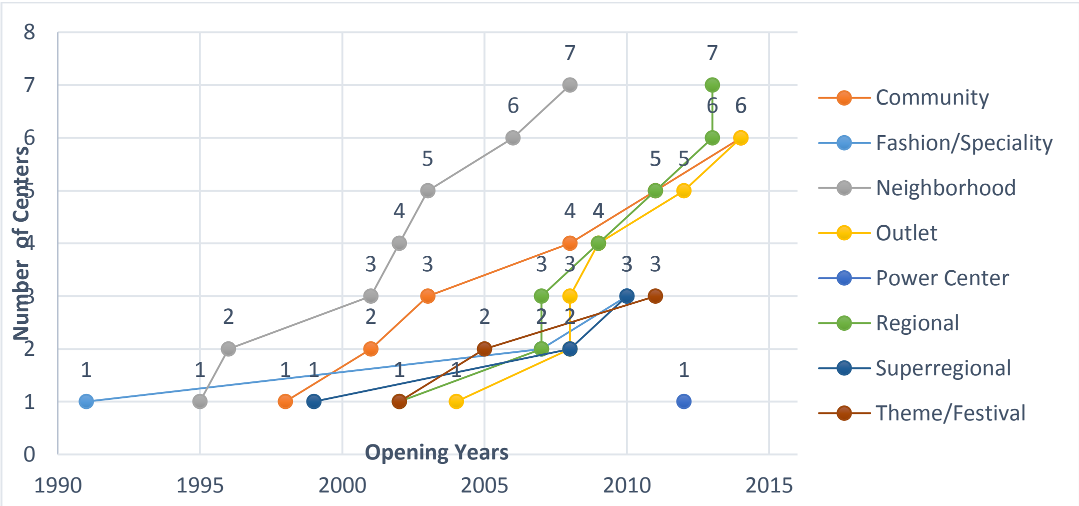


Figure 30: Opening Trends of Ankara's Shopping Centers

According to Figure 66, especially Outlet Centers and Regional Centers have increased in recent past. First examples of the shopping centers in Ankara generally described as Neighbourhood Centers. However 7 of 36 shopping centers are related to this classification, final member of these centers was opened in 2008. Slowly increased number of Community Centers follows the leader with 6 members. Theme/Festival, Fashion/Speciality and Superregional Centers increased more slowly and they have 3 members for each of the category. Newly developed Power Center concept has a difficulty that it needs special category killer brands for establishment.

5.3 DIFFERENCES IN LIFE CYCLE OF THE SHOPPING CENTERS

Investing the shopping center industry depends on many constraints. Feasibility reports about the location, transportation, legal requirements to have many licenses for trade and the other necessities should be completed. Also these preliminary issues are just the beginning part of the daily activities. Many decisions, actions, reactions, management skills and strategic forecasts are used for surviving in this wild industry. For this reason main phases of their basic to complex activities are defined in two different life cycles.

More basic one is recently developed in March 2010. According to Larry Smith International Newsletter, four phases occur in the shopping center life cycle. These phases are defined as “The Project Phase”, “Realization Phase”, and Management Phase” and Decline (re-launch) Phase”. Any types of activities, actions, reactions and strategies have to be included in this cycle in relation to these phases. Also these different properties directly depend on time and value or income constraints. However this definition includes only basic elements in the possible life cycle of these centers. Therefore more detailed and firstly developed life cycle is used in this study.

J.R. Lowry created his life cycle about the shopping centers in 1997 and published in Business Horizons Journal. Starting point of his study is related with time and revenue constraints. Graphic version of this cycle behave like a normal distribution and includes four main phases which are “Launch”, “Growth”, “Maturity” and “Decline”. This cycle has three main features for the shopping centers. They are defined as “Market Factors”, “Shopping Center Developer Strategies” and “Retailer Tenant Strategies”. Each attribute has five main considerations and main aim of this cycle is to investigate the behaviours of these features and their considerations in the determined phase in the life cycle. More detailed investigation of this life cycle can be defined as one of the main aims of this study. Many questions in “Manager Interview” were designed for investigating their behaviours related with their phases in the life cycle. But results indicate differences with the determined life cycle.

According to Lowry’s logic, any shopping center has to behave suitable related to its phase in the life cycle with all attributes. As an example, a newly opened shopping center is defined to be in “Launch Phase”. According to this phase, “Control Exerted by Developers” has to be at extensive level, no “Renovation of Facilities” has to occur and prototype model have to be used in “Store Size and Layout”. But all of the interviewed managers rejected this offer without any exception.

A specific example can be provided from the study. A center that can be defined in “Decline Phase” behaves differently approximately for all issues. Their rate of sales growth suits for “Growth Phase”, advertising and promotion activities are completed similarly with “Launch Phase” and merchandise offerings behave like “Maturity Phase”. This specific example is suitable for each of the shopping centers included in the sample. Therefore their phase in the life cycle can be explained with their opening year but other factors create a high level of conflict for every issue. For this reason, more investigations have to be completed to determine an accurate life cycle, since this industry behaves in a dynamic way. Constraints, struggles, environments and other factors can change in the possible shortest time. Any shopping center in Turkey, not only Ankara, cannot behave in the same way with 15 different considerations according to their determined phases in the life cycle.

5.4 CLASSIFICATION TYPES OF THE SHOPPING CENTERS

Shopping centers are earning more features and becoming more functional buildings day by day. This evolution brings more valid differences among them. Their sizes, brand portfolios, alternative goods and services that are offered and their construction properties create these differences. For this reason classification of these buildings related with specific standards become more important for investigating them.

Mainly identified classification types were examined and best alternative was chosen for the purposes of this study. First classification type was defined as

Traditional Classification which includes three different shopping center types with basic properties. This classification can be very useful for the first examples of the shopping centers. Second type belongs to the factors of the shopping centers. In this classification method, location properties were included and four different shopping center types were determined. However both of their perspectives satisfy basic properties, but they are not suitable for today's shopping centers. For this reason latest classification based on the anchors and functions of the shopping centers was selected.

This type of classification was prepared by International Council of Shopping Centers (ICSC). But two alternatives were determined from the same organizations. One of them was prepared by European members and the other one belongs to United States. European Classification only concentrates on basic features. Format, size and leasable area are also not suitable for examining the centers. Therefore more detailed classification was selected and used in this study.

Eight different shopping centers were determined with seven constraints. Three of seven belongs to the functions and explains physical properties and shop portfolio of the centers. Other four constraints belong to the anchors and explain dominant power in the center with a brand based perspective and include primary trade area properties. However some problems occurred in the classification of Ankara's shopping centers. Since, especially units of measure belong to United States standards, square feet was used for calculating the leasable area. Also primary trade area of the centers was defined in miles. Another specific measure, acreage was used for calculating the total footprints of the centers.

Another problem occurs in the determining the anchor ratio process. In this part rate of the leasable area of the anchors divided to total leasable area was used in order to determine the anchor ratio result. This ratio indicates the dominant power in the center as percentage. Only three of active 36 centers provide information about this ratio. Other three centers were defined as Theme/Festival Center and for this group there is no need for calculating the anchor ratio.

Remaining three constraints were used for the main portfolio of the center, number of anchors and their types. These constraints have vital importance for the classification. Because without size measures, main differences arise from these constraints. In this part no problem occurred during the study and interviewed managers accepted and approved the preliminary classifications about their shopping centers.

According to these findings, it is suggested that a local classification method should be developed for the shopping centres of Turkey. In this method, measuring units should be in local units. Also upper and lower limits of each shopping center type have to be designed related with the features of shopping centers of Turkey. Also new constraints like number of shops, car park capacity and average shop size can be included to Turkish Classification. According to this new method, new shopping center types can be determined.

An aquarium in an outlet center, Nata Vega or a gallery of a famous car brand and a supermarket in a Theme/Festival Center, Tepe Prime Avenue can create new features and new shopping center types. Nowadays Airport Shopping Centers and Life Centers are added to new classifications but these examples are not suitable and still United States Classification is defined as a generally used one.

5.5 Demographic Characteristics of the Customer Sample

Customers are the most important part of trade since the beginning. Latest version of trade occurs in the shopping centers and their importance stay at the same level. Consumption needs, behaviours, ages, educational levels and many other characteristics of customers affect the shopping centers.

Understanding these characteristics help to create a better route for satisfying the demands of the customers. In this study, data from 450 customers of 15 shopping centers indicate the details of customer profiles of the shopping centers. In this part demographic results are provided in order to examine their properties.

According to the research findings, more than half of the shopping center customers (54,9%) are female. Customer’s age can be defined as another important issue. According to the findings, the age of the customers range from 14 to 68, and average customer age is 35,5.

Most of the participants are University graduates (51,3%). According to the findings, most of the participants are full time employees (33,9%), whereas 14,9% of participants indicate that they have no job, which is a remarkable answer. Summary of these results are presented in Table-16.

Table 16: Demographic Profiles of the Customers Participated in the Research

Demographics	**Frequency**	**Percent**
Gender		
Female	247	54,9
Male	203	45,1
Education Level		
Primary Education	10	2,2
High School	140	31,1
College	21	4,7
University	231	51,3
Masters	34	7,6
PhD	14	3,1
Employment		
Full time	152	33,8
Part time	21	4,7
Student	87	19,3
Retired	25	5,6
Own job	97	21,6
No job	67	14,9
Other - Housewife	1	0,2
	Mean	**Std. Deviation**
Age	35,52	12,079

On the other hand, the findings about the residences of the participants are varied. Ankara has more than 5 million population and many regions and districts were indicated by the customers as their resident places. According to the results, most of the participants are residents of Çankaya (9,6%). Popular regions of Ankara's like Ayrancı (7.8%), Ümitköy (7,8%) and Bilkent (7,1%) became the followers of Çankaya. The demographic profiles of the participants are summarized in Table-17. Other regions that have small percentages given in the below part of the same table.

