

# **TOURIST-DESTINATION SHOPPING CENTER: AN IMPORTANCE-PERFORMANCE ANALYSIS OF ATTRIBUTES**

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## **Overview**

Tourism is one of the world's largest industries, and shopping is the most popular activity for tourists. Given the size of this market with the growth in both the tourism industry and tourist destinations, identifying the desires of this consumer segment is increasingly important in the contemporary marketplace.

This study examined the importance and performance of particular shopping center attributes to the tourist and then applied those to an Importance-Performance grid. The data for the study were collected via shopper intercept surveys from 624 tourist shoppers in seven different shopping centers representing three ICSC shopping center categories: Superregional, Theme/Festival and Super Off-price.

Proximity to the airport, hotel/motel or home was found to be more important to the Theme/Festival tourist shopper than to the Superregional or Super Off-price center shopper. The environment of Super Off-price centers was rated higher than the

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other two types of centers; the Superregional centers were found to have more variety and appeal, and to be more classic and fun; while the location of the centers was rated higher for Superregional and Theme/Festival centers than for Super Off-price centers.

In general, all three shopping center formats are meeting the expectations of the tourist who decides to go shopping. In all formats, environmental attributes such as friendly staff, clean, safe, pleasant surroundings and comfortable seating areas were deemed most important. Importance and performance ratings of the three shopping centers have been plotted on grids in this study to offer insight into which aspect of the marketing program a shopping center should improve, or which areas may consume too many resources.



## ■ Introduction

Tourism, one of the world's largest industries (Goeldner, Ritchie and McIntosh, 2000; Yannopoulos and Rotenberg, 1999), is forecasted by the World Travel and Tourism Council ([www.wttc.org/TSA/pdfs/GTMHjuly.pdf](http://www.wttc.org/TSA/pdfs/GTMHjuly.pdf), 2001) to grow by 4.1% a year between 2000 and 2005 in terms of total spending. Shopping is reported to be the number-one activity for both domestic and international tourists (Goeldner, et al., 2000); moreover, shopping opportunities may be the primary purpose of tourist travel (Timothy and Butler, 1995; Turner and Reisinger, 2001). Superregional malls (e.g., the Mall of America in Minnesota, the Galleria in Dallas), Theme/Festival centers (e.g., Jax Brewery in New Orleans), and Super Off-price Centers (e.g., Sawgrass Mills in Florida) specifically target tourists in their marketing programs. However, the importance of shopping as a tourist attraction is underrepresented in the literature (Heung and Cheng, 2000; Law and Au, 2000).

Recent growth in the number of tourists and tourism destinations has led to intensified competition among destinations (Yannopoulos and Rotenberg, 1999). Tourists continually seek more diverse and rich experiences through new adventures and new locations. For these reasons, a customer's brand loyalty as a tourist is difficult to obtain, and it underlies the need for destinations, such as shopping centers, to emphasize branding opportunities. The challenge to the tourist-destination shopping center is to develop the unique strength of a particular center so that it cannot be copied easily by its competitors. One solution is to create a "brand" that

differentiates a shopping center from all others. Branded shopping centers can target tourists more effectively, encourage longer visits, gain a competitive advantage and create an image that is marketable (Johnson, 1990).

## ■ Branding the Tourist Shopping Destination

The concept of branding is presented traditionally by marketing researchers and practitioners in the context of a product having a set of characteristics that clearly and readily differentiates it from all other products (Aaker, 1997; Mittal, Ratchford and Prabhakar, 1990; Swartz, 1983). However, consumers increasingly view malls, as well as stores, as brands (Caylor, 1999; Davies, 1992). Thus, the mall and the stores in the mall can become a product, and consumption of the product can be linked directly to the shopping experience through the mall itself, its atmosphere, the entertainment it offers, its stores and its range of goods and services (Langrehr, 1991). Branding needs to be integrated with the marketing program decisions that are involved in developing a tourism marketing strategy.

Developing a well-positioned branded shopping center offers a competitive retail niche and provides consumers with a unique and identifiable shopping experience (Caylor, 1999). Effective branding gives a marketable image that offers developers and retailers specific advantages, such as attracting customers from greater distances, increasing loyalty, increasing spending, targeting more customers and offering competitive advantage (Getz, 1993). Among examples of branded malls are the Galleria in Dallas and Houston, Forum Shops in Las Vegas and the Mall of America in Minneapolis. The continuing success of these branded malls may be due in part to their more global association with a branded experience and the activities that make them tourist destinations.

