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Analysis of Town Center Mixed-Use Developments to Determine Key Retailer Success Factors

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To the Graduate Council:

I am submitting herewith a thesis written by Kelly G. Atkins entitled "Analysis of Town Center Mixed-Use Developments to Determine Key Retailer Success Factors." I have examined the final electronic copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Retail, Hospitality, and Tourism Management.

Youn-Kyung Kim, Major Professor

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To the Graduate Council:

I am submitting herewith a thesis written by Kelly Green Atkins entitled "Analysis of Town Center Mixed-Use Developments to Determine Key Retailer Success Factors." I have examined the final paper copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Consumer Services Management.

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Analysis of Town Center Mixed-Use Developments to Determine Key Retailer Success Factors

A Thesis Presented

for the Master of Science Degree

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Kelly Green Atkins

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ABSTRACT

The socio-economic changes and the population growth concentrated in cities in the U.S. have resulted in increasing interest in urban life that combines living, shopping and work in one centralized location. This type of area, called a mixed-use development, meets the needs of changing American lifestyles. To build successful retail businesses in the mixed-use developments, more information must be identified concerning key retail success factors. Based upon this need, this study examined the town center mixed-use development through case studies. The scope of the study included identifying successful town center mixed-use developments in the U.S., identifying locations for each case study analysis, conducting surveys of retailers, consumers and property managers, and analyzing results for consistent responses. The consistent responses by retailer, consumer, and property manager perceptions of store attributes and SWOT analyses were used to determine key success factors. These key success factors were separated into development attributes, store attributes, and target consumer attributes. Although the key success factors are simple in nature, the data from all three respondent groups unite to validate and add emphasis to the review of related literature. Utilizing these key success factors can assist in differentiating the town center and individual stores from the competition and in creating a desirable environment where customers return frequently. The model can be used in the development, planning and implementation strategies for future town center mixed-use developments.

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CHAPTER I

INTRODUCTION

Statement of Problem

Growing numbers of baby boomers over the age of 50, increasing numbers of career professionals who are choosing to remain single through their 20s and 30s and higher discretionary incomes all contribute to consumer interest in high density, urban-style living (Gentry, 2000). American lifestyles are changing and the population has grown faster in cities than in suburban areas from 1999-2000 compared to the population growth increase in these areas from 1990-1998 (Nadel, 2002). These socio-economic changes combined with population growth concentrated in cities have resulted in an increasing interest in urban living within close proximity to entertainment, retail and work environments.

Mixed-use developments combine living, shopping and working space into one location. Traditionally, mixed-use developments involve retail, residential units, an office element, and usually some form of entertainment (Slatin, 2003). They are typically pedestrian-oriented communities and often have park settings with fountains, gardens and children's play areas (Fenley, 2003). Town center mixed-use developments are traditionally located in suburban areas, are pedestrian-friendly, and are sometimes called 'main street centers' (Fenley, 2003). These amenities combine to make mixed-use developments alluring to consumers, retailers and developers.

Nevertheless, there is not a theoretical framework to justify retail investments in mixed-use developments. The present study analyzed one type of mixed-use development: town center planned mixed-use development. This type was chosen for analysis because of the adequate availability of town center developments across the United States. This case analysis of town center mixed-use developments provides a model of key retail success factors that can offer practical information for planning and implementation of future mixed-use developments.

Rationale

Early in the 20th century, American downtowns were the center of pedestrian activity due to the converging mass transit lines in these areas (Robertson, 1995). After World War II, residents in the U.S. began moving away from downtown areas and into suburban neighborhoods and as a result, retail activity decentralized to the suburbs as well. This move resulted in a decrease in downtown densities and an increase in privatization and isolation in the suburbs (Robertson, 1995).

The 1950s saw a rise in suburban shopping centers outside city boundaries as well as the development of large enclosed shopping malls. Both of these developments caused decreases in the number of downtown retail consumers (Robertson, 1995). A decrease in public areas and a decrease in parlors and porches in housing design in suburban neighborhoods also contributed to a loss of street activity and of a loss of cohesiveness in neighborhoods (Lund, 2003).

In the last 20 years, there has been a rise in global interest in economic, social and environmental sustainability (Walker, 2003). This interest is led by the New Urbanism movement which promotes enhanced community life and reduced vehicle travel through neighborhood design and environment (Lund, 2003). This development strategy is termed 'smart growth' as opposed to 'sprawling' developments in suburban U.S. communities. The point of much debate among many authors and researchers has been whether neighborhood redesign can revive the community life found early in the 20th century (Lund, 2003).

An advantage of mixed-use developments is the convenient walking access to living, work and shopping (Gentry, 2000). This convenience is the main reason for the resurgence of demand for urban living. In addition, an advantage to investors is that the diversification of uses can decrease the risk to the investor (Childs, Riddiough & Triantis, 1996). Slatin (2003) reported that mixed-use developments consistently outperform standard suburban real estate in many ways including retail sales. This performance points to a significant opportunity for retailer success within the mixed-use developments.

Though there are many advantages to urban mixed-use living, there are many obstacles to mixed-use developments, as well. There have been public-health and quality-of-life problems because of the proximity to neighbors (Angotti & Hanhardt, 2001), and there have been noise filtering problems between commercial and non-commercial buildings or levels. In addition, some retailers have been concerned about their image and how other retail or residential tenants might work against their desired image (Rowley, 1996).