Table 17: Residence of the Shopping Center Customers

Residence	Frequency	Percent	Residence	Frequency	Percent
Çankaya	43	9,6	Kavaklıdere	19	4,2
Ayrancı	35	7,8	OR-AN	16	3,6
Ümitköy	35	7,8	Demetevler	13	2,9
Bilkent	32	7,1	Batıkent	12	2,7
Çayyolu	26	5,8	Balgat	10	2,2
Yıldız	23	5,1	GOP	9	2,0
Çukurambar	21	4,7	M. Kemal Mah.	9	2,0
Yenimahalle	21	4,7	Other*	107	23,6
Etimesgut	19	4,2	Total	450	100

*Other: Bahçelievler, Etlik, Sincan, Eryaman, Kırkkonaklar, Mamak, Subayevleri, 100. Yıl, Söğütözü, Aydınlıkevler, Beytepe, Cevizlidere, Çiğdem Mah., Dikmen, Emek, Keçiören, Kurtuluş, Küçükesat, Bağlıca, İvedik, Gazi Mah., Gölbaşı, Birlik Mahallesi, Büyükesat, Dikimevi

5.6 CUSTOMER BEHAVIOURS AND PREFERENCES

Determining the consumer behaviours in shopping center industry can provide necessary information about the current condition and possible future strategies. The main reasons for the preference of shopping centres are presented in Table-18. Most of the customers prefer to come to the shopping centers because of its closeness (51,6%). Campaigns and discounts (32,7%) and food-court (28,7%) are the other reasons with high preference rates. In this part only a brand which is IKEA creates a dominance as a reason for preference in Anatolium (53,4%) and is included in this list (3,6%).

Table 18: Reason for Preference of the Shopping Centers

Reason for Preference	Frequency	Percent
Closer Distance	232	51,6
Campaign & Discount	147	32,7
Food Court	129	28,7
Price	124	27,6
Activities	121	26,9
Promotion	104	23,1
Decoration	98	21,8
Cinema	65	14,4
IKEA	16	3,6
Other	12	2,5

Also most preferred shop types of the Participants of the study are accessorize, clothing and food court, respectively (Table-19).

Table 19: Most Preferred Shop Types in the Shopping Centers by the Customers

Shop Type	
Accessorize	1
Clothing	2
Food Court	3
Home Improvement	4
Supermarket	5

Most of the customers (50,4%) indicate that they spent 1-3 hours in the shopping centres on the average (Table-20).

Table 20: Average Spending Time of the Shopping Center Customers

Average Spending Time	**Frequency**	**Percent**
1-3 hour	227	50,4
3-6 hour	163	36,2
Less than 1 hour	47	10,4
More than 6 hour	13	2,9
Total	450	100

Another important topic that is related with the consumption behaviours is defined as number of visits to the shopping centers. Different behaviours were observed from the research findings. Most of the participants indicate that they prefer to visit the shopping centre 2-3 times in a year (20,2%).

Maybe this result creates a conflict for the popularity of the centers, however a closer rate of participants (19,8%) indicated their visit frequencies to the shopping centre to be 2-3 times in a week. Monthly visiting frequencies (15,3%) and During Weekends visiting frequencies (13,8%) also became popular answers. All of the related results are presented in Table-21.

Table 21: Number of the Visits to the Shopping Centers by the Customers

Number of the Visits	**Frequency**	**Percent**
Everyday	25	5,6
During weekends	62	13,8
2-3 times a week	89	19,8
Once a week	39	8,7
2-3 times a month	48	10,7
Monthly	69	15,3
2-3 times a year	91	20,2
Much Less	27	6
Total	450	100

Transportation is an important issue for highly urbanized areas, especially for metropolis like Ankara which has approximately 5 million population. Every movement in the city becomes an adventure and takes much time. Previously examined leading reason for preference defined as Closer Distance gives clues about the transportation questions. According to the findings, 37,8% of the customers only spent between 15 to 30 minutes for arrival and most of them (57,8%) use their personal cars. The results are presented in Table-22.

Table 22: Arrival Time of the Customers

Arrival Time	**Frequency**	**Percent**
Maximum 15 minutes	113	25,1
15-30 minutes	170	37,8
Maximum 1 hour	121	26,9
More than 1 hour	46	10,2
Total	450	100
Transportation Vehicle	**Frequency**	**Percent**
Personal Car	260	57,8
Public Transportation (Bus, minibus)	92	20,4
On foot	70	15,6
Subway	28	6,2
Total	450	100

Customers spent money to satisfy their needs and this spending can be defined as the main reason of survival of shopping centers. However their consumption behaviours affect their purchasing level, payment methods and average spending in the center. According to the results 73,8% of the customers purchase only their needs and 79,6% indicate their main payment method as credit card. Most of the customers (79,3%) spent less than 200TL (40% of the customers indicated their spending as less than 50TL whereas 39,3% indicated that they spent between 50TL and 200TL).This result indicates the average consumption level in the shopping centres. Table-23 presents the overall results of the consumption behaviours of the participants.

Table 23: Customers' Purchasing Behaviour

Purchasing more than demand	**Frequency**	**Percent**
No	332	73,8
Yes	118	26,2
Payment Methods	**Frequency**	**Percent**
Credit card	358	79,6
Cash	92	20,4
Average Spending	**Frequency**	**Percent**
0-50 TL	180	40
50-200 TL	177	39,3
200-500 TL	75	16,7
+500 TL	17	3,8
Total	450	100

Economic Environment include macro and micro level features and help to investigate small to higher scale economic power of any industry or any country. From the shopping center perspective, elements of this issue were examined with PEST Analysis. But two topics were asked to the customers in order to understand the effects of this important factor to their number of visits. According to the results, changed instalment periods do not create any effect for the number of customers' visit, since approximately all of the participants (98,2%) indicated the effect of changed instalment periods to be stabile. However, changes in income level present different results. Most popular quotes related to Turkish Economy from the interviews are observed as "Growing Turkey" and "Increasing Income". But 68% of the customers indicate no difference for their number of visits to shopping centers related with these parameters. Details about the findings are presented in Table-24.

Table 24: Effect of Economic Environment on Customers' Purchasing

Changed Instalment Periods	**Frequency**	**Percent**
Stabile	442	98,2
Decreased	7	1,6
Increased	1	0,2
Total	450	100
Changes in Income Level	**Frequency**	**Percent**
Stabile	306	68
Increased	97	21,6
Decreased	47	10,4
Total	450	100

Indoor and outdoor demands of the customers are also investigated with this study. Because their expectations, alternative activities, what they do in each type of shopping centers and main shopping types related with products have to be investigated. Analysing the indoor activities of the customers indicate different perspectives, since this indicate their main selection purpose and mostly visited shops related with their goods and services. In order to determine the main purpose of the selection, 5 different questions related to their purpose were asked to the customers. According to the results, 185 of 450 customers (41,1%) define shopping as their main purpose, and leading shopping activities belongs to Neighbourhood Centers. 37 of 60 customers (62%) indicate that, their main purpose is shopping. This number is too high because other center types, although more questionnaires were completed for other shopping centres, cannot reach this number. Most suitable center for meeting with family/friends are Theme/Festival Centers according to 29 of 60 customers (48,4%) and their main aim can be defined as satisfying these kind of purpose.

Multi functions of the shopping create different purposes. "Window shopping" and "Killing Time" can be good examples of these purposes. Regarding window shopping issue, Fashion/Speciality Centers is leading according to 12 of 60 (20%) customers. Window shopping purpose cannot have dominance among the leading purposes. Superregional, Fashion/Speciality and Theme/Festival Center types lead with 13 answers for the purpose of “Killing Time”. Considering number of questionnaire for the shopping centers, since there are more questionnaires for the superregional centers, Fashion/Speciality and Theme/Festival Center lead this issue with 13 of 60 available votes. Superregional centers have dominance in lack of activity purpose among the other centers. 14 of 90 (15,6%) customers explain their main purpose related to this issue. Since other centers have less questionnaires, superregional centers leads this category.

As a conclusion purposes of customer’s preference of shopping centers, satisfies the main aim of the specific properties of these centers. Neighbourhood Centers build in small scale and they are suitable for shopping. Theme/Festival Centers satisfies the need for enjoyable time with family or friends. Fashion/Speciality centers leads in window shopping with high product variety in clothing. Killing time is suitable for more than one type of center. Superregional centers include the highest product variety and shopping concepts, therefore lack of social activity in these centers is not a surprise. In this investigation, Community, Regional and Outlet centers do not have any leading preferences of customers for different purposes. In Table 25, detailed results are presented. Another part of this issue belongs to the most visited shop categories. In this part 5 types are chosen by the customers and accessorize shops are found to be the most visited shop types. Preferences of customers for other shop types are already presented in Table-19.

Table 25: Reasons of Customer Preferences of the Shopping Centers

		Purpose						
		Shopping	**Meeting with family / friends**	**Window Shopping**	**Kill Time**	**Lack of Social Activity**	**Other- Invited to an Activity**	**Other- Lunch**
Shopping Center Type	**Neighbourhood**	37	6	3	12	2	0	0
	Community	13	8	3	4	1	1	0
	Regional	23	18	4	10	5	0	0
	Superregional	31	23	9	13	14	0	0
	Fashion/Specialty	26	4	12	13	5	0	0
	Power	21	0	4	3	2	0	0
	Theme/Festival	6	29	4	13	6	0	2
	Outlet	28	13	6	6	7	0	0
Total		185	101	45	74	42	1	2

The success level of the shopping centers was defined by the customers' views of 20 questions of a 5 point Likert-scale. The results indicate that the general performance of Ankara's shopping centers to be at a medium level. If the success level starts at 4, only 2 issues can be defined as successful. But without any question social media performances, cinemas and social activities have to be improved. Also many managers indicated that communication with the management is very easy but according to the customers' views, this issue only has 2,68 points. Details of these views are presented in Table-26.