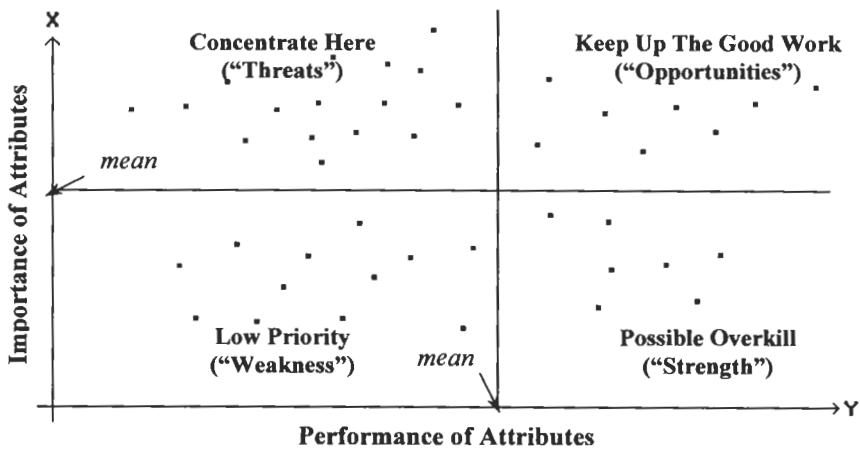
In order to develop a tourist marketing strategy, retailers who target tourists must understand how consumers as tourists choose and evaluate their offerings. Tourists compare expectations of important attributes to perceived performance in order to arrive at an evaluation of their experience (Heung and Cheng, 2000). An experience may exceed expectations, may fall short of expectations or may be approximately equal to expectations. Therefore, evaluating tourist-destination shopping centers entails a consumer-oriented approach for addressing tourists' perceptions of both importance and performance of the shopping center attributes.

## ■ Importance-Performance Analysis: Tourist-Destination Shopping Center Attributes

Consumer satisfaction may be a function of the importance level related to certain attributes and the performance level of these attributes. Determining both importance and performance levels is critical, because if evaluative factors important to the tourist customer are overlooked, the usefulness of measuring only the performance level will be severely limited. Given these considerations, this study used the importance-performance analysis proposed by Martilla and James (1977) as a useful technique for evaluating the elements of a marketing program.

Martilla and James's (1977) framework is divided into four grids that categorically correspond to: (1) high importance/high performance, (2) high importance/low performance, (3) low importance/low performance and (4) low importance/high performance (Figure 1). In the context of escorted tour operations, Duke and Persia (1996) suggested that when consumers are pleased with the work performed ("Keep up the Good Work"), this offers "Opportunities" that the tour operation can promote. Conversely, important issues that are not handled well demand immediate attention ("Concentrate Here"), and thus they may be "Threats" to survival. Low performance on unimportant issues may receive little effort ("Low Priority"), or this low priority could become a "Weakness" that another firm might exploit. In the last quadrant, issues of lesser importance that are performed well might be considered for less emphasis ("Possible Overkill"), but this could also be a "Strength" on which to build new customers. Presenting results on an importance-performance grid facilitates data interpretation and assessment of the current strategic marketing decisions. It is a low-cost and easy-to-use technique, and it provides a high-impact visual presentation that offers important insight into which aspect of the marketing program a firm should improve, or which areas may consume too many resources (Martilla and James, 1977).

This Importance-Performance grid can be applied to understanding tourists' perceptions of a shopping center. The combined analysis of the two scales (importance and performance) leads to understanding the image of the particular destination held by individual tourists. Ratings are assigned to those aspects of image that are considered important by a particular individual or group of individuals. Moreover, an evaluation of the importance rating can be compared with an evaluation of the performance rating for the same attribute. It can be assumed that the greater the

**FIGURE 1. IMPORTANCE-PERFORMANCE GRID ANALYSIS**

disparity between the importance rating of an attribute and the performance rating of a shopping center on that attribute, the greater the consumer's dissatisfaction with the center, which therefore means the greater the need for remedial action.

This study applied the Importance-Performance grid to determine how tourists perceive shopping center attributes in terms of importance and performance. Three types of tourist-destination shopping centers (Superregional Center, Theme/Festival Center, and Super Off-price Center) as described by ICSC were used for analysis.

The specific objectives were to:

1. Compare the three types of tourist-destination shopping centers in terms of perceived importance factors by tourists.
2. Compare the three types of tourist-destination shopping centers in terms of perceived performance factors by tourists.
3. Evaluate tourists' perception of the attributes for the three tourist-destination shopping center types utilizing the importance-performance grid analysis.

## ■ Methods

### *Sample and Data Collection*

Seven tourist-destination shopping centers (three Superregional Centers, two Theme/Festival Centers, and three Super Off-price Centers) were selected from three tourist-destination cities in three geographic regions of

the United States. A *Superregional Center* has 800,000+ square feet, several anchors, a deep selection of merchandise, and is typically an enclosed, multilevel mall. A *Theme/Festival Center* employs a unifying theme that is communicated through individual shops in their architectural design and merchandise, with restaurants or entertainment venues as the anchors ([www.icsc.org](http://www.icsc.org), 2002). A *Super Off-price Center* carries a large variety of value-oriented retailers, including factory outlet stores, department store close-out outlets and category killers, generally in an enclosed megamall.

Shopper intercept surveys were conducted with 34 to 104 shoppers at each shopping center, targeting a total sample of 624 shoppers. Participants were selected on a “catch-as-catch-can” basis (Blair, 1983), by approaching the next available shopper. Subjects were screened for their age (young adults and older) and status as a tourist. A tourist can be defined in several ways, according to the perspective of different entities involved in the process (Hunt and Layne, 1991). This project followed the National Tourism Resources Review Commission’s definition of a “tourist” as a person who travels away from his or her home for a distance of at least 50 miles (Hunt and Layne, 1991). To secure participation, respondents were offered either a \$2-value gift or a \$3 coupon to be used in the shopping center.