Rowley (1996) suggested "the diversity of people, activities, uses, architecture; the amenities, open spaces and other visual stimuli that cities offer; and a rich public life" (p. 89) are all ingredients contributing to the urban experience yet there are negative, as well as positive, aspects to this experience. As a result, urban living may suit some people while suburban or rural living will continue to suit others.

To date, there have been numerous research studies on the pros and cons of mixed-use living, yet few researchers have examined the different types of mixed-use developments, nor defined them for further application. This study discussed the five types of mixed-use developments and analyzed town centers using the case study method.

Purpose of Study

The major purpose of this study was to develop a research model that explores the success factors for town center mixed-use developments. This was completed through case analyses of successful town center developments within the United States. This research model will specify success factors for retail development that can be used for generating practical applications for other town center mixed-use developments.

CHAPTER II

LITERATURE REVIEW

The purpose of this study was to develop a research model that explored the success factors of town center mixed-use developments. This chapter includes the history of shopping center development in the United States, elements of the changing consumer market, the appeal of mixed-use developments and the five types of mixed-use developments. The five development types described are: town center planned mixed-use, vertical mixed-use, historic building adaptive mixed-use, corridor high-density residential mixed-use, and neighborhood mixed-use. The focus of the research will then be placed on town center mixed-use developments.

Conceptual Framework

Consumer market changes, such as: an increasing number of baby boomers, more singles, fewer children (Gentry, 2000), population growth in metropolitan areas, and higher discretionary incomes (Marks, 2002) all support or drive the need for more mixed-use housing developments. Similarly, retail trends such as shopping centers with main street ambiance, lifestyle-oriented merchandising (Gentry, 2000), increased demand for full-service restaurants, and a focus on experience-based activities (Marks, 2002) also support the mixed-use development offerings.

Implications for retailers based upon these consumer market changes include strategically targeting the specific demographic characteristics and the lifestyles of the consumers who are living in mixed-use developments and offering products and services that meet the needs of the local target consumer.

Review of Previous Research

History of Shopping Center Development in the United States

Retailing was dominant in downtowns early in the 20th century. This was due to two main factors. First, most citizens worked and shopped within close proximity to their downtown living quarters and most of these activities were conducted on foot (Heitmeyer & Kind, 2004). Second, the mass transit street cars brought workers, shoppers and visitors to downtowns. As a result of these two factors, there was significant pedestrian traffic in downtown areas (Robertson, 1995). After World War II, retailing continued to grow as a result of 'pent-up demand' for goods and services (May, 1989) but the increased decentralization of retail activity shifted retail to the suburbs to follow the middle-class residents (Robertson, 1995). In addition, increased use of the automobile reduced the demand for mass transit services and therefore, downtown densities and pedestrian traffic decreased significantly (Robertson, 1997).

During the time when consumers were moving to the suburbs, zoning and land use planning became predominant. Zoning began as a kind of health measure to restrict factories from being built beside homes and residential neighborhoods (Lewis, 2002) but later, zoning would be blamed for suburban 'sprawl.' The next 50 years would be spent separating the different land uses into homogeneous zoning districts (Gose, 2004).

Suburban developments offer amenities that Americans consider important such as peace, quiet and privacy, social and physical segregation, a yard or garden space, convenience to schools and community facilities, and affordable prices (Rowley, 1996). The suburbs also offer availability of labor and a technological infrastructure such as electrical capacity and adequate parking (Johnson, 2001). New Urbanists follow plans for smart growth and sustainable growth by designing areas where residential, commercial and real estate areas are located in the same development (Heitmeyer & Kind, 2004). They also point out that automobile dependency creates public safety hazards and lack of exercise for consumers. In addition, New Urbanists challenge the negative aspects of 'suburban sprawl' such as increased air pollution, loss of natural areas, environmental corruption and global warming (Angotti & Hanhardt, 2001).

Along with the consumer move to the suburbs in the 1950s came the rise of suburban shopping centers and malls. The development of these large enclosed shopping malls in major U.S. cities offered a pleasant, safe and controlled environment for consumers to shop (Robertson, 1995). The shopping malls were wildly popular and as a result, hundreds of them were built across the U.S. from the 1950s to the 1980s. The retail mix in each of these centers became very predictable with many of the same national brands located in every shopping mall (Robertson, 1995).

This predictability or sameness of shopping malls drove consumers to want something different (Armstrong, 2004). They began desiring different styles, brands, environments and different prices. In addition, consumers began seeking something more than the basic function of purchasing. They began to desire more value for the investment of their time and effort (May, 1989) and they began to desire an "experience" from their shopping (Walker, 2003). Table 1 is a modification of a table by May (1989). In her article entitled *A Retail Odyssey,* May (1989) discussed different forms of retailing and how retail has changed over the years with changing consumer demand. This table

Table 1. History of Shopping Center Development

Period	Primary Shopping Vehicle	Types of Purchases
Early 20th Century	Variety stores, mill stores in downtown areas	Spending for needs and basic wants
Post World War II	Suburban shopping centers, department stores, specialty stores	"Pent-up" spending
1960s, 1970s, 1980s	Shopping malls	Spending for "wants"
1990s through today	Lifestyle shopping centers, big box shopping centers, mixed-use developments, online shopping	Spending for "wants," lifestyle, and experiences

illustrates some characteristics of the shopping vehicle and types of purchases from the early 20th century until the present.