Table 26: Overall Performance of Ankara's Shopping Centers

Main Headlines	**Average**	**Standard Deviation**
Quality of the customer services and activities	4,2	0,973
Value provided for given money	4,01	1,036
Suggestion for shopping	3,97	1,155
Satisfy the expectations	3,89	1,065
Easy transport to my house	3,84	1,315
Easy car parking	3,7	1,312
Availability of the well-known brands	3,67	1,389
Satisfaction level of the region's demands	3,66	1,19
Suggestion of the food court	3,47	1,515
Availability of different cuisines during the shopping	3,41	1,473
Spending time with my family	3,14	1,319
Spending time with out shopping	3,1	1,425
Continuous updates in the center	3,05	1,342
Number of activities	2,77	1,464
Suggestion for the activities	2,76	1,552
Easy sharing of opinions with managers	2,68	1,096
Unique technological properties	2,67	1,262
Visit for social activities	2,61	1,508
Suggestion for the cinema	2,46	1,536
Easy follow on the social media for all activities	2,38	1,202

5.7 RESEARCH FINDINGS FROM THE INTERVIEWS

Ankara has 36 active shopping centers classified in 8 different types. These centers are classified according to their main features, functions and anchors. However all of the centers behave differently in many issues related to their phases in the life cycle. For this reason, life cycle phase is determined based on only the opening years of the shopping centres. Also their types are classified according to ICSC United States Classification. Findings from the interviews are presented below:

5.7.1 Shopping Centers that Apply Manipulation Strategy

Ansera: Opened in 2002. Classified as Neighbourhood Center in decline period in the life cycle. According to the interviewed manager, all of the activities planned and controlled by Ankara Metropolitan Municipality. Also 50% of their ownership belongs to the Municipality. This center targets closer distances like Ayrancı and Çankaya. According to the manager, Migros which is a supermarket, defined as their anchor. Also some cultural places and organizations of closer embassies improve their customer profile. According to this interview, Ansera survives with its relationships and Co-opt tactic of Manipulation strategy define its main strategic response.

Mesa Plaza: Opened in 1996. Classified as Neighbourhood Center in decline period in the life cycle. Mesa Plaza behaves approximately the same with Ansera. A powerful holding owns the centre and appoint its management. Same supermarket and a home improvement brand which is Tekzen are selected as their anchors. According to the manager, people residing in closer distance is defined as their target market and another Co-opt tactic that belongs to Manipulation strategy define its main strategic response.

Taurus: Opened in 2013. Classified as Regional Center in introduction period in the life cycle. According to the interviewed manager, all popular and demanded brands takes place in Taurus. Their good location and recently developed construction properties improve their popularity and this center makes its closer distance as an attraction center. Larger area for indoor activities, special strategies for disabled people and new layout method of indoor activities creates a distinctive image. Therefore influence tactic of Manipulation strategy easily suits for Taurus as their main strategic response.

Ankamall: Opened in 1999. Classified as Superregional Center in decline period in the life cycle. It is the largest shopping center in Ankara. Also according to the interviewed manager, highest product variety belongs to them. Their management skills nearly destroys all possible problems in daily activities. Because their professional management create "Continuously Renovation System" and renovation activities never ends. Also using subway system improves their popularity and increases the rate of visits. For this reasons Ankamall saves their unique position and Influence tactic of manipulation suits very well to it.

Tepe Prime: Opened in 2011. Classified as Theme/Festival Center in growth phase in the life cycle. This center is also owned by a strong holding and most popular and demanded cafes, pubs and restaurants included in their portfolio. Also a supermarket and a car showroom can be defined as extra features. Good location improves their popularity and B+ class in Ankara defined their main target. This new type of entertainment creates a distinctive image which is suitable for Influence tactic of Manipulation Strategy.

Nata Vega: Opened in 2012. Classified as Outlet Center in growth phase in the life cycle. They have a high product variety. According to the interviewed manager some of the popular brands only have their outlet shops in Nata Vega. Also their Aquarium with 12.000 type nekton creates a distinctive image. For this reasons, visitors of Nata Vega not only visit for shopping. It is an unusual condition for Outlet Center concept which suits to Influence tactic of Manipulation strategy.

The above findings are summarized in Table-27.

5.7.2 Shopping Centers that Apply Acquiesce Strategy

Anatolium: Opened in 2012. Classified as Power Center in growth phase in the life cycle. Their anchor which is IKEA has no rivals in Ankara and their only shop opened in Anatolium. Their easy reassembly goods and cheaper prices create their distinctive image and provide an unrivalled condition. According to the interviewed manager, most of the daily activities planned by their anchor and survival of the center belong to their success level. Only advertisement strategies can be planned independently from them. Therefore Comply tactic of Acquiesce strategy is suitable as their main strategic response.

Table 27: Shopping Centers that apply Manipulation Strategy

Type	Name	Strategies	Tactics	Description
Neighbourhood Center	Ansera	Manipulate	Co-opt	Controlled by Ankara Metropolitan Municipality, plans and strategies created by them
				Main anchor is a supermarket and their contract period has unusual length with special provisions
				Good relations with closer embassies provides new cultural shops in the center
Neighbourhood Center	Mesa Plaza	Manipulate	Co-opt	Controlled by powerful organizations, plans and strategies created by them
				A supermarket and a home improvement brand are the main anchors
				Using popular location with good connection between anchors is the main strategy of the center
Regional Center	Taurus	Manipulate	Influence	One of the latest centers in Ankara. All leading brands take a place in the center. Has a good location
				New construction techniques create a comfortable indoor among the defined center classification
				Leads the strategies about disabled persons. Different anchors also create a distinctness in this center
Superregional Center	AnkaMall	Manipulate	Influence	Leading shopping center according to size and product variety. Managed by internationally.
				Continuous renovation system creates its distinctiveness. No daily problem occurs for this reason.
				Being close to the subway system increases the accessibility. Has the largest trading area in Ankara
Theme / Festival Center	Tepe Prime	Manipulate	Influence	Managed by a famous holding. Has an advantageous location with very popular entertainment members
				Most preferred cafes, pubs and restaurants are located in this place. Also a supermarket is available
				B+ Class is the main target and their demands determine the main route about the shops in the center
Outlet Center	Nata Vega	Manipulate	Influence	Popular brands are available. Some of them open their outlets only in Nata Vega
				Creates a distinctive image with the largest aquarium with 12.000 type of nekton
				People visit the center not only for shopping. Nata Vega behaves more than an outlet center

Antares: Opened in 2008. Classified as Superregional Center in maturity period in the life cycle. They have no rivals in their closer location and high product variety creates an advantage under this condition according to the interviewed manager. They are using professional management and they have all the requirements in their centers. According to the interview, Habit tactic of Acquiesce strategy suits for Antares related to their neutral daily activities.

Ankuva: Opened in 2002. Classified as Theme/Festival Center in decline period in the life cycle. According to the interviewed manager, they do not have any anchor or special strategy. They just concentrated on university students of near district. Conversations with them provide suggestions about restaurant demands in the center and they are trying to open same type restaurants if any type of similar restaurants newly opened in Ankara. Therefore imitating tactic of Acquiesce strategy is suitable for their main response.

aCity Outlet: Opened in 2008. Classified as Outlet Center in maturity phase in the life cycle. According to the interviewed manager, all required features for an outlet center takes place in aCity Outlet. An efficiently working cinema became an advantage but some popular brands still rejects to join them. Special campaign periods determined to destroy their absences and provides more visits. Neutral decisions of aCity Outlet are suitable for Habit tactic of Acquiesce Strategy.

The above findings are summarized in Table-28.

5.7.3 Shopping Centers that Apply Compromise Strategy

365 AVM: Opened in 2008. Classified as Community Center in maturity period in the life cycle. All management and ownership belongs to an international firm. Their main aim is defined by the interviewed manager as creating a harmony between wealth and customers residing in closer distance and brand portfolio. The brand portfolio includes professional brands and local entrepreneurs' shops. Therefore, they are trying to use Balance tactic of Compromise Strategy as their main strategic response.

Armada: Opened in 2002. Classified as Regional Center in decline period in the life cycle. According to the interviewed manager, this center had struggles recently especially about decreasing popularity. After their investigations of the reasons of this decreasing, a rapid renovation was completed according to their customers for earning them again. New building and Life Street that includes many restaurants occurred as a result of this renovation. Nowadays their ex-customers start to visit them again also A+ class anchors and Life Street earn new customers.38% improvement in their annual returns can be defined as a result of their Pacify tactic of Compromise Strategy.

Kent Park: Opened in 2010. Classified as Superregional Center in growth period in the life cycle. According to the manager, a good location, an efficiently working cinema and high product variety create their main power. Also high level corporate governance in the management decreases their daily problems. According to their decisions in different type of shops and determination of different anchors create a Balance tactic of Compromise strategy for satisfying the multiple demands.

The above findings are summarized in Table-29.