A profile of shoppers was developed with demographic information and a descriptive question that determined the primary purpose for travel (Table 1). When the Superregional shoppers were asked to identify the primary purpose of their travel to the city, 29% indicated it was to visit family and friends and 26% came for pleasure other than shopping. Almost half of the Theme/Festival shoppers (49%) came for pleasure other than shopping, and one third (38%) of the Super Off-price shoppers came specifically to shop.

The demographics of the study participants were somewhat evenly distributed across the three categories of shopping centers. The mean age for all three centers was around 33 years, with the Superregional mall customer slightly older. Slightly more than half of the subjects were female and married. Most of the respondents in all three mall categories were white and the Superregional shopper had a slightly higher income. The majority of respondents in each mall type had completed some college, about one-third of them completing a four-year or graduate degree.

## ***Research Design***

### ***Development of Measures for Importance-Performance Attributes***

The foundation of the study required creating a variable list that accurately described the particular shopping centers being studied and those

TABLE 1. SAMPLE CHARACTERISTICS

Variable	Superregional Mall (n = 234)	Theme/ Festival Mall (n = 190)	Super Off-price Mall (n = 200)
Primary Purpose of Travel			
Business	48 (20.5%)	27 (14.2%)	30 (15.0%)
Visit family/friend	68 (29.1%)	45 (23.7%)	38 (19.0%)
Pleasure (other than shopping)	61 (26.1%)	93 (48.9%)	51 (25.5%)
Shopping	51 (21.8%)	24 (12.6%)	74 (37.0%)
Gender			
Male	104 (44.4%)	93 (48.9%)	79 (39.5%)
Female	129 (55.1%)	96 (50.5%)	116 (58.0%)
Marital Status			
Married	112 (47.9%)	86 (45.3%)	84 (42.0%)
Single	117 (50.0%)	103 (54.2%)	99 (49.5%)
Mean Age	34.97	33.05	33.64
Race			
White-American	144 (61.5%)	140 (73.7%)	122 (61.0%)
African-American	48 (20.5%)	29 (15.3%)	33 (16.5%)
Hispanic	21 (9.0%)	9 (4.7%)	18 (9.0%)
Asian	9 (3.8%)	4 (2.1%)	5 (2.5%)
Other	8 (3.5%)	7 (3.7%)	6 (3.3%)
Income			
\$29,999 or less	33 (14.9%)	38 (21.1%)	30 (17.6%)
\$30,000-\$49,999	48 (21.7%)	48 (26.7%)	44 (25.9%)
\$50,000-\$69,999	62 (28.1%)	47 (26.1%)	38 (22.4%)
\$70,000-\$89,999	44 (19.9%)	26 (14.4%)	29 (17.1%)
\$90,000 and over	34 (15.4%)	21 (11.7%)	29 (17.1%)
Education			
High school equivalent or less	43 (18.4%)	31 (16.3%)	44 (22.0%)
Some college	89 (38.0%)	52 (27.4%)	50 (25.0%)
Completed two-year degree	9 (3.8%)	33 (17.4%)	16 (8.0%)
Completed four-year degree	46 (19.7%)	49 (25.8%)	40 (20.0%)
Completed graduate degree	40 (17.1%)	21 (11.1%)	21 (10.5%)

product/service attributes that are important to tourist consumers. Following Martilla and James's (1977) recommendation, the researchers used previous research in the related areas and various qualitative research techniques including a focus group and unstructured personal interviews to identify potentially important attributes that might otherwise be missed.

For the development of tourist-destination shopping center attributes, an initial listing was compiled from the literature to encompass marketing mix elements and various aspects of shopping behavior that are

relevant to tourist-destination shopping centers. Initial scale items were derived from Heung and Cheng (2000) and Turner and Reisinger (2001) and included attributes such as "unique merchandise," "wide merchandise selection," "value for the money," "efficient sales staff," "cultural events," "convenient parking" and "family-friendly."

Additional items were generated through a focus group composed of nine (four male and five female) tourist shoppers at a southwest Super Off-price Center that is well known as a tourist destination. The focus group was held in the conference room of the mall management offices and lasted approximately 50 minutes. The tourist shoppers responded to the questions "What specific mall attributes do they desire when shopping?" and "What were their shopping expectations for the shopping experience that day?" Attributes derived from the first question included wanting the mall to offer a variety of products, price, reputation, proximity to airport and hotels, restaurant choices, unique stores and outlet-type stores. They wanted the environment to be safe, clean and not too crowded. Although they were interested in anchor stores, it was the unique shops that were more exciting. In response to the second question, the most frequent responses were to buy several items, specifically something special and not available at home, to make interesting impulse purchases and to have friendly, helpful, knowledgeable and nice (not pushy) salespeople. They expected consistency in stores with which they were already familiar. They were serious shoppers who came to spend money, and as such were not interested in entertainment options. The participants were compensated with a \$25 gift certificate that could be used in the shopping center.

Finally, unstructured interviews with three tourist-destination shopping center managers were completed to generate more items. Some of the attributes derived from these interviews included: "clean environment," "shops occupied," and "close to hotel/motel."