The Changing Consumer Market

May (1989) reported that consumers determined where they would shop primarily by location or by best value for the lowest price. She proposed that consumers sought value not only from the product itself, but also from the transaction. In other words, consumers defined value not only as price paid, but also as a return on the investment of time and effort expended (May, 1989). She found consumers individually defined value by their lifestyles, attitudes and opinions (May, 1989). As consumer values changed, so followed the retail environment and thus, an increasing number of discount retailers emerged.

Technology, family and social arrangements and employment patterns have changed radically over the past 20-30 years (Coupland, 1997). There are a greater percentage of high income consumers in the U.S. population than ever before (Marks, 2002). Time is precious and consumers are demanding more convenience for their fast-paced lifestyles and over-extended schedules (Marks, 2002; McCloud, 2000). In addition, many consumers have dual incomes, active lifestyles and they focus on experience-based leisure activities such as entertainment, dining out, and travel (Marks, 2002; Walker, 2003).

Over the past decade, there has been significant consolidation in the retail industry resulting in less labor and fewer middlemen (Marks, 2002). These so-called self service warehouses cater to consumers shopping for lower prices. In addition, the big box retailers such as Wal-Mart and Target have increased in popularity due to their convenience, selection and prices.

Most recently, consumers have begun seeking pedestrian-friendly 'main street' shopping environments, convenient shopping locations and lifestyle-oriented merchandising (Gentry, 2000). Shopping has become a social activity (May, 1989; Steiner, 2002) and shopping based upon price has become the norm for all smart, well-educated shoppers (Marks, 2002).

Consumers have also begun seeking more convenient places to live. Increasing numbers of baby-boomers, empty-nesters, single professionals and childless couples are choosing to live in urban developments to be near work, entertainment and shopping (Gentry, 2000). This shift can be seen in the population increase in metropolitan cities compared to suburban areas. The U.S. population has grown faster in cities than in suburban areas in 1999-2000 compared to the population growth increase in these areas in 1990-1998 (Nadel, 2002). Smaller, upscale residences with close access to these activities meet the needs of this growing consumer segment (Gentry, 2000).

The Appeal of Mixed-Use Developments

Mixed-use developments can most easily be defined as a development with an intentional, cohesive mix of uses or schemes such as residences, retail businesses, offices, and entertainment. Coupland (1997) stated that the Urban Land Institute identified developments with three or more revenue-producing uses as mixed-use developments. Anders (2004) described mixed-use developments as integrated developments connected by distinct routes and defined public spaces.

Mixed-use developments have shown increased appeal to baby boomers, generation Xers and generation Yers (Johnson, 2001; Culp, 2003). They have also proven popular with single professionals and a rising number of empty-nesters (Gentry, 2000) as well as with those who value the basic human need for community (Steiner, 2002). Another primary draw to mixed-use developments is that they offer more convenient opportunities for meeting people who share similar interests and who participate in similar activities (Coupland, 1997).

Retailers and investors see the value of mixed-use developments because studies have shown that these developments consistently out-perform suburban real estate in office and retail lease rates, in retail sales, and in hotel room occupancy rates (Coupland, 1997). For retailers, mixed-use developments provide the opportunity to locate their business in an area with positive demographics and this leads to higher sales (Gentry, 2000). For city planners and urban designers, a mixed-use area is used as a foundation for a lively, safe and interesting neighborhood (Coupland, 1997).

Mixed-use developments are also appealing to part-time residents (Coupland, 1997). To traveling professionals and traveling couples with family in other parts of the world, the size, location and visibility of mixed-use developments is highly desirable (Coupland, 1997). Full-time and part-time residents can maintain the smaller, upscale residences and have the additional benefit of close access to entertainment, shopping and work (Gentry, 2000).

Tourism and leisure can also play a critical role in mixed-use developments (Coupland, 1997). Tourists are a good market for hotels, restaurants, shops and entertainment (Cloar, 1995) and they can provide additional revenue for the businesses in mixed-use developments. Using historic, heritage and architectural aspects of existing historic buildings attracts tourists and capitalizes on the building's history (Coupland, 1997).

Mixed-use developments often have park settings with fountains, gardens and children's play areas (Fenley, 2003). Advocates of mixed-use developments maintain that local access to parks will enhance community life. As far back as the 1970s, Americans have shown a growing interest in protecting the environment and using land in viable and effective ways (Walker, 2003). More recently, a focus on ecological consciousness or 'green' design elements have made the high density, condensed land use features of mixed-use developments very desirable ("Futuristic Five," 2003). In addition, a shortage of developable land in urban areas of the U.S. (Marks, 2002; McCloud, 2000) and an increased commitment to preserving open spaces (McMahon, 1999) support the rationale for developing mixed-use properties with local access to parks and open spaces.

Mixed-Use Development Styles

Five types of mixed-use developments are: town center planned mixed-use, vertical mixed-use, historic building adaptive mixed-use, corridor high-density residential mixed-use, and neighborhood mixed-use. Each type is discussed and each is defined by a list of characteristics, strengths and weaknesses. In addition, examples of the development types located within the United States are identified.

1. Vertical Mixed-use Developments

Due to the scarcity of prime locations to expand, developers often build upward. These vertical mixed-use developments are characterized by the 'stacking' of uses ("Focused Growth," 1999). Vertical mixed-use developments are multi-story buildings often in central city locations. They are usually built adjacent to buildings of similar height and scale to help them blend with existing buildings ("Focused Growth," 1999). The height and scale of these buildings often create an attractive downtown skyline as can be seen in many metropolitan cities ("Focused Growth," 1999). The costs of these prime urban locations are particularly high; therefore there is a necessity for a high density population to support it (Gose, 2004).