Table 28: Shopping Centers that apply Acquiesce Strategy

Type	**Name**	**Strategies**	**Tactics**	**Description**
Power Center	Anatolium	Acquiesce	Comply	Main anchor is an unrivalled home improvement brand that is famous with easy reassembly activities
				Surviving of the center directly belongs to the anchor's activities.
				Advertisement of daily activities planned for improving the anchors success.
Superregional Center	Antares	Acquiesce	Habit	Has a high product variety. Also non-rivalry in the location creates an advantage for near districts
				Professionally management is selected like their similar centers. All strategies are created by them.
				Newly developed urban areas in closer locations improves the target market
Theme / Festival Center	Ankuva	Acquiesce	Imitate	Concentrates on the near district and university students. Does not have a main anchor. Main shops are restaurants
				Following not a special strategy, only communication with the students is used for selecting the type of the shops
				Different cuisines are available but overall popularity is not at a high level
Outlet Center	aCity Outlet	Acquiesce	Habit	A typical outlet center. Recently built part increased the size. Expected brands are available
				Popular brands have to be convinced to join for more popularity.
				Cinema part works efficiently. Also campaign periods create more visits of the target market

Table 29: Shopping Centers that apply Compromise Strategy

Type	Name	Strategies	Tactics	Description
Community Center	365 AVM	Compromise	Balance	Managed by an international firm. Includes both brands and individual entrepreneurs
				Target market based on location. Especially wealthy people living in nearby locations select this center
				Relationship between the target market and current shop portfolio creates the flexible balancing strategy
Regional Center	Armada	Compromise	Pacify	Target market related to both location and social class. Anchors selected for A+ class
				Renovation strategy and newly constructed part increased popularity and financial strength
				Recently past customers start to visit the centre again and different types of customers are added to the target market
Superregional Center	Kent Park	Compromise	Balance	Has a high product variety with a well-designed cinema. Also popular location is an advantage.
				Professionally management is selected like their similar centers. All strategies are created by them
				Different type of anchors selected and every type of customer can satisfy their needs in the center

5.7.4 Shopping Centers that Apply Avoid and Defy Strategies

Park Vera: Opened in 2014. Classified as Community Center in introduction period in the life cycle. One of the latest opened and 3rd Center controlled by the same international organization in Ankara. Interviewed manager rejected to join questionnaire study. Still they have lack of information. For this reason Conceal tactic of Avoid strategy define to be its main response. Their future strategies will be different according to their performance and their response will behave in the same way. Future studies about this center will show more accurate results.

Karum: Opened in 1991. Classified as Fashion/Speciality Center in decline period in the life cycle. It is one of the first examples of the shopping centers in Turkey. According to the interviewed manager, brand trend entered to Ankara with Karum in 1990's. But most of the brands abandoned them for larger and newly built shopping centers. Karum decided to change their concept in that period and concentrate only on ceremonial dresses with local owners. This decision suits Escape tactic of Avoid strategy as their main strategic response.

Üstün Dekocity: Opened in 2007. Classified as Fashion/Speciality Center in maturity phase in the life cycle. No anchor can be defined by the interviewed manager. Also management belongs to a family and most of the shops owned by local entrepreneurs with their brands. Their main aim is providing cheaper alternatives and their popular location become an advantage. According to their amateur level management and main aims, this center behaves very differently from the other centers in Ankara. Therefore Dismiss tactic of Defy strategy is selected according to their decisions.

The above findings are summarized in Table-30.

Table 30: Shopping Centers that apply Avoid and Defy Strategies

Type	**Name**	**Strategies**	**Tactics**	**Description**
Community Center	Park Vera	Avoid	Conceal	Newly opened and 3rd shopping center that is controlled by the same international group
Community Center	Park Vera	Avoid	Conceal	Their popularity, financial strength and other important tasks are not clear
Community Center	Park Vera	Avoid	Conceal	Results of the performance will create the main strategy in near future
Fashion/ Speciality Center	Karum	Avoid	Escape	One of the oldest centers in Turkey. Popularity was high and most of the brands were available in 1990's
Fashion/ Speciality Center	Karum	Avoid	Escape	After abandoning of the brands for larger centers, especially local fashion brands opened in the center
Fashion/ Speciality Center	Karum	Avoid	Escape	New concept belongs to ceremonial dresses, center lives with this decision. Target market is selected as 18-45 aged females
Fashion/ Speciality Center	Üstün Dekocity	Defy	Dismiss	Controlled by a family. No anchors in the center. Shops belongs to local brands and entrepreneurs
Fashion/ Speciality Center	Üstün Dekocity	Defy	Dismiss	From construction to management, most of the tasks behave to be amateurish than the recently opened center
Fashion/ Speciality Center	Üstün Dekocity	Defy	Dismiss	Main aim is creating cheaper alternatives by using its good location advantage.

According to the research findings, most of the shopping centres apply Manipulation strategy. This strategy is used by Ansera, AnkaMall, Mesa Plaza, Nata Vega, Tepe Prime and Taurus. Second preferred Strategy is Acquiesce. Acquiesce Strategy is applied by Antares, Anatolium, Ankuva and aCity Outlet. Compromise Strategy is applied by 365 AVM, Armada and Kent Park. Avoid Strategy is applied by Park Vera and Karum and Defy Strategy is applied only by Üstün Dekocity.

Bargaining tactic that belongs to Compromise Strategy, Buffer tactic that belongs to Avoid Strategy, Challenge and Attack tactics that belongs to Defy Strategy and Control tactic that belongs to Manipulate strategy cannot be determined for any investigated shopping centers within the research. In addition, most used tactic is Influence. This tactic used by four shopping centers. Habit, Balance and Co-opt tactics are used two times. Imitate, Comply, Pacify, Conceal, Escape and Dismiss tactics are used just by one shopping center. These findings indicate that only Neighbourhood Centers apply the same strategy for surviving. For each type of shopping centers, different strategies are preferred. Co-opt tactic that belongs to Manipulate Strategy is used by Neighbourhood Centers. No specific strategy or tactic could be determined which is related to the specific shopping center types.

As a result of these findings, the first research hypothesis *(H_1)* is accepted, since different types of shopping centres apply different types of strategies.

5.8 RESEARCH FINDINGS FROM THE QUESTIONNAIRE

PEST Analysis and Stakeholder analysis of the shopping center indicate that customers are the main force for the success of the shopping centres. Also previously determined strategic responses are executed for satisfying the customer demands and taking stronger position in the shopping center industry. Therefore, the success of the shopping centres was determined based on customers' perceptions about their preferred shopping centres and the second research question, "Which strategies lead to success for Shopping Centers?" is answered. If the results of customers' preference reasons of the shopping centre is higher than the average of the results, than the strategy applied by the shopping centre is found to be successful, otherwise the applied strategy is determined to be unsuccessful.

The results for the shopping centres are presented in the below Table-31, Table-32, Table-33 and Table-34:

Table 31: Customer's Preferences for Shopping Centers that apply Manipulate Strategy

General Preferences	Ansera	Mesa Plaza	Taurus	AnkaMall	Tepe Prime	Nata Vega	Mean
Number of activities	1,7	1,93	3,77	3,17	3,9	3,63	2,77
Provide value for money	4	4,4	4,33	3,57	3,93	4,5	4,01
Brands	2,27	3,93	4,33	4,67	4,2	4,53	3,67
Easy transportation	4,13	4,5	4,2	4,27	3,5	3,43	3,84
Easy car parking	4,57	2,7	2,93	4,03	3,63	4,4	3,7
Spending time with family	1,67	3	3,47	4,07	4	4,07	3,14
Different cousins	1,4	2,43	4,1	4,3	4,87	3,9	3,41
Customer services	3,43	4,37	4,67	4,67	4,9	4,8	4,2
Satisfying the expectations	3,2	3,8	4,57	4,53	4,3	4,6	3,89
Spend time without shopping	1,6	2,9	4,43	4,13	4,47	3,7	3,1
Social Activities	1,67	2	3,77	3,17	3,7	3,57	2,61
Following on Social Media	1,2	2,2	3	2,77	2,67	2,47	2,38
Idea exchange with management	2,8	1,83	3,3	2,2	2,63	2,97	2,68
Updates in the center	1,63	2,23	3,7	4,07	3,9	3,03	3,05
Technological Properties	1,07	2,5	3,83	3,3	3,17	3,17	2,67
Demands of the region	3,23	2,47	4,5	4,8	4,3	4,77	3,66
Suggestion for Shopping	4,63	4,27	4,3	4,7	2,97	4,8	3,97
Suggestion for Activities	1,77	2	3,77	3,33	3,8	3,83	2,76
Suggestion for Food Court	1,43	2,9	4,2	4,3	4,93	3,9	3,47
Suggestion For Cinema	1	3,43	3,93	3,8	1,67	1,9	2,46

Table 32: Customer's Preferences for Shopping Centers that apply Acquiesce Strategy

General Preferences	Anatolium	Antares	Ankuva	aCity Outlet	Mean
Number of activities	1,6	3,53	1,63	2,93	2,77
Provide value for money	4,37	3,9	3,9	4,1	4,01
Brands	3,8	3,67	2,73	3,5	3,67
Easy transportation	2,7	3,6	4,5	3,43	3,84
Easy car parking	4,43	3,6	3,43	3,13	3,7
Spending time with family	3,2	3,47	3,1	3	3,14
Different cousins	1,7	4,03	4,57	3,57	3,41
Customer services	4,43	3,8	4,47	3,27	4,2
Satisfying the expectations	4,07	3,6	4,03	3,2	3,89
Spend time without shopping	1,6	3,43	3,6	2,77	3,1
Social Activities	1,37	3,03	1,57	2,5	2,61
Following on Social Media	2,13	2,87	2,13	2,63	2,38
Idea exchange with management	2,83	2,87	2,7	3,13	2,68
Updates in the center	3,1	3,23	2,57	3,1	3,05
Technological Properties	3,3	2,83	2,3	2,87	2,67
Demands of the region	3,73	4,27	2,73	3,4	3,66
Suggesting for Shopping	4,8	4,13	2,73	3,53	3,97
Suggesting for Activities	1,27	3,43	1,8	2,7	2,76
Suggesting for Food Court	1,73	3,9	4,63	3,57	3,47
Suggesting For Cinema	1	3,9	1,83	3,8	2,46

Table 33: Customer's Preferences for Shopping Centers that apply Compromise Strategy

General Preferences	365AVM	Armada	Kent Park	Mean
Number of activities	2,6	3,8	3,77	2,77
Provide value for money	3,9	3,7	3,67	4,01
Brands	3,9	4,37	4,73	3,67
Easy transportation	4,23	4,1	3,13	3,84
Easy car parking	3,27	3,63	3,53	3,7
Spending time with family	2,77	3,8	3,17	3,14
Different cousins	4,1	4,1	4,37	3,41
Customer services	4,23	4,5	4,37	4,2
Satisfying the expectations	3,83	4,2	4,07	3,89
Spend time without shopping	2,6	4,17	3,27	3,1
Social Activities	2,43	3,47	3,57	2,61
Following on Social Media	2,77	2,53	2,07	2,38
Idea exchange with management	3,23	2,77	2,13	2,68
Updates in the center	2,83	4,37	3,23	3,05
Technological Properties	2,2	3,53	2,13	2,67
Demands of the region	3,77	4,1	3,73	3,66
Suggesting for Shopping	3,83	4,03	3,73	3,97
Suggesting for Activities	2,5	3,73	3,93	2,76
Suggesting for Food Court	4	4,23	4,47	3,47
Suggesting For Cinema	1	4,1	3,2	2,46