The level of importance for the 46 shopping center attributes was measured on a 5-point rating scale (1 = not at all important to 5 = very important) in response to the question "How important was each of the following characteristics for you to select this type of shopping center?" The level of performance for the same 46 attributes was measured on a 5-point rating scale (1 = poor to 5 = excellent) in response to the question "How do you rate the actual performance of the following characteristics for this specific shopping center?" Tourists first rated the *importance* of an attribute in relation to the specific type of shopping center (e.g., Theme/Festival Center) being analyzed and then rated the *performance* of the same attribute in response to their experience at the shopping center where the survey was conducted.



### *Calculation of Perceived Importance and Perceived Performance Factors*

The importance-performance factors were developed in a three-step process. First, using the entire sample, a single attribute value (mean score) for each of the 46 shopping center attributes was calculated by multiplying the importance rating of each shopping center attribute by its counterpart performance rating. Second, the multiplied 46 attribute values were entered into a principle components factor analysis with varimax rotation that reduced the 46 attributes into importance-performance factors for each shopping center (Tables 2–4). Reliabilities ranged from .55 to .97 using Cronbach's (1951) alpha. The items loaded at .50 or above were included. Third, total attribute values were calculated for each shopping center factor for importance and then for performance by summing the values for all attributes in each factor and dividing by the number of attributes.

## *Data Analyses*

### *Objectives 1 and 2 – Comparison of the Importance and Performance Attribute Factors among Three Shopping Center Types*

Following factor analyses to reduce items into a small number of dimensions for importance attributes and performance attributes, ANOVA compared the three types of tourist-destination shopping centers in terms of tourists' perceived importance factors (Objective 1) and then tourists' perceived performance factors (Objective 2). The three types of tourist-destination shopping centers were the independent measures while the importance factors and performance factors were the dependent measures. Follow-up analyses using the Scheffe's test determined which tourist-destination shopping centers were significantly different from one another.

### *Objective 3 - Importance-Performance Grid Analysis*

The Importance-Performance analysis was implemented following the guideline suggested by Hudson and Shephard (1998). The Importance-Performance Grid was developed by plotting the mean importance values and mean performance values of each factor on the grid according to its perceived importance and performance (Figures 2–4). The importance of shopping center factors is positioned on the vertical axis while the performance of shopping center factors is positioned on the horizontal axis. The graphical representation of the data necessitates that each factor falls into one of the four quadrants or cells: Keep up the Good Work, Concentrate Here, Low Priority and Possible Overkill. A separate grid was

TABLE 2. SUPERREGIONAL SHOPPING CENTER ATTRIBUTES<sup>1</sup>

Factors	Factor Loading	Eigenvalue	% of Variance	$\alpha$
Environment		10.43	22.7	.97
Family-friendly	.570			
Clean	.767			
Parking	.730			
Friendly staff	.777			
Efficient staff	.768			
Organized	.759			
People-friendly	.787			
Safe	.793			
Variety of stores	.655			
Sensible	.512			
Appealing	.668			
Easy entry and exit	.754			
Attractive	.537			
Value for money	.532			
Shops occupied	.589			
Functional	.490			
Pleasant	.573			
Conveniently located	.607			
Comfortable seating	.540			
Reasonable prices	.567			
Wide merchandise selection	.550			
Image		5.72	12.4	.87
Educational	.561			
Classic	.737			
Elegant	.671			
Exotic	.758			
Reflective of local culture	.767			
Cultural events	.612			
Fashion		4.34	9.4	.81
Fashionable	.549			
Sophisticated	.611			
Unique merchandise	.653			
Fun		3.99	8.7	.86
Exciting	.725			
Casual	.646			
Recreational	.640			
Entertaining	.594			
Creative	.486			
Interesting		2.95	6.4	.84
Natural/Scenic	.555			
Relaxing	.497			
Informative	.552			
Interesting	.562			
Economy		2.27	4.9	.75
Low sales tax	.716			
Value	.582			
Proximity		2.04	4.4	.76
Close to airport	.553			
Close to hotel/motel	.653			
Close to home	.625			

<sup>1</sup>Each attribute value was created by multiplying an importance rating and a performance rating for each attribute.

TABLE 3. THEME/FESTIVAL CENTER ATTRIBUTES<sup>1</sup>

Factors	Factor Loading	Eigenvalue	% of Variance	$\alpha$
Environment		20.63	44.86	.96
Organized	.840			
Efficient staff	.815			
People-friendly	.787			
Friendly staff	.780			
Clean	.750			
Pleasant	.690			
Appealing	.690			
Convenient parking	.655			
Safe	.647			
Functional	.596			
Easy entry and exit	.561			
Comfortable seating	.551			
Contemporary	.531			
Shops occupied	.509			
Interesting	.506			
Sensible	.463			
Relaxing	.439			
Stimulating		3.46	7.52	.91
Cultural events	.739			
Popular/famous	.641			
Creative	.637			
Unique architecture	.634			
Reflective of local culture	.614			
Attractive				
Exciting	.609			
Entertaining	.578			
Fashion		2.02	4.39	.90
Wide merchandise selection	.712			
Unique merchandise	.700			
Value	.632			
Reasonable prices	.584			
Fashionable	.571			
Variety of stores	.561			
Sophisticated	.466			
Conveniently located	.435			
Classic		1.68	3.66	.85
Classic	.657			
Elegant	.649			
Informative	.573			
Natural/scenic	.539			
Proximity		1.47	2.18	.81
Close to airport	.781			
Close to hotel/motel	.761			
Close to home	.552			
Friendly		1.21	3.63	.75
Family-friendly	.650			
Casual	.594			
Educational	.554			
Fun		1.19	2.58	.65
Recreational	.779			
Exotic	.579			