Vertical mixed-use developments in the past were inward-focused, enclosed public spaces that were often described as 'fortresses' ("Focused Growth," 1999; Robertson, 1995). Today, they are usually outward-facing buildings with different uses on different floors. There are often offices, housing and hotels on top of shopping centers (Gose, 2004). This puts shopping, working and entertainment all within walking distance.

Some challenges of vertical mixed-use projects are the mix and the placement of tenants (Gose, 2004). Without a proper placement of tenants, there can be a lack of pedestrian traffic in some locations. As a rule, many mixed-use developments house retail shops on the first floor with entertainment, work and housing on the upper floors. This provides more pedestrian traffic to the areas that need the traffic, such as retail businesses, and it provides less traffic to the more private levels (Gose, 2004).

Another challenge to the development of vertical mixed-use spaces is zoning codes that restrict building heights and density ratios ("Focused Growth," 1999). These codes can reduce the vertical capacity allowed. In addition, vertical mixed-use projects are more complex, take longer to build, and cost more (Gose, 2004) than other single use or horizontal projects.

Some examples of vertical mixed-use developments are: 16 Market Square, Denver, CO; Zona Rosa, Kansas City, MO; and Time Warner Center, New York, NY.

2. Historic Building Adaptive Mixed-use Developments

There has been a recent increase in demand for downtown housing in large and small cities and towns across the U.S. (McMahon, 1999). McMahon (1999) asserted that this downtown housing demand can be attributed to convenient access, pedestrian-friendly environment and amenities such as museums, theatres, and colleges.

Historic building adaptive mixed-use developments are the adaptive reuse of older buildings into a new mix of uses ("Focused Growth," 1999). It provides an opportunity for redevelopment of downtowns that have been neglected for years. The historic, heritage and architectural value of older buildings make them desirable for leisure and tourism activities because they can capitalize on the building's history (Coupland, 1997). Tourists are a particularly good market for hotels, restaurants, shops, and entertainment (Cloar, 1995).

Adaptive reuse for mixed-use developments requires updating older buildings. One challenge for this type of development is retrofitting (Nadel, 2002). Retrofitting can require more time and money than building new buildings. There are also frequent issues with code and historic preservation regulations that require new methods to overcome obstacles and ensure public safety ("Focused Growth," 1999). Despite these challenges, historic building adaptive mixed-use developments can attract public funding, good neighbors and local support (Coupland, 1997).

Goals of historic adaptive mixed-use developments include increasing the downtown tax base, preserving historic resources, retaining work and residences in the central part of the city and reducing the number of vacant buildings ("Focused Growth," 1999). Robertson (1995) suggested some strategies to accomplish these downtown goals. He suggested pedestrianization of downtown areas, providing indoor shopping, focusing on historic preservation, developing waterfronts when available, developing offices, enhancing transportation access and providing special activities. Historic building adaptive mixed-use development supports the public goals of preserving historic districts, focusing growth in downtown areas and keeping vitality in the center of the city ("Focused Growth," 1999).

Some examples of historic building adaptive mixed-use developments are: Mizner Park, Boca Raton, FL; City Place, Long Beach, CA; and Peabody Place, Memphis, TN.

3. Corridor High Density Residential Mixed-use

Historically, some mixed-use developments were located in commercial nodes and clustered along arterial or neighborhood corridors ("Focused Growth," 1999). Streetcar lines ran along many of these major city corridors providing convenient access for streetcar commuters. These mixed-use developments offered convenient shopping, housing and office space ("Focused Growth," 1999). Today, some of these corridors still have high traffic volumes and are considered good sites for redevelopment ("Focused Growth," 1999). These developments will be termed corridor high density residential mixed-use developments.

Many cities offer incentives to encourage development along existing corridors. These incentives include "zoning incentives, design standards, amenities, and incentives for redevelopment" ("Focused Growth," 1999, p. 30). One challenge with this type of development is attracting developers to 'infill lots' that are traditionally more difficult to develop. In addition, developers often have design challenges along busy traffic corridors such as "buffering housing from the street frontage and working with existing auto-oriented uses" ("Focused Growth," 1999, p. 31).

Corridor high density residential mixed-use developments should have a high quality pedestrian environment, good connections to surrounding neighborhoods and good transit service ("Focused Growth," 1999). This will help absorb urban growth and increase densities in the urban areas.

Some examples of corridor high density residential mixed-use developments are: Fairfax Corner, Fairfax, VA; and Fruitvale Transit Village, Oakland, CA.

4. Neighborhood Mixed-use

Another type of development is neighborhood planning for focused growth. The design of these developments varies depending upon "the unique geography, demographics, and history" ("Focused Growth," 1999, p. 35) of the area.

Neighborhood mixed-use developers use 'main street' models to plan for transit and high-density development in these areas ("Focused Growth," 1999). The size of the neighborhoods is relatively small and they have a tight network of interconnecting streets and public spaces. Most of these neighborhoods contain elements such as "a mix of dwelling units, shops, workplaces, civic buildings, worship places, and schools" ("Focused Growth," 1999, p. 35).

Neighborhood mixed-use styles include adaptive reuse or redevelopment of existing areas and new mixed-use developments. It can also include a combination of both depending on local demographics, local market conditions and allowed usage ("Focused Growth," 1999).

Some examples of neighborhood mixed-use developments are: Celebration, FL; Belmont Dairy, Portland, OR; and Seaside, FL.