Table 34: Customer's Preferences for Shopping Centers that apply Avoid Strategy

General Preferences	Üstün Dekocity	Karum	Mean
Number of activities	1,6	1,97	2,77
Provide value for money	4,07	3,87	4,01
Brands	2,5	1,87	3,67
Easy transportation	4,2	3,67	3,84
Easy car parking	4,33	3,87	3,7
Spending time with family	2,47	1,93	3,14
Different cousins	2,1	1,6	3,41
Customer services	3,23	3,8	4,2
Satisfying the expectations	3,1	3,2	3,89
Spend time without shopping	1,8	2	3,1
Social Activities	1,27	2,07	2,61
Following on Social Media	1,93	2,37	2,38
Idea exchange with management	2,37	2,47	2,68
Updates in the center	2,87	1,93	3,05
Technological Properties	2,33	1,53	2,67
Demands of the region	2,13	2,93	3,66
Suggesting for Shopping	3,4	3,63	3,97
Suggesting for Activities	1,27	2,2	2,76
Suggesting for Food Court	2,37	1,43	3,47
Suggesting For Cinema	1,33	1	2,46

5.8.1 Shopping Centers that Apply Manipulation Strategy

Ansera: According to the results, 66,6% of the customers reside in Çankaya and Ayrancı. These regions are defined as their target market. Also their supermarket anchor which is Migros leads the reasons for preference. Finally first three reasons for the preference of the center is respectively, shopping (4,63), easy car parking (4,57) and easy transportation (4,13). All of these results are higher than the average results of all of the shopping centres presented in Table-35. Accordingly, it is suggested that Ansera's co-opt tactic is successful.

Mesa Plaza: According to the results 66.6% of the customers lives in Çayyolu and Ümitköy. These places defined as their target market. Also their anchors, one of them Migros which is a supermarket and Tekzen which is a home improvement brand leads the reasons of preference. Finally first three reasons for the preference of the center is respectively, easy transportation (4,5), provided value from given money (4,4) and customer services (4,37). All of these results are higher than the average results of all of the shopping centres presented in Table-35. Accordingly, it is suggested that Mesa Plaza's co-opt tactic is successful.

Taurus: Brands, location and activities becomes the main leaders of the reasons of preference. Architecture follows these elements. Another important indicator that only 6.7% of the customers thinks that Taurus has no difference. First three reasons for the preference of the center is respectively, customer services (4,67), satisfying the expectations (4,57) and satisfaction level of the region demands (4,5). All of these results are higher than the average results of all of the shopping centres presented in Table-35. Therefore, their Influence tactic that belongs to Manipulation accomplished their aims and Taurus influences their customers and become successful.

Ankamall: Customers comes from 10 different regions. Batıkent, Demetevler and Yenimahalle have total 60% dominance. In addition 53.3% of the customers uses subway to visit Ankamall. Another important indicator says that only 6.7% of the customers thinks that Ankamall has no difference. Their brands and location leads the reasons of preference. These results seem very logical for the largest shopping center in Ankara. First three reasons for the preference of the center is respectively, satisfaction level of the region's demands (4,8), suggesting for shopping (4,7) and brands (4,67). All of these results are higher than the average results of all of the shopping centres presented in Table-35. Therefore customers really like Ankamall and their Influence tactic belongs to Manipulation works very efficiently.

Tepe Prime: New entertainment center of Ankara. Customers come from 10 different regions and no one can able to create dominance. It is not surprising that food court of the center leads the reasons of preference. First three reasons for the preference of the center is respectively, suggesting for food court (4,93), customer services (4,9) and different cousins in food court (4,87). All of these results are higher than the average results of all of the shopping centres presented in Table-35. These values approximately equal to perfection in 1-5 scale and show that Influence tactic that belongs to Manipulation become successful.

Nata Vega: An influencing outlet center can be defined as unusual. But Nata Vega choses this strategy to become more successful and according to customer results, they are successful. Because Brands, activities and their unique aquarium that includes 12.000 nekton leads the reasons of preference. Another important indicator says that only 13.3% of the customers says that Nata Vega has no difference among other shopping centers. First three reasons for the preference of the center is respectively, customer services (4,8), suggesting for shopping (4,8) and satisfaction level of the region demands (4,77). All of these results are higher than the average results of all of the shopping centres presented in Table-35. All of the results show that Nata Vega uses Influence tactic that belongs to Manipulation strategy very successfully.

5.8.2 Shopping Centers that Apply Acquiesce Strategy

Anatolium: This center can be summarized with just one word: IKEA. According to the customers 46.7% thinks that Anatolium has no difference. Leading reason of visiting Anatolium belongs to IKEA as usual. First three reasons for the preference of the center is respectively, suggesting for shopping (4,8), easy car parking (4,43) and customer services (4,43). All of these results are higher than the average results of all of the shopping centres presented in Table-36. According to these reasons their Comply tactic that belongs to Acquiesce strategy works efficiently.

Antares: Customer comes from 8 different regions. Only 26.7% lives in Etlik, homeland of Antares. Activities, brands and location leads the reason of preference and this result can be defined very usual for a superregional center. First three reasons for the preference of the center is respectively, satisfaction level of the region demands (4,27), suggesting for shopping (4,13) and different cousins (4,03). All of these results are higher than the average results of all of the shopping centres presented in Table-35. All requirements satisfied in Antares and for a superregional center, their Habit tactic that belongs to Acquiesce strategy works very efficiently.

Table 35: Customers Responses to the Shopping Center that apply Manipulate Strategy

Type	Name	Strategies	Tactics	Customer Response	Success
Neighbourhood Center	Ansera	Manipulate	Co-opt	66.6% of the customers lives in Ayrancı and Çankaya	Positive
				Supermarket leads the preference reasons.	
				First three reasons for the preference: Suggestion for shopping, easy car parking and easy transportation.	
Neighbourhood Center	Mesa Plaza	Manipulate	Co-opt	73.4% of customers lives in Çayyolu and Ümitköy	Positive
				Supermarket leads, Home improvement follows the preference reasons	
				First three reasons for the preference: Easy transportation, provide value for money and customer services.	
Regional Center	Taurus	Manipulate	Influence	Brands, Location and Activities lead the reasons of preference. Architecture follows these leading elements.	Positive
				Only 6,7% of the customers thinks that Taurus has no difference	
				First three reasons for the preference: Customer Services, satisfying the expectations and satisfying the demands of the region.	
Superregional Center	AnkaMall	Manipulate	Influence	Customers come from 10 different districts. Batıkent, Demetevler and Yenimahalle have 60% dominance and 53,3% of them comes by Subway	Positive
				Only 6,7% of the customers thinks that AnkaMall has no difference. Brands and Location lead the reasons of preference	
				First three reasons for the preference: Demands of the region, suggestion for shopping and brands.	
Theme / Festival Center	Tepe Prime	Manipulate	Influence	Customers come from 10 different districts. No dominance occurs among them.	Positive
				Food court leads the reasons of preference.	
				First three reasons for the preference Suggestion of food court, customer services and different cuisines.	
Outlet Center	Nata Vega	Manipulate	Influence	Brands, activities and aquarium leads the reasons of preference.	Positive
				Only 13,3% of the customers thinks that Nata Vega has no difference.	
				First three reasons for the preference: Customer services, suggestion for shopping and satisfying level of the region demands.	

Ankuva: This center selects their target market very well. Because 73,3% of the customers lives in Bilkent. First three reasons for the preference of the center is respectively, suggesting for food court (4,63), different cousins (4,57) and easy transportation (4,5). All of these results are higher than the average results of all of the shopping centres presented in Table-36. Therefore their preliminary works and daily studies that suitable for Imıtate tactic that belongs to Acquiesce strategy becomes successful.

aCity Outlet: This center uses Habit tactic that belongs to Acquiesce strategy. This means all requirements for an outlet center takes a place in aCity Outlet. Therefore their location, cinema and brands lead the reasons of visit. First three reasons for the preference of the center is respectively, providing value for giving money (4,1), suggesting for cinema (3,8) and different cousins in food court (3,57). All of these results are higher than the average results of all of the shopping centres presented in Table-36. Also success in three different issue supports their strategy and makes aCity Outlet as a successful shopping center.

Table 36: Customers Responses to the Shopping Center that apply Acquiesce Strategy

Type	Name	Strategies	Tactics	Customer Response	Success
Power Center	Anatolium	Acquiesce	Comply	46,7% of the customers thinks that Anatolium has no difference. IKEA leads the reasons of preference. First three reasons for the preference: Suggestion for shopping, easy car parking and customer services.	Positive
Superregional Center	Antares	Acquiesce	Habit	Customers come from 8 different districts. Only 26,7% comes from Etlik. Activities, Brands and Location leads the reasons of preference. First three reasons for the preference: Satisfying the demands of the region, suggestion for shopping and different cousins.	Positive
Theme / Festival Center	Ankuva	Acquiesce	Imitate	73,3% of the customers lives in Bilkent. Food court leads the reasons of preference. First three reasons for the preference Suggestion of food court, different cuisines and easy transportation.	Positive
Outlet Center	A City	Acquiesce	Habit	Location, cinema and brands lead the reasons of preference. First three reasons for the preference: Providing value for money, suggestion for cinema and different cousins in food court	Positive

5.8.3 Shopping Centers that Apply Compromise Strategy

365 AVM: According to the results 66.6% of the customers lives in OR-AN, Çankaya and Yıldız. These places defined as their target market. Their supermarket which is Migros leads and their clothing and accessorize shops follows in the reasons of preference issue. Result of 365 AVM's questionnaire can be defined a little bit low grades. According to the manager interview, this center concentrates on brand portfolio and satisfaction level of the region. Their best performances comes from customer services (4,23), easy transportation (4,23) and different cousins (4,1). Their main issues which are brands and satisfaction level of the region became 6th and 9th in preference issue. Still the points of brands (3,9) and satisfaction level of the region (3,77) have higher results than average performance of the shopping centers that presented in Table-37. Therefore their Balancing tactic that belongs to Compromise strategy can be defined as successful.