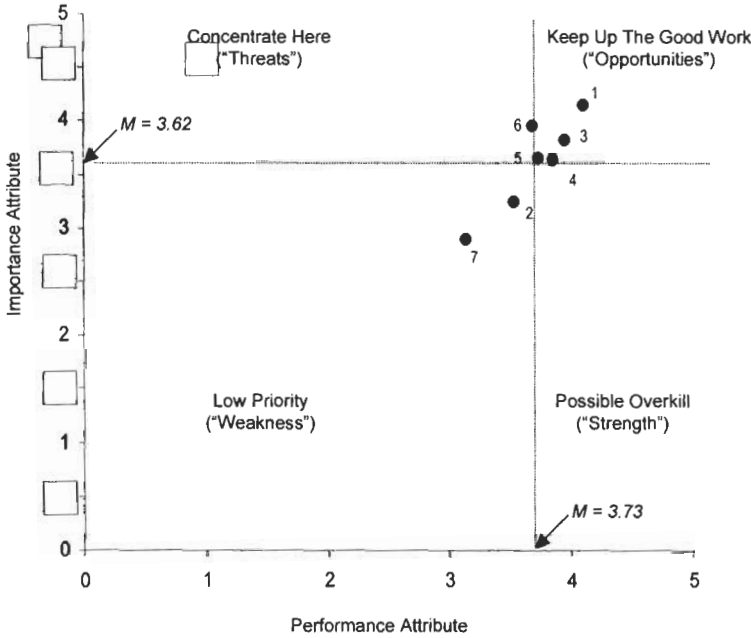
<sup>1</sup>Each attribute value was created by multiplying an importance rating and a performance rating for each attribute.

TABLE 4. SUPER OFF-PRICE CENTER ATTRIBUTES<sup>1</sup>

Factors	Factor Loading	Eigenvalue	% of Variance	$\alpha$
Environment		8.03	17.5	.94
Family-friendly	.520			
Clean	.599			
Convenient parking	.551			
Friendly staff	.783			
Efficient staff	.766			
Organized	.790			
People-friendly	.757			
Safe	.701			
Sensible	.538			
Appealing	.554			
Easy entry and exit	.722			
Pleasant	.612			
Comfortable sitting areas	.524			
Ambiance		6.14	13.3	.91
Exotic	.735			
Reflective of local culture	.731			
Natural and scenic	.710			
Unique architecture	.739			
Cultural events	.582			
Fashionable	.501			
Informative	.469			
Sophisticated	.649			
Selection		4.71	10.2	.90
Unique merchandise	.566			
Value for money	.630			
Shops occupied	.571			
Functional	.574			
Reasonable prices	.708			
Wide merchandise selection	.718			
Stimulating		4.09	8.9	.91
Exciting	.581			
Recreational	.650			
Variety of stores	.508			
Attractive	.505			
Entertaining	.663			
Creative	.509			
Interesting	.559			
Laid-Back		3.05	6.6	8.1
Casual	.573			
Educational	.577			
Low sales tax	.487			
Popular/famous	.534			
Relaxing	.555			
Classic		2.17	4.7	.89
Classic	.670			
Elegant	.607			
Proximity		2.14	4.6	.91
Close to airport	.872			
Close to hotel/motel	.906			
Location		1.71	3.7	.55
Conveniently located	.492			
Close to home	.735			

<sup>1</sup>Each attribute value was created by multiplying an importance rating and a performance rating for each attribute.

**FIGURE 2. IMPORTANCE-PERFORMANCE GRID OF SUPERREGIONAL SHOPPING CENTER**



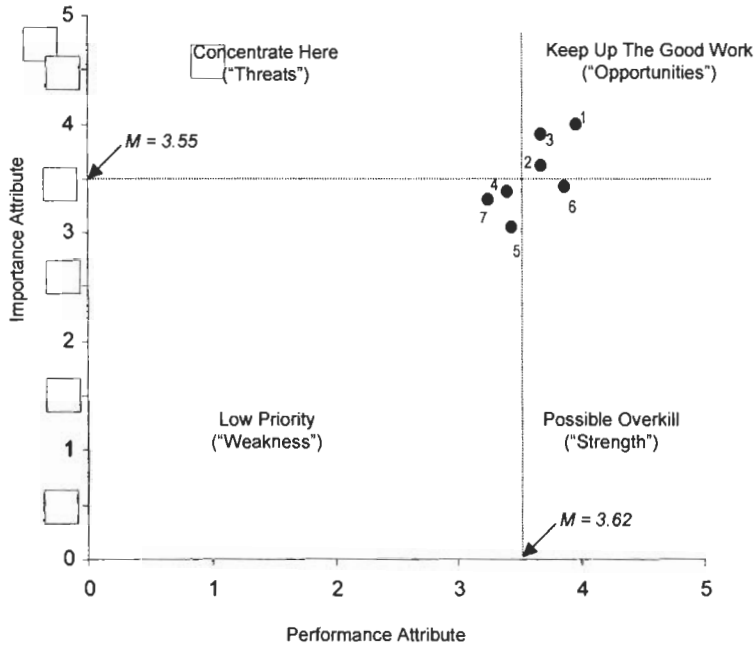
Factor	Items	Importance	Performance
1 Environment	Family-friendly, Clean, Parking, Friendly Staff, Efficient Staff, Organized, People-Friendly, Safe, Variety of Stores, Sensible, Appealing, Easy Entry and Exit, Attractive, Value for Money, Shops Occupied, Functional, Pleasant, Conveniently Located, Comfortable Seating, Reasonable Prices, Wide Merchandise Selection	4.14	4.12
2 Image	Educational, Classic, Elegant, Exotic, Reflective of Local Culture, Cultural Events	3.24	3.53
3 Fashion	Fashionable, Sophisticated, Unique Merchandise	3.81	3.95
4 Fun	Exciting, Casual, Recreational, Entertaining, Creative	3.63	3.85
5 Interesting	Natural/Scenic, Relaxing, Informative, Interesting	3.66	3.74
6 Economy	Low Sales Tax, Value for Money	3.95	3.69
7 Proximity	Close to Airport, Close to Hotel/Motel, Close to Home	2.89	3.14