5. Town Center Planned Mixed-use Developments

Town center planned mixed-use developments are traditionally located in suburban areas. Town centers are built on newly developed vacant land and contain a dense mix of business, commercial, residential and cultural activities ("Focused Growth," 1999). They are an urban and a regional planning concept that focuses on managing growth in suburban areas.

Town centers are often characterized by open-air facilities, personalized architecture, and specialized landscaping (Fenley, 2003). Fenley (2003) pointed out that town centers are pedestrian-friendly and are sometimes called 'main street centers.' They also often have low density parking in front of the open-air storefronts. It is important for developers to understand that town center retailers get most of their demand from local customers, not just from the town center residents (Khermouch, 2002). With this in mind, it is important to provide enough parking to accommodate these customers.

One challenge for developing town centers is managing, maintaining and improving the facilities (Pal & Saunders, 1997). Town centre management (TCM) has been used in the UK since the 1990's as a means to accomplish these goals. Maintaining a clean, safe and friendly environment is key in creating an effective mixed-use development (Beyard, Pawlukiewicz, & Bond, 2003).

Another important point of consideration is the placement of the anchors and the mix of tenants in order to create a successful, bustling atmosphere (Anziani, 2002). Placing anchors strategically can positively impact the flow of the traffic and the pedestrians. Developing the right tenant mix for town centers requires market research and demographic profiles just as any other major development requires (Lynne, 2002). Both of these considerations take extensive preplanning on the part of the developer and can seriously impact the success of the retailer.

Anziani (2002) proposed some requirements for successful town center projects. He showed that town centers required development teams with a broad base of experiences that could balance the needs of project elements such as retail, dining, residential and office. These teams should be multi-disciplinary and could consist of mixed-use experts of teams of specialists in retail, offices or residential development (Quinn, 2004).

Some examples of town center planned mixed-use developments in the United States are Birkdale Village, Charlotte, NC; Mashpee Commons, Mashpee, MA; Legacy Town Center, Plano, TX; Valencia Town Center, Valencia, CA; Fair Lakes, Fairfax, VA; Colonial Grand TownPark, Lake Mary, FL; and City Place, West Palm Beach, FL.

Summary

Mixed-use developments can most easily be defined as a development with an intentional, cohesive mix of uses or schemes such as residences, retail businesses, offices, and entertainment. Though many studies have been conducted on mixed-use developments, no framework existed to justify retail investments in them. This review of literature and the descriptions of five types of mixed-use developments were used to aid in creating the retailer, consumer, and property manager surveys which assisted in creating the framework of key retail success factors.

CHAPTER III

METHODS

Given the unresolved issue of whether retail investment in mixed-use developments is justified, the focus of this study was to develop a model of key retail success factors of town center mixed-use projects. This was completed in the form of case studies of successful town centers across the U.S. The case studies included surveys of retailers, consumers and property managers at specific sites. This chapter will describe the research design, instrument development, sample, and data collection.

Research Design

The objective of this project was to develop a research model of key retailer success factors from data collected regarding successful town centers in the United States. Successful town centers within the U. S. that contained three uses: retail, residential and office components were identified for case study analysis. The sites of the mixed-use development case studies were chosen from cities in the U.S. that had high population growth rates and contained successful mixed-use developments. Six successful town centers identified from the review of related literature were located in the metropolitan areas of: Plano, TX; Washington, DC; Valencia, CA; Orlando, FL; and West Palm Beach, FL. Surveys of retailers, consumers and property managers were conducted to determine their attitudes regarding the town centers. The survey data were used to identify key retailer success factors which were included in the research model.

Instrument Development

A three-part self-administered questionnaire was developed to assess perceptions of retailers, consumers and property managers regarding the mixed-use development they were located in. Examples of each survey are included for reference and inspection (see figure A-1, A-2, A-3). This survey was designed to elicit qualitative and quantitative responses from respondents. The survey questions were drawn from the review of related literature, industry publications, trade magazines, and applicable retail experience. Open-ended questions about strengths, weaknesses, opportunities and threats of the town center were developed to obtain suggestions and recommendations from respondents. Mail surveys were sent to the retailers and property managers for each of the six selected sites. Customer intercept surveys were used to collect consumer data at one site.

The surveys of property managers solicited feedback on balance of uses, public spaces, communication with stores, residents, and offices, image, business environment, and the target customer of the town center. The surveys of retailers solicited feedback on their perceptions of balance of uses, public spaces, communication with management office, location/convenience, image, and target customer of the town center. The consumer surveys solicited feedback on balance of uses, public spaces, communication/advertising, convenience/location, image, and target customer. In addition, importance of store attributes, a SWOT analysis and general demographic information were captured by all three types of surveys.

The response format was a 5-point rating scale (1 = strongly disagree to 5 = strongly agree) used to measure respondent perceptions of the mixed-use development.

Perceptions of the importance of store characteristics to the target customer were measured on a 5-point rating scale (1 = not important to 5 = very important). Five categories were chosen to provide ease of customer's responses and to provide more specific information than two categories ("disagree or agree") could provide.

A section of open-ended questions for SWOT analysis was used to determine retailer, consumer, and property manager perceptions of strengths, weaknesses, opportunities and threats of the town center. This format allowed respondents to use their own words to comment on aspects of the development that may not have been previously recognized.