Armada: According to the results, customers come from 10 different regions but no one creates dominance. According to their anchors and dominant part of the center portfolio, clothing leads the reasons of preference. First three reasons for the preference of the center is respectively, customer services (4,5), brands (4,37) and updates in the center (4,37). All of these results have higher values than the averages that represented in Table-37 and their Pacify tactic that belongs to Compromise strategy become successful. Because customers supports with their grades with related to their past demands and Armada satisfies them.

Kent Park: Another superregional center in Ankara. Customers comes from 11 different regions but no one can able to create a dominance. According to the customers Kent Park has a distinctive image that supported by the result of only 3.3% of the customers thinks that Kent Park has no difference. First three reasons for the preference of the center is respectively, brands (4,73), suggesting for food court (4,47) and customer services (4,37). All of these results are higher than the average results of all of the shopping centres presented in Table-37. Kent Park uses Balance tactic that belongs to Compromise strategy and their results shows that food court and brands become together with efficiently for satisfying the multiple demands with high quality customer service.

Table 37: Customers Responses to the Shopping Center that apply Compromise Strategy

Type	Name	Strategies	Tactics	Customer Response	Success
Community Center	365 AVM	Compromise	Balance	66.6% of the customers lives in OR-AN, Çankaya and Yıldız.	Positive
				First three reasons for the preference: Customer services, easy transportation and different cousins in food court.	
				Mainly concentrated issues: Brands and become 6th, satisfying the demands of the region and become 9th according to the customers for the reasons of preference.	
Regional Center	Armada	Compromise	Pacify	Customers come from 9 different districts. No one is dominant.	Positive
				Clothing leads the reasons of preference. Suitable for their anchor determination.	
				First three reasons for the preference: Customer services, brands and updates in the center.	
Superregional Center	Kent Park	Compromise	Balance	Customers come from 11 different districts. No one is dominant.	Positive
				Only 3,3% of the customers thinks that Kent Park has no difference. Activities lead the reasons of preference.	
				First three reasons for the preference: Brands, customer services and different cousins.	

5.8.4 Shopping Centers that Apply Avoid and Defy Strategies

Park Vera: This center opened in 2014 and interviewed manager rejected to join of questionnaire part. They selects Conceal tactic that belongs to Compromise strategy.

Karum: According to the results, 56.7% of the customers lives in Ayrancı and Çankaya that suitable for their closer distance. Clothing leads the reason of preference and this is a good thing for a Fashion/Speciality Center. Most indicators belong to their target market. 18-45 aged women selection as target market supported by the results. 73.3% of Karum’s customers are women and their average age equals to 32.67 with 8.2 standard deviation. First three reasons for the preference of the center is respectively, easy car parking (3,87), providing value for giving money (3,87) and customer services (3,8). Only car parking result has higher than the average results of all of the shopping centres presented in Table-38. Therefore their target market selection is successful. But escape tactic that belongs to Avoid strategy not provides the success of new face of Karum.

Üstün Dekocity: This center concentrates on cheaper prices with using their good location according to the interviewed manager. Also customers think in the same way. Most of the given points to this center can be defined as low grade. Performance of brands (2,5) and activities (1,6)can be defined as very low. Location leads, suitable prices only comes 4th in the reasons of preference list. First three reasons for the preference of the center is respectively, easy car parking (4,33), easy transportation (4,2) and providing value for giving money (4,07). All of these results are higher than the average results of all of the shopping centres presented in Table-38. Their Dismiss tactic that belongs to Defy become successful but behaving more amateurish in these days creates many possible risks.

Table 38: Customers Responses to the Shopping Center that apply Avoid and Defy Strategy

Type	Name	Strategies	Tactics	Customer Response	Success
Community Center	Park Vera	Avoid	Conceal	No surveys	No surveys
Fashion/ Speciality Center	Karum	Avoid	Escape	56,7% of the customers lives in Kavaklıdere and Çankaya.	Negative
				73,3% of the customers are woman and their average age equals to 32.67.	
				First three reasons for the preference: Providing value for money, easy car parking and customer services.	
Fashion/ Speciality Center	Üstün Dekocity	Defy	Dismiss	Location leads the reasons of preference. Suitable prices are only 4th in the same list.	Positive but Risky
				First three reasons for the preference: Easy car parking, easy transportation and providing value for money.	
				Most of the results below 3, especially preference for brands take 2,5 points and activities takes only 1,6 points from the customers.	

After this determination of the success level, main strategies adapted by the shopping centers are determined to be successful generally behaves successfully and approved by the customers. In this part Üstün Dekocity has a different statue among the other shopping centers. Although it is included in the active shopping centers list in Ankara, still its' daily activities are done in an amateur way. Their concentrated position is supported by the customers. But dominant dismissing strategy of not behaving like a professional can create some problems if they are not able to offer cheaper products. Only results about Karum can be identified as unsuccessful. As a result of the general investigation of the industry, second hypothesis (H_2) of the research is accepted, because different strategies provide success for different shopping center types.

CHAPTER VI

DISCUSSION AND CONCLUSION

Civilization started in Fertile Crescent. Anatolia is the closest neighbour of this land and any development affects directly our home land since those days. Many empires and states lived and disappeared. Connection between east and west created many good and bad historical events. This geopolitical situation increases the importance of these lands. From the shopping culture perspective, any specific preliminary examples of shopping places occurred in Anatolia. Ancient Greek's Agoras, Assyrian's Karums, Roman's Marketplaces and Forums, Seljuk Empire's Inns and Caravansaries, important stops of Silk and Spice Route, Closed Bazaar of Mehmed II, Arcades in recent history and Mustafa Kemal's Sümerbanks established in Anatolia. Still ruins of these shopping places lives and watches the new empire of the shopping culture: Shopping Centers.

6.1 DISCUSSION

All of these historical examples were used for satisfying the demands of public. Goods and services were different, properties of public were different but common point is about the effect of the daily life of people by shopping centers. Especially for the high populated cities, importance of building a shopping center become more important than building a hospital or school.

Turkey has met the "shopping center" term approximately 30 years ago. Nowadays this term symbolizes the main power in retail industry and becomes a necessity after food and shelter in daily life. Their numbers increases very rapidly, if any one left İstanbul or Ankara for only one month, main observing changes in the city belongs to new construction areas for the shopping centers after his return. These buildings change life-style of the people and make them addictive to these centers. Financial powers discovered these social changes and investing in this industry become more and more profitable for them.

This shopping center empire also has some struggles. Most important one is to Survive. Any center has to satisfy the customer demands. Sometimes popular location, high product variety or any other property cannot prevent the bankruptcy. Because unsatisfied demands search new alternatives and “Big Fish eat Small Fish” rule works efficiently. For determining the classes of these fishes and their main strategies explains the importance of this study.

Ankara is the capital city of Turkish Republic and has the second highest population of approximately 5 million, following İstanbul. Also first two examples of the shopping centers were built in these cities by encouragement of the state during Turgut Özal’s period. According to ICSC, Ankara has 36 active shopping centers. This number will increase year by year according to their expectations. Also this value follows İstanbul’s 91 shopping centers. Another specific measurement indicates that this runner up city leads Turkey because highest GLA Value that describes number of the shopping center per person occurs in Ankara. This theoretical information supported practically and becomes a reality. In any hour, finding a car park in any Ankara’s shopping center is a hard work. Customers cannot walk comfortably in the corridors of the centers especially during the weekends. Examining these kinds of observations, many questions occurred. “Is the popularity of these buildings related to lack of activity in Ankara?”, “What will be the total number of these centers in 2025?” and “Is this a market that will never end and grow related to increased population?” These questions can be identified as popular examples of these types of questions. Therefore many examples of the centers are available in Ankara and these properties make the city an important research setting for investigation of shopping centers from different perspectives.

Although most of the centers are always crowded, some shopping centers behave different. Therefore more complex questions arise for them. “Is being more quite is a choice of them?”, “Does the success of the centers belong to number of customers?” and “Two years ago, this place was so popular, but now what is the reason of this silence?” can be identified as more complex questions. In order to answer these questions other questions like “So are these centers can be identified as successful or unsuccessful related to some criteria or different constraints?” and “What are their main strategies for survival related with their customers?”

6.2 CONCLUSION

A detailed research was completed for finding the answers. First of all best decision was to select all the possible alternatives. Shopping Centers become more complex year by year and they have to meet more environmental factors in daily activities. So institutional theory was selected as the origin of discover them. The strategies of the shopping centers were determined by using Oliver’s Strategic Responses (1991) developed from an evolutionary movement from institutional theory. In this study many strategies were included and shopping centers have to be classified efficiently to get more accurate results.

Turkey has 342 shopping centers according to the results of 2014 reports. However local classification system or different studies about the shopping centers do not exist. Even the legislative regulation about the shopping centers became effective as a law in January 2015. For these reasons most suitable classification and other specific studies are used in the study. ICSC United States Classification was used for classification and Lowry’s Shopping Center Life Cycle was used for determining the phase of their life. Also conflicts between the life cycle and the shopping center’s behaviours affect the study and their phases could be matched related to their opening year only. More detailed shopping center classification that includes “Car Park Capacity”, “Number of Shops”, and “Average Shop Size” can be useful variables when Turkish authorities decide to create a characteristic classification. Also more flexible life cycle studies about the shopping centers helps the industry for determining their conditions in daily activities.