created for each type of shopping center (Superregional, Theme/Festival, Super Off-price).

## ■ Results and Discussions

### Objective 1

Prior to testing Objective 1, a factor analysis was undertaken to reduce data into a manageable number of factors. A total of 46 importance

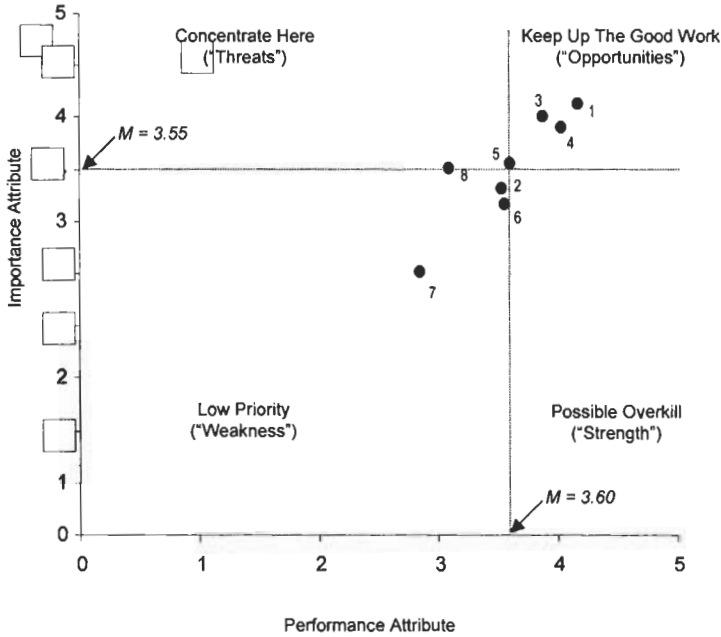
**FIGURE 3. IMPORTANCE-PERFORMANCE GRID OF THEME/FESTIVAL SHOPPING CENTER**

Factor	Items	Importance	Performance
1 Environment	Organized, Efficient Staff, People-Friendly, Friendly Staff, Clean, Pleasant, Appealing, Convenient Parking, Safe, Functional, Easy entry and Exit, Comfortable Seating, Contemporary, Shops Occupied, Interesting, Sensible, Relaxing	3.99	3.96
2 Stimulating	Cultural Events, Popular/Famous, Creative, Unique Architecture, Reflective of Local Culture, Attractive, Exciting, Entertaining	3.62	3.67
3 Fashion	Wide Merchandise Selection, Unique Merchandise, Value for Money, Reasonable Prices, Fashionable, Variety of Stores, Sophisticated, Conveniently Located	3.91	3.68
4 Classic	Classic, Elegant, Informative, Natural/Scenic	3.38	3.40
5 Proximity	Close to Airport, Close to Hotel/Motel, Close to Home	3.05	3.44
6 Friendly	Family-friendly, Casual, Educational	3.43	3.87
7 Fun	Recreational, Exotic	3.31	3.25

attributes was reduced to eight factors by principal components factor analysis (Table 5).

ANOVA was employed to compare the three types of shopping centers in terms of importance attributes (Table 6). The three shopping centers differed only in Proximity. The Sheffe test, which was employed for multiple comparison, indicated that when visiting a Theme/Festival center, tourists perceived proximity to be more important than when visiting a Superregional center or a Super Off-price center. Tourists did

**FIGURE 4. IMPORTANCE-PERFORMANCE GRID OF SUPER OFF-PRICE SHOPPING CENTER**



Factor	Items	Importance	Performance
1 Environment	Family-friendly, Clean, Convenient Parking, Friendly Staff, Efficient Staff, Organized, People-Friendly, Safe, Sensible, Appealing, Easy Entry and Exit, Pleasant, Comfortable Sitting Area	4.12	4.18
2 Ambience	Exotic, Reflective of Local Culture, Natural and Scenic, Unique Architecture, Cultural Events, Fashionable, Informative, Sophisticated	3.32	3.53
3 Selection	Unique Merchandise, Value for Money, Shops Occupied, Functional, Reasonable Prices, Wide Merchandise Selection	4.01	3.88
4 Stimulating	Exciting, Recreational, Variety of Stores, Attractive, Entertaining, Creative, Interesting	3.90	4.04
5 Laid-Back	Casual, Educational, Low Sales Tax, Popular/Famous, Relaxing	3.56	3.62
6 Classic	Classic, Elegant	3.17	3.56
7 Proximity	Close to Airport, Close to Hotel/Motel	2.52	2.85
8 Location	Conveniently Located, Close to Home	3.51	3.09

not perceive the remaining factors differently among three types of shopping centers.