General information such as retail business coverage, types of product the store carries, number of employees, hours of operation, length of time in this development and job title was requested in retailer and property manager surveys. Consumer information collected included shopping frequency, residence proximity, gender, race, marital status, age category and household income level. These questions were answered in a multiple choice or open-ended format.

Population and Sample

The population for this study consisted of successful town center mixed-use developments within the United States. The convenience sample consisted of selected successful town center mixed-use developments. The town center sites were selected based upon information about the developments in secondary research and in company websites. Responses from retail stores, grocery stores, liquor stores, framing stores, restaurants, and florists were included. Not included in the sample were service businesses such as dry cleaners, salons, cinemas, cell phones, banks, realty offices, hotels, and video rentals due to the significant difference in the nature of their businesses.

Data Collection

Prior to collection of data for this study, a pretest was conducted to check for content validity and to allow for possible revision of the questionnaire or to the delivery format. The pretest was distributed to 60 retailers and a property manager at a town center planned mixed-use development near Charlotte, NC. A total of 23 retailers and a marketing manager completed the survey. Based on the pilot study, questions were revised to improve questionnaire design and to ensure reliability. For example, a question regarding availability of public restrooms was added because it was mentioned as a weakness by more than half of the respondents in the pretest. In addition, the wording of the question regarding hours of operation was reworded because more than half of the respondents did not answer the question in the format desired by the researcher.

Data for this study were obtained through the search of records and reports, mail surveys of retailers and property managers and through intercept surveys of consumers. Property manager contact information was obtained through development websites. Retailer contact information was obtained with assistance from individual property management offices or through assistance of development websites. An initial mailing of the questionnaire accompanied by a cover letter and a stamped, addressed return envelope was sent to retailers (n=397) and to property managers (n=6). Data were collected from November 2004 through February 2005 for retailers and from February through May 2005 for property managers. To enhance the response rates of retailers and property managers, a reminder letter and survey were sent after the initial mailing to encourage additional retailers and property managers to participate in the survey. To further enhance response rates, property managers were offered a $100 gift card of their choice as an incentive for their participation; retailers were not offered an incentive. A total of 35 completed surveys were collected from retailers and two from property managers of town center mixed-use developments. Thirty-five retailers returned usable questionnaires for a response rate of nine percent. Two property managers returned completed questionnaires, resulting in a 33% response rate.

Customer intercept surveys were conducted on a random sample of shoppers at one town center mixed-use development. Surveys were conducted at only one development because permission to conduct the research was only granted from one of the six town center property managers. Consumer surveys were collected in May 2005 by approaching customers in the common shopping area of the development and offering a $5 gift card incentive for their participation. A total of 30 usable surveys were collected.

CHAPTER IV

RESULTS

Data Analyses

Three sets of data were collected: retailers (n=35), consumers (n=30), and property managers (n=2). The data were analyzed using simple tabulations of all three groups to determine frequencies of responses. This allowed for inspection and comparison of similarities and differences among the three groups. Content analysis was used on the SWOT responses to identify themes. Comparisons between the frequency results and the SWOT themes were made to identify consistent responses by respondent groups. Survey response categories were collapsed to aid in the interpretation of the data. 'Strongly disagree' and 'disagree' were collapsed into 'disagree;' 'strongly agree' and 'agree' were collapsed into 'agree;' 'important' and 'very important' were collapsed into 'important;' and 'not important' and 'not very important' were collapsed into 'not important.'

Retailer Responses

Examining the characteristics of the sample of 35 retailers, 46% were local businesses, 26% were regional chains, 17% were national chains and 9% were international chains. Retailers reported carrying the following in their stores: clothing (26%), sporting goods (9%), books (6%), home décor (20%), electronics (6%), personal care items (11%), food (11%), furniture (11%), other types of products (37%), and 20% were restaurants. Fifty-one percent of respondents estimated they had five or less employees, 29% estimated 6 to 15 employees, 11% estimated 16 to 25 employees, and

9% estimated 36 or more employees. The majority (51%) of respondents were store owners, 23% were store managers, 14% were presidents, 3% were assistant managers, one respondent was a vice president and one was a salesperson.

In the first section of the survey, participants were asked to rate their level of agreement or disagreement with statements about the mixed-use development where they were located. The statements were related to balance of uses, public spaces, communication with the management office, location/convenience, development image and target customers. The results are shown in Table 2. Regarding balance of uses, 69% disagreed that mixed-use developments should include big box retailers and 43% disagreed that mixed-use developments should include more national chains while 74% of retail respondents agreed that mixed-use developments should include more local tenants. In relation to public spaces, 58% of retailers agreed that customers like an outdoor shopping mall; 83% agreed weather affects business in an outdoor shopping area; and 54% agreed that customers attend the regularly scheduled community events. Further, over half of the respondents agreed that customers utilize the park-like settings (66%), grounds are kept clean (83%), and there are enough interconnecting sidewalks (60%). On the other hand, 54% disagree that there are adequate public restrooms for customers. When asked about communication with the management office, 57% of retailer respondents agreed that the management office communicates with stores effectively, 80% agreed that they have a good relationship with the management office and 65% agreed that the management office communicates with stores through regular meetings or newsletters. Related to questions concerning location/convenience, 66% of