Still more steps have to be passed for determining the strategic responses and give answer to determined research questions of the study. For this reason qualitative and quantitative studies were done. As a qualitative study, interviews with managers were executed to determine the main responses of the centers. 16 managers were interviewed and their responses were analysed. In quantitative study part, questionnaires were completed with the customers, the success of the centers was determined based on their reactions to the determined strategic responses by the managers. 15 shopping centers accepted to join customer questionnaire part and a total of 450 questionnaires were completed.

PEST and Porter 5 Forces analysis examined according to all taken information from managers, customers, statistical data and information from legal environment. According to the results of PEST Analysis, effects of Political environment determined as low level. New legislations about the shopping centers, year by year developed occupational health and safety rules will increase the importance of this environment. Economic Environment determined as the major factor and has highest importance. Because main activity in the centers is related to trade. If people earn more money, their purchasing power makes them as customers for these centers and according to their demands shopping centers can better evaluate their forms. Also socio-cultural environment takes an important place in this analysis. Location of these shopping centers selected generally in metropolises and popular cities that have high economic profits in Turkish Economy. Also customers of these places are generally well educated and employed people. Therefore more quality alternative for goods and services in the centers become the main demands of these high profile customers. Also Technological Environment has no priority for this industry. Latest construction techniques and other properties used in these buildings and also social media became a contact point of the customers. However this environment has a passive role in this analysis.

Determination of the level of Porter’s 5 Forces is another important topic for examining the industry. According to this analysis, customers have highest power in the current rivalry. Also they identified as the major stakeholder by the managers. Customers can be identified as oxygen. If a shopping center identified as human body. Any shopping center cannot survive without customers and scale, product variety or any property of these centers cannot affect the customers. Suppliers and New Entrants have medium level power in this industry. For the suppliers, becoming a member of a shopping center provides popularity and highly increased income, on the other hand some of the brands followed by the center’s managers in order to join them. New entrants to the shopping center industry need a high financial power that is generally controlled by holdings or consortiums. Therefore these two elements have supporting roles in the industry. Another force in the industry defined as Substitute Goods or Services. In this industry, number of possible substitute goods or services decreased because shopping centers have more functions and some substitute goods or services in the past, like cinemas, became the elements of the centers. Therefore their power in this industry is only defined as low level. Final component includes previously examined four elements, which is Rivalry. Customers of the centers feed this rivalry and shopping industry become harder to survive. The centers have to be dynamic and satisfy every need of the customers in the possible shortest time. So power of the rivalry is at high level and will increase due to the same conditions.

Oliver's Strategic Responses (1991) include five main strategies, with three tactics for each of them, resulting in a total of 15 tactics. According to the results of the interviews all of the strategies were applied and 10 of 15 tactics were adopted by the managers. Most applied strategy is manipulation. Also most used tactic is "influence" that belongs to Manipulation strategy. Therefore main aim of this strategy is to create advantages by using main stakeholders and lack of rules and legislations. Shopping centers are available to create special agreements with some suppliers and "Co-opt tactic" that also belongs to Manipulation Strategy. Also newly developed legislations and rules cannot affect the centers. According to this reason, centers can create their specific conditions and affect their main stakeholders, who are customers directly. This popular strategy can be defined as a short-cut to the success.

Unused tactics of the centers are also examined. Bargain, Buffer, Challenge, Attack and Control tactics are not used by the centers. Challenge, Attack and Control tactic will become popular if this industry will have an authority in political environment or different organizations. Because nowadays shopping centers cannot attack or challenge anyone as the source of institutional pressure or institutional stakeholders. Also Bargain and Buffer tactics can be determined if any study concentrates directly on the financial statements of the shopping centers. Because rents, licensing fees and special taxes that belongs to financial statements generally buffered from public and bargain with political environment as municipalities can easily determine.

Customers have the key role in this industry. They have defined as main stakeholder by the managers and also most important power in Porter 5 Forces analysis. Therefore success of the center's strategic responses is related with the customer reactions. For this reason success of the shopping centers is measured by the questionnaire results. According to the results 14 of 15 centers defined as successful. Only Karum, applying Escape Tactic has weak performance. Even their target market selection could lead to high level success. Therefore, main success of the shopping centers belongs to the perceptions about their properties. All of the centers know themselves very well and create most suitable strategies for their major activities.

6.3 LIMITATION AND FUTURE RESEARCH

Apart from these detailed findings, there also exist some limitations of this study. Limitations of the study suggest a direction for the possible future studies. Most of the current shopping centers in Ankara were not included in the study. Only 16 of 36 available centers were included in the study with 44% participation rate. Also number of questionnaires equals to 450. For investigating this industry in detail, newly constructed shopping centers have to be included in future studies and if the number of questionnaires should be increased, detailed findings can be determined with future studies. Also previously popular shopping places which are arcades can be included in the research sample of future studies in order to investigate the evolution of the shopping culture.

In addition, many information about the industry is investigated, it is still not enough. Especially in developed countries information is easily achievable and these types of studies include more data. Lack of information sources also presents a limitation for the study.

Although, these issues form limitations, as far as to author’s knowledge, this study is the first one that determines the shopping centers’ strategic responses. As a result, it is suggested that, due to the importance of this industry, Turkey has to create its specific perspective for planning the future of the shopping centers in order to control the improvement in the industry.

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APPENDICES

APPENDIX A

SHOPPING CENTER CLASSIFICATION PROCESS

	TYPE		TYPE
1	**NEIGHBORHOOD CENTER**	5	**FASHION/SPECIALTY CENTER**
2	**COMMUNITY CENTER**	6	**POWER CENTER**
3	**REGIONAL CENTER**	7	**THEME/FESTIVAL CENTER**
4	**SUPERREGIONAL CENTER**	8	**OUTLET CENTER**

#	Name	Leasable Area	Suitable Type	Acreage	Suitable Type	Anchor Number	Type	Ratio	Suitable Type	Result
1	365 AVM	29.000	2,6,8	14,826	1,2,5,7,8	2	migros, electro world	n/a	2	2
2	Acity	25.000	2,6,8	13,591	1,2,5,7,8	n/a	outlet	n/a	8	8
3	Anatolium	75.000	3,4	45,714	3	>3	Ikea, Tesco/Kipa, Electroworld/Bimeks, Koton	0,76	2,3,4,6	6
4	Nata Vega	70.000	3	65,482	3,4,6	n/a	outlet	n/a	8	8
5	ANKAmall	108.000	4	67,144	4,6	>3	Koçtaş, Migros, Electroworld, Boyner, YKM	0,532	4	4
6	Ankuva	5.000	1,8	2,212		n/a	restaurants	n/a	7	7
7	Anse AVM	26.000	2,6,8	17,297	2,5,7,8	n/a	furniture	n/a	5	5
8	Ansera	17.000	2,5,7,8	1,408		1	migros	0,323	1	1
9	Antares	83.000	4	54,857	3	>3	Real, TeknoSA, MediaMarkt	n/a	2,3,4,6	4
10	Arcadium	15.000	2,5,7,8	9,884	1,5,7	1	Macrocenter	n/a	1	1
11	Armada	53.000	3	30,888	2,5,8	>3	TeknoSA, Kipa, d&r, Vakko, Polo Garage	n/a	2,3,4	3
12	Atlantis	50.000	3,6	17,064	2,5,7,8	2	Kipa, DeFacto	n/a	2,3	3

13	Beysu Park	11.500	1,2,5,7,8	6,672	1,5,7	1	Migros	n/a	1	1
14	Bilkent Center	47.350	3,6	24,649	2,5,7,8	2	Real, Mudo, Marks&Spencer	n/a	1,2	2
15	CarrefourSA	20.000	2,5,7,8	17,579	2,57,8	1	Carefour, TeknoSA	0,598	2,3	2
16	CEPA	73.242	3	42,528	3,8	>3	Bauhaus, Carrefour, TeknoSA	n/a	3,4	3
17	Elvankent Planet AVM	12.000	1,2,5,7,8			n/a	Entertainment	n/a	7	7
18	Forum Ankara	80.000	4	21,325	2,7,8	n/a	outlet	n/a	8	8
19	FTZ Center	15.000	1,2,5,7,8	24,241	2,5,7,8	>3	DeFacto, Tekzen, Migros, ToysRus	n/a	2,3	2
20	Galleria	7.771	1,5,7,8	4,942	1	1	Kiler	n/a	1	1
21	Gimart	24.000	2,3,6,8	19,027	2,5,7,8	n/a	Outlet	n/a	8	8
22	Gordion	50.000	3,6,	20,015	2,5,7,8	>3	ZARA, Electro World, Boyner, Carrefour	n/a	2,3,6	3
23	Karum	24.000	2,6,8	12,849	1,2,5,7,8	n/a	General Merchandise, Fashion	n/a	2,3,5	5
24	KC Göksu	19.000	2,5,7,8	8,739	1,5,7	2	Migros, Tekzen	n/a	1	1
25	Kentpark	80.000	4	60,540	3,4,6	>3	TeknoSA, bimeks, YKM, Decathlon, MediaMarkt	n/a	4	4
26	ODC Avm	4.200	1	1,977		1	Çağdaş Supermarket	n/a	1	1
27	Mesa Plaza	14.000	2,5,7,8	4,448	1	2	Migros, Tekzen	n/a	1,2,3	1
28	Kızılay Avm	20.000	2,5,7,8	7,413	1,5,7	2	Makro, TeknoSA	n/a	2	2
29	Next Level	42.000	3,6	40,772	3,6,8	3	Harvey Nichols, Macrocenter, MediaMarkt	n/a	2,3,4	3
30	Optimum Outlet	42.000	3,6	17,297	2,5,7,8	n/a	outlet	n/a	8	8
31	Panora	60.000	3	44,478	3,8	>3	Kipa,TeknoSA, Boyner,Mudo,ZARA,d&r	n/a	3	3
32	Park Vera	40.000	3,6	19,521	2,5,7	>3	beğendik, DeFacto, TeknoSA	n/a	2,3,4	2
33	Tepe Prime Avenue	6.800	1,8	6,975	1,5,7	n/a	restaurants	n/a	7	7
34	Taurus	50.000	3,6	34,965	2,6,8	>3	TeknoSA,ZARA,Kipa,Altınyıldız	n/a	2,3,4	3
35	Üstün Decocity	17.000	2,5,7,8	7,413	1,5,7	n/a	furniture	n/a	5	5
36	Vialife	18.000	2,5,7,8	8,896	1,5,7	n/a	outlet	n/a	8	8

APPENDIX B

SHOPPING CENTER MANAGER INTERVIEW

Dear Manager,

This research is a part of master's thesis that is executed by Çankaya University Graduate School of Social Sciences student Ahmet Anıl Karapolatgil under the supervision of Assist. Prof. Dr. İrge Şener, the study analyses the retailer industry related to the shopping centers and examines the strategies that applied by these centers.