## Objective 2

The same factor analysis technique was applied to the performance attributes (Table 7) prior to analysis of Objective 2. ANOVA was again computed to compare the three types of shopping centers (Table 8). The three shopping centers differed in several performance factors: Environ-

TABLE 5. FACTOR ANALYSIS OF IMPORTANCE ATTRIBUTES<sup>1</sup>

Factor Items	Factor Loading	Eigenvalue	% of Variance	$\alpha$
Environment		8.26	18.0	.93
Organized	.774			
Efficient staff	.751			
Friendly staff	.738			
People-friendly	.735			
Safe	.722			
Easy entry and exit	.686			
Convenient parking	.659			
Clean	.652			
Appealing	.644			
Variety of stores	.615			
Pleasant	.544			
Conveniently located	.516			
Sensible	.509			.88
Mall Design		5.29	11.5	
Unique architecture	.722			
Reflective of local culture	.680			
Natural and scenic	.670			
Exotic	.661			
Cultural events	.642			
Classic	.604			
Elegant	.601			
Popular/famous	.544			
Creative	.458			
Fashion		3.10	6.5	.78
Fashionable	.640			
Unique merchandise	.595			
Sophisticated	.563			
Contemporary	.500			
Enjoyable		2.62	5.7	.77
Functionable	.535			
Shops occupied	.501			
Comfortable sitting areas	.486			
Relaxing	.437			
Friendly		2.35	5.1	.71
Educational	.670			
Casual	.670			
Family-friendly	.614			
Economy		2.32	5.0	.76
Low sales tax	.656			
Reasonable price range	.605			
Value for money	.550			
Fun		2.24	4.9	.72
Entertaining	.655			
Recreational	.638			
Exciting	.458			
Proximity		2.21	4.8	.73
Close to hotel/motel	.805			
Close to airport	.782			
Close to home	.551			



TABLE 6. ANOVA ON IMPORTANCE ATTRIBUTES<sup>1</sup>

Variable	Super-regional (R)	Theme/Festival (T)	Super Off-price (O)	F-statistic	Scheffe Test
Environment	4.22	4.11	4.17	1.372	
Mall design	3.35	3.39	3.27	1.031	
Fashion	3.90	3.73	3.80	2.776	
Enjoyable	3.91	3.75	3.84	2.008	
Friendly	3.52	3.43	3.49	.427	
Economy	3.95	3.95	4.07	1.106	
Fun	3.65	3.66	3.81	2.198	
Proximity	2.89	3.05	2.69	4.687**	T > R; R > O

<sup>1</sup>Mean scores are based on a 5-point rating scale (1 "not important"; 5 "very important")

\*\*p < .01.

ment, Variety and Appeal, Location, Classic and Fun. The Sheffe test was used to do multiple-comparison analyses. In terms of Environment, the Super Off-price centers performed better than Theme/Festival centers. For Variety and Appeal, Classic and Fun, Superregional centers and Super Off-price centers performed better than Theme/Festival centers. For Location, Superregional centers and Theme/Festival centers performed better than Super Off-price centers.

### Objective 3

Objective 3 evaluated tourists' perception of the attributes for the three tourist-destination shopping center types utilizing the importance-performance grid analysis. Figures 2-4 illustrate importance-performance grids of three centers.

For the Superregional center, Environment and Fashion factors were placed in "Keep up the Good Work"; Image and Proximity factors, in "Low Priority" (Figure 2). Tourist shoppers were pleased with environment- and fashion-related products, services and ambience. However, the Superregional center may still need to emphasize more economy-related attributes (e.g., low sales tax, value for money), as can be seen from the low rating on performance (3.69) compared to its higher importance rating (3.95). Image and Proximity attributes were allocated as weaknesses, which indicates that the Superregional center may face a competitive disadvantage and thus lose its customers to its competitors.

For the Theme/Festival center, Environment, Fashion and Stimulating were placed in "Keep up the Good Work"; Classic, Fun and Proximity in "Low Priority" (Figure 3). Interestingly, the Friendly factor belonged to