Table 2. Retailer Perception of the Mixed-Use Development

Statement	*Strongly Disagree*	*Disagree*	*Neutral*	*Agree*	*Strongly Agree*
Balance of Uses					
Mixed-use developments should include big box retailers	14 (40.0%)	10 (28.6%)	6 (17.1%)	3 (8.6%)	2 (5.7%)
Mixed-use developments should include more national chains	5 (14.3%)	10 (28.6%)	9 (25.7%)	9 (25.7%)	2 (5.7%)
Mixed-use developments should include more local tenants	0	1 (2.9%)	6 (17.1%)	15 (42.9%)	11 (31.4%)
Public Spaces					
Customers like an outdoor shopping mall	0	2 (5.7%)	11 (31.4%)	10 (28.6%)	10 (28.6%)
Weather affects business in an outdoor shopping area	0	3 (8.6%)	3 (8.6%)	13 (37.1%)	16 (45.7%)
Customers utilize the park-like settings	1 (2.9%)	7 (20.0%)	4 (11.4%)	14 (40.0%)	9 (25.7%)
The management office ensures the grounds are kept clean	1 (2.9%)	1 (2.9%)	4 (11.4%)	13 (37.1%)	16 (45.7%)
There are enough interconnecting sidewalks between stores	2 (5.7%)	3 (8.6%)	7 (20.0%)	7 (20.0%)	14 (40.0%)
There are adequate public restrooms	8 (22.9%)	11 (31.4%)	9 (25.7%)	7 (20.0%)	0
Communication with Management Office					
The management office communicates with stores effectively	4 (11.4%)	7 (20.0%)	4 (11.4%)	15 (42.9%)	5 (14.3%)
I have a good relationship with the management office	1 (2.9%)	2 (5.7%)	4 (11.4%)	11 (31.4%)	17 (48.6%)
The management office communicates through regular meetings or newsletters	3 (8.6%)	6 (17.1%)	3 (8.6%)	11 (31.4%)	12 (34.3%)
Location/Convenience					
My store is in a good location within the development	3 (8.6%)	6 (17.1%)	3 (8.6%)	7 (20.0%)	16 (45.7%)
My store would gain more business if it was in a better location within the development	9 (25.7%)	5 (14.3%)	4 (11.4%)	8 (22.9%)	8 (22.9%)
There is adequate parking for customers	4 (11.4%)	14 (40.0%)	2 (5.7%)	7 (20.0%)	8 (22.9%)
Image					
Residential tenants negatively affect the development image	18 (51.4%)	11 (31.4%)	4 (11.4%)	1 (2.9%)	0
I notice noise problems within this mixed-use development	11 (31.4%)	16 (45.7%)	5 (14.3%)	2 (5.7%)	1 (2.9%)
Target Customer					
This development attracts tourists	4 (11.4%)	3 (8.6%)	4 (11.4%)	8 (22.9%)	16 (45.7%)
This development attracts local residents	0	2 (5.7%)	6 (17.1%)	15 (42.9%)	12 (34.3%)
Residents who live in this development shop at this store	4 (11.4%)	2 (5.7%)	14 (40.0%)	10 (28.6%)	5 (14.3%)

Table 2. Continued

Statement	*Strongly Disagree*	*Disagree*	*Neutral*	*Agree*	*Strongly Agree*
I have many repeat customers	0	1 (2.9%)	2 (5.9%)	13 (38.2%)	18 (52.9%)
The management office works to boost customer traffic	5 (14.3%)	5 (14.3%)	5 (14.3%)	14 (40.0%)	6 (17.1%)
The management office organizes special events that boost customer traffic	5 (14.3%)	2 (5.7%)	7 (20.0%)	15 (42.9%)	6 (17.1%)
Customers attend the regularly scheduled community events	2 (5.7%)	1 (2.9%)	12 (34.3%)	14 (40.0%)	5 (14.3%)

retailers agreed that their store is in a good location within the development, but 51% disagreed that there is adequate parking for customers. Regarding image, 82% of retailers disagreed that residential tenants negatively affect the development image and 77% disagreed that they notice noise problems within the mixed-use development. In the last category, target customers, 69% of retailer respondents agreed that the development attracts tourists, 77% agreed that the development attracts locals, but only 43% of the respondents agreed that the residents who live in the development shop at their stores. Ninety-one percent of respondents agreed that they have many repeat customers and 60% agreed that the management office organizes special events that boost customer traffic.

In the second section of the retailer survey, respondents were questioned about their perception of the importance of store attributes to consumers. They were asked to rate the store attribute importance regarding product, convenience and service to customers. The results are listed in Table 3. In the product category, retailers reported the following: low price is not important to their customers (49%), product quality is important (100%), wide product selection is important (85%), uniqueness of product is

Table 3. Retailer Perception of the Importance of Store Attributes to Customers

Store Attribute	*Not Important*	*Not Very Important*	*Neutral*	*Important*	*Very Important*
Product					
Low price	10 (28.6%)	7 (20.0%)	12 (34.3%)	2 (5.7%)	3 (8.6%)
Product quality	0	0	0	6 (17.1%)	29 (82.9%)
Wide product selection	0	0	5 (14.3%)	18 (51.4%)	12 (34.3%)
Uniqueness of product	1 (2.9%)	0	4 (11.4%)	7 (20.0%)	23 (65.7%)
Up-to-date items	0	2 (5.7%)	3 (8.6%)	15 (42.9%)	15 (42.9%)
Attractive displays	1 (2.9%)	0	3 (8.6%)	16 (45.7%)	15 (42.9%)
Well-known brands	0	2 (5.7%)	11 (31.4%)	8 (22.9%)	13 (37.1%)
Convenience					
Convenient location	1 (2.9%)	1 (2.9%)	4 (11.4%)	18 (51.4%)	11 (31.4%)
Ease of Parking	0	0	3 (8.6%)	14 (40.0%)	18 (51.4%)
Easy-to-locate merchandise	0	1 (2.9%)	9 (25.7%)	16 (45.7%)	9 (25.7%)
Service					
Customer service	0	0	0	3 (8.6%)	32 (91.4%)
No hassle return policy	4 (11.4%)	1 (2.9%)	7 (25.7%)	11 (31.4%)	10 (28.6%)
Friendly sales people	0	0	0	6 (17.1%)	29 (82.9%)
Knowledgeable sales people	0	0	0	7 (20.0%)	28 (80.0%)