Determined questions in the interviewed are related to Shopping Center's environmental conditions. According to the scope of the study, data collection will be completed with the interviews of shopping center managers in Ankara. Each center has its specific conditions and for his reason your answers are very important.

Some institutions want to examine the findings of the studies. According to your demand, summary of the results will be provided. Also any personal information will not be included in the study. In other words, your answers will kept secret and only members of the research will access them.

Thanks for your contributions and we hope that you will find our research very interesting.

Connection: Ahmet Anıl Karapolatgil

Çankaya University

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E-mail: aak160387@hotmail.com

Date: …../……/2015

Interviewed Manager: ________________________

Duty:_____________________________ Experience: ____________

1) **Brief History of the Shopping Center**

   Answer: ………………………………………………………………………………

   * What is your vision and mission statement? Do you have goals?

     Answer: ………………………………………………………………………………

   * Who are the managers and shareholders of the center?

     Answer: ………………………………………………………………………………

   * Do you have any NGO membership? How this membership affects your activities?

     Answer: ………………………………………………………………………………

2) **What is the major difference of _____________ from the other centers?**

   Answer: ………………………………………………………………………………

3) **What are the main changes since 2006 in ________________?**

   Answer: ………………………………………………………………………………

   * What are the main factors for these changes?

     Answer: ………………………………………………………………………………

   * What is the most beneficial change for the center?

     Answer: ………………………………………………………………………………

   * What is the occupancy rate in the center?

     Answer: ………………………………………………………………………………

   * Do you have any positive or negative trends in your annual return?

     Answer: ………………………………………………………………………………

   * Do you have any changes in landscaping, shop sizes and carpark issues?

Answer: ………………………………………………………………………………………

4) What are the main difficulties in your activities? How can you solve these difficulties?

Answer: …………………………………………………………………………………………

∗ What is the method for planning of advertisement and promotion strategies of the center?

Answer: ………………………………………………………………………………………

∗ What is the method for planning advertisement, promotion and discount periods of the suppliers?

Answer: ………………………………………………………………………………………

∗ What kind of problems occur during the joining period of the suppliers?

Answer: ………………………………………………………………………………………

∗ How can you control the internal activities of the center?

Answer: ………………………………………………………………………………………

5) How can you describe the external environment that affects the center? Who are the main actors belonging to this environment? (Stakeholders)

Answer: …………………………………………………………………………………………

∗ What are you doing to satisfy these demands from this environment?

Answer: ………………………………………………………………………………………

∗ How can you solve the conflicts that arise from different demands belonging to different actors?

Answer: ………………………………………………………………………………………

∗ Do you have any renovation plan for future? What are they?

Answer: ………………………………………………………………………………………

6) *Who are your customers (Target Market)?*

Answer: …………………………………………………………………………………………

∗ What is the importance level of the customers for your activities?

Answer: ………………………………………………………………………………………

* How can you integrate the customer to your decisions?

  Answer: ……………………………………………………………………………………

* Can you be able to always satisfy your target markets' demand? How?

  Answer: ……………………………………………………………………………………

* Do you think that your center satisfy your customer's needs? What does it lack?

  Answer: ……………………………………………………………………………………

7) ***Suppliers: Who are your center's important suppliers (shops)?***

Answer: ……………………………………………………………………………………

* What is the average contract period with your suppliers?

  Answer: ……………………………………………………………………………………

* What is the average rental rates? (Total cost or value of $m^{2)}$?

  Answer: ……………………………………………………………………………………

8) ***Who are your current rivals?***

* Do you observe any current rivalry among the centers? What are the reasons?

  Answer: ……………………………………………………………………………………

9) ***Is there any possible threat that occurs in the shopping center industry?***

Answer: ……………………………………………………………………………………

* Do you know any shopping center construction plan for near future? Where are the locations?

  Answer: ……………………………………………………………………………………

10) ***What are the substitute goods?***

* Do you describe any external activity that can be an alternative for ……………………… by your potential customers?

  Answer: ……………………………………………………………………………………

* According to your perspective, what is the customer's rate of choice to this substitute good?

  Answer: ……………………………………………………………………………………

11) Political Environment:

* How can you describe the center's relationship with public institutions?

  Answer: ………………………………………………………………………………………

12) Economic Environment:

* How can the economic parameters like annual growth rate, increased income level and unemployment rate affects the center's activities?

  Answer: ………………………………………………………………………………………

13) Socio-cultural Environment:

* How can _____________ region where is your center's location and demands of the residents affects the center's activities?

  Answer: ………………………………………………………………………………………

14) Technological Environment:

* Are there any specific technological properties available in ___________ that uses technological environment and affects your daily activities and strategies?

  Answer:

………………………......……………………………………………………………….

15) What do you think about retailer sector related to the shopping centers?

Answer: ………………………………..………………………………………………………

APPENDIX C

CUSTOMER QUESTIONNARE

ÇANKAYA ÜNİVERSİTESİ	This questionnaire form relates to my Thesis Study. Answering these questions will take 10-15 minutes, and taken results will make important contributions to Turkish business life. Some demographic questions and specific questions that help us to investigate your perspective to the shopping centers are available in the questionnaire. All results will using for my academic study and there is no need to your add personal identifying information. Please answer all of these questions and thanks for your contributions. Master of Business Administration Student Ahmet Anıl Karapolatgil e-mail: aak160387hotmail.com Phone: 0533 649 60 90

Gender	☐ Female ☐ Male		
Year of Birth			
Marial Status	☐ Single ☐ Married		
Education Level **(Latest degree)**	☐Primary Education ☐ University (4 years)	☐ High School ☐Masters	☐ College (2 years) ☐ PhD
Current Residence			
Employment	☐ Full Time ☐ Student ☐ Retired ☐ Own job ☐ No job ☐ Part Time ☐ Other		

Which Shopping Center do you prefer most? ________________________________

Please answer these questions related to this center.

What is your latest purpose for coming to the center?	☐ Shopping ☐ Meeting with Family/Friends ☐ Window Shopping	☐ Kill Time ☐ Lack of Social Activity ☐ Other

What are your reasons of preference for choosing this shopping center?	☐ Indoor activities (concert, activities for kids, etc.) ☐ Promotions ☐ Campaign & Discount ☐ Prices ☐ Closer Distance ☐ Food Court ☐ Cinema ☐ Decoration ☐ Other …………………………….
What are the main differences of this center from the other centers? (According to the importance level , please select 1 to 3, only for 3 alternatives)	☐ Brand Portfolio ☐ Food Court ☐ Architecture ☐ Aktivity Variety ☐ Cinema ☐ Location ☐ No difference ☐ Other ………………………
What is your visiting frequency to the center?	☐ Everyday ☐ During weekends ☐ 2-3 times a week ☐ Once a week ☐2-3 times a month ☐ Monthly ☐ 2-3 times a year ☐ Much less
What is your average spending time in your visits?	☐ Less than 1 hour ☐ 1-3 hour ☐ 3-6 hour ☐ More than 6 hour
Average arrival time to reach the center	☐ Maximum 15 minutes ☐ 15-30 minutes ☐ Maximum 1 hour ☐ More than 1 hour
Which transportation vehicle do you prefer most to go to shopping center?	☐ Personal Car ☐ Public Transportation (Bus, Minibus) ☐ Subway ☐ On foot
Do you purchase more than your demand during your shopping center visits?	☐ Yes ☐ No
What is your payment method?	☐ Cash ☐ Credit Card
Average spending money in your visits	☐ 0-50 TL ☐ 200-500 TL ☐ 50-200 TL ☐ +500 TL
How can the changed instalment periods affect your number of visits?	☐ Increase ☐ Decrease ☐ Stabile
How can the changed income level affect your number of visits?	☐ Increase ☐ Decrease ☐ Stabile

Do you have any activity or place to define as an alternative to the shopping centers?	☐ None ☐ Staying at home ☐ Cultural activities like Theatre, Opera, etc. ☐ Environmental activities like picnic, etc.
What do you want from the center in order to visit more?	☐ Easier transportation ☐ More brand ☐ Cheaper price ☐ More activity ☐ Other …………………………………….
What are your most preffered shop types? (According to the frequency, please select 1 to 3, only for 3 alternatives)	☐ Clothing ☐ Supermarket ☐ Accessorize ☐ Food Court ☐ Home Improvement ☐ Other ………….………

Please answer these questions for your preffered shopping center to show agree or disagree level to each sentence.

① Strongly Disagree ② Disagree ③ Neutral ④ Agree ⑤Strongly Agree

	1	2	3	4	5
1. Number of activities					
2. Provide value for money					
3. Brands					
4. Easy transportation					
5. Easy car parking					
6. Spending time with family					
7. Different cousins					
8. Customer services					
9. Satisfying the expectations					
10. Spend time without shopping					
11. Social Activities					
12. Follow on Social Media					
13. Idea exchange with managers					
14. Updates in the center					
15. Technological Properties					
16. Demands of the region					
17. Suggest for Shopping					
18. Suggest for Activities					
19. Suggest for Food Court					
20. Suggest For Cinema					

CV

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