TABLE 7. FACTOR ANALYSIS OF PERFORMANCE ATTRIBUTES

Factor Items	Factor Loading	Eigenvalue	% of Variance	$\alpha$
Environment		.738	16.5	.91
People-friendly	.770			
Friendly staff	.712			
Clean	.693			
Organized	.687			
Efficient staff	.681			
Safe	.679			
Family-oriented	.632			
Convenient parking	.614			
Easy entry and exit	.557			
Sensible	.529			
Appealing	.504			
Contemporary	.417			
Variety and Appeal		5.44	11.8	.90
Wide merchandise selection	.629			
Functional	.615			
Shops occupied	.594			
Pleasant	.587			
Unique merchandise	.577			
Fashionable	.562			
Interesting	.530			
Sophisticated	.495			
Attractive	.491			
Ambiance		5.19	11.3	.89
Natural and scenic	.753			
Unique architecture	.727			
Cultural events	.650			
Reflective of local culture	.581			
Creative	.569			
Exotic	.564			
Informative	.543			
Popular/famous	.503			
Entertaining	.422			
Relaxing	.412			
Economy		2.38	5.2	.76
Value for money	.648			
Reasonable price range	.628			
Low sales tax	.613			
Location		2.37	5.2	.73
Close to hotel/motel	.838			
Close to airport	.834			
Close to home	.522			
Conveniently located	.446			
Classic		2.36	5.1	.83
Elegant	.710			
Classic	.675			
Stimulating		2.22	4.8	.71
Exciting	.529			
Casual	.518			
Educational	.445			
Fun		1.98	14.3	.61
Recreational	.633			
Variety of stores	.620			

TABLE 8. ANOVA ON PERFORMANCE ATTRIBUTES<sup>1</sup>

Variable	Super-regional (R)	Theme/Festival (T)	Super off-price (O)	F-statistic	Scheffe Test
Environment	4.17	4.03	4.21	4.007*	O > T
Variety and appeal	4.01	3.73	3.94	8.558***	R > T; O > T
Ambiance	3.62	3.57	3.59	.164	
Economy	3.71	3.64	3.60	.893	
Location	3.33	3.55	2.97	16.642***	R > O; T > O
Classic	3.73	3.28	3.56	8.837***	R > T; O > T
Stimulating	3.72	3.73	3.84	1.187	
Fun	4.16	3.64	4.17	26.481***	R > T; O > T

<sup>1</sup>Mean scores are based on a 5-point rating scale (1 "poor", 5 "excellent").

\*p < .05; \*\*\*p < .0001.

"Possible Overkill." This attribute may be of lesser importance when it is performed well; however, this attribute could also be a "Strength" on which to build new customers. For the Super Off-price center, Environment, Selection and Stimulating were assigned to "Keep up the Good Work"; Proximity, to "Low Priority" (Figure 4).

In sum, the three shopping centers exhibited different attributes as their opportunities that can be promoted. No shopping center exhibited threats that demand immediate attention, because no attribute factor was assigned to "Concentrate Here." All three shopping center types displayed Proximity as the "Low Priority," but this weakness can be exploited by other shopping centers.

## ■ Conclusions and Managerial Implications

In terms of the mall attributes important to tourists, there was little difference between the three types of malls. When a tourist decides to go shopping, priorities include a friendly, organized, safe, clean and pleasant environment. When visiting a Theme/Festival mall, location becomes important, likely because Theme/Festival centers are usually located downtown and may not be as accessible as the suburban Superregional or more remote Super Off-price centers. Another explanation may be that people have a predetermined idea of what they will find at a Superregional or Super Off-price mall since these mall types are located in most cities and are fairly consistent. The Theme/Festival category, on the other hand, is less predictable since, by definition, it is generally a unique format de-

signed to reflect local culture. The branding involved in this concept is limited by the effects of a single location in most cases. It may be that if the Theme/Festival center is conveniently located, the tourist may be inclined to visit. If the location is too far from the hotel or airport, the tourist may not be as willing to venture there, given the more predictable choices of a Superregional or Super Off-price mall. On the other hand, the Superregional or Super Off-price mall may be the destination of choice when traveling to the city, which is a positive outcome of branding the destination.

In terms of the performance of different mall types, the Super Off-price malls appear to be more friendly, clean, organized, safe and appealing than the Theme/Festival centers. This may be, again, because the Theme/Festival centers are less predictable—and, by nature, may be less controlled in terms of parking, entry/exit and cleanliness, especially if they have an outdoor element. The Super Off-price centers in this study were also managed by the same corporation, therefore of similar brand and somewhat homogeneous. This may be a limitation of the study.

Study participants found the Superregional and Theme/Festival centers to perform better with regard to the location elements. This is probably because the Superregional and Theme/Festival centers are located in more urban/suburban areas while Super Off-price centers typically require driving out of town.

Superregional, Theme/Festival and Super Off-price centers appear to be meeting most of the needs of the tourist who shops in terms of the attributes listed in the survey, as illustrated by the high ratings on the Importance-Performance grids. This may be due to the fact that the sampling frame was derived from well-established shopping centers in metropolitan cities. However, the attributes that received high ratings varied somewhat by shopping center type. Overall, environmental elements are extremely important to all tourist shoppers, while proximity to airports and hotels seems to be less important across all three formats. In promotional outlets, all mall types in this study must focus on their unique characteristics and their environmental elements, including friendliness, comfort, safety, convenience, etc., as they build a brand presence in the minds of their customers and potential customers. Certainly, this importance-performance grid analysis can be applied to any type of shopping center in any location.

This project may assist shopping center developers and retailers in discovering what tourists want, developing products/services suitable to tourists, directing promotional activities to tourists and directing tourists to where they can buy products/services so that they will receive value in pricing, while the tourist-destination shopping centers make a profit and attain market goals. In addition, the findings will assist shopping center

developers and retailers in identifying the optimal tenant mix for maximizing center performance and the optimal marketing program for reaching tourists.

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