important (86%), up-to-date items are important (86%), attractive displays are important (89%) and well-known brands are important to customers (60%). In response to questions concerning convenience, retailers reported: convenient location is important (83%), ease of parking is important (91%) and easy-to-locate merchandise is important to customers (72%). In the service category, 100% of retailer respondents indicated that customer service, friendly salespeople, and knowledgeable salespeople are important to customers and 60% reported that no hassle return policies are important to customers.

Next, retailer participants were asked to list strengths, weaknesses, opportunities and threats associated with the development where they were located. Of the 31 retailer respondents who completed the SWOT analysis, the most frequent responses are listed in Table 4. Strengths of the development mentioned by the respondents included: mix of stores (45%), atmosphere (26%), location (36%), uniqueness (16%) and good restaurants

Table 4. Retailer SWOT Analysis

Strengths	Town Center n=31
Mix of stores	14 (45.2%)
Atmosphere	8 (25.8%)
Location	11(35.5%)
Uniqueness	5 (16.1%)
Good restaurants	5 (16.1%)
Weaknesses	
Mix of stores	16 (51.6%)
Parking	7 (22.6%)
Management	6 (19.3%)
Weather	4 (12.9%)
High rent	4 (12.9%)
Opportunities	
Advertising/Marketing	8 (25.8%)
Mix of stores	7 (22.6%)
Threats	
Competition	11(35.5%)
Mix of stores	9 (29%)
Parking	6 (19.3%)
Weather	4 (12.9%)

(16%).Weaknesses included: mix of stores (52%), parking (23%), management (19%), weather (13%), and high rent (13%). Opportunities of the development included: advertising/marketing and (26%), mix of stores (23%) Threats included: competition (36%), mix of stores (29%), parking (19%), weather (13%) and management (10%).

Consumer Responses

Examining the demographic characteristics of the sample of 30 consumers, 67% of respondents were women and 33% were men; 52% were married, 48% were not married. Sixty-nine percent reported their race as Caucasian/White, 7% African American/Black, 7% Asian, 10% Multi-racial, 3% Native Hawaiian or other Pacific Islander, and 3% of consumer respondents reported their race category as 'other.' The respondent age categories were as follows: 18 to 24 years old (24%), 25 to 34 years old (27%), 35 to 44 years old (28%), and 45 to 54 years old (21%). Household income levels were reported as: less than $49,999 (27%), $50,000 to $99,999 (38%), over $100,000 (24%) and do not know (10%). Three percent of respondents indicated they lived less than a mile from the shopping area, 27% lived 1 to 3 miles away, 23% lived 4 to 5 miles away, 17% lived 5 to 10 miles away, and 30% lived over 10 miles from the shopping area. Addressing the frequency with which consumer respondents shop in the development, 20% shop once a week, 27% shop twice a week, 17% shop once a month, and 36% shop twice a month. Consumers reported that the types of retailers they patronized are: clothing stores (73%) sporting goods stores (63%), bookstores (30%), restaurants (67%), home décor stores (53%), cookware stores (33%), electronics stores

(60%), personal care stores (63%), food stores (63%), furniture stores (20%), and 13% of consumer respondents reported they shop in 'other' types of stores.

The results of consumer perceptions of the shopping area where they were visiting are located in Table 5. Regarding balance of uses, consumers were neutral about: the development including more large retailers (43%), more national chains (45%) and more local tenants (37%). In relation to public spaces, 64% of consumers reported that they like an outdoor shopping area and 55% disagreed that weather affects their patronage to an outdoor shopping area. Further, 67% of consumer respondents disagreed that they utilize the park-like settings. Eighty percent of consumers agreed that the grounds are kept clean and 63% agreed that there are enough interconnecting sidewalks. Forty-three percent of respondents agreed with and 32% were neutral toward the statement that there are adequate public restrooms. When asked about communication, approximately 52% agreed that they receive communication from stores regarding promotions, 52% disagreed that they notice advertising for the shopping area, and 47% disagreed that they are aware of things the shopping area does to boost customer traffic. Related to questions concerning location/convenience, 60% of consumers agreed that the location of the shopping area is a primary reason they shop there and 73% agreed that stores within the shopping area are all easily accessible. Eighty-six percent of consumer respondents agreed that there is adequate parking in the shopping area. Regarding image, 76% of respondents disagreed that residential tenants negatively affect the area's image and 73% disagreed that they notice noise problems within the shopping area. In the last category, target customers, 37% of respondents disagreed with the statement that the development

Table 5. Consumer Perception of the Mixed-Use Development

Statement	*Strongly Disagree*	*Disagree*	*Neutral*	*Agree*	*Strongly Agree*
Balance of Uses					
This shopping area should include more large retailers	4 (13.3%)	3 (10%)	13 (43.3%)	6 (20%)	4 (13.3%)
This shopping area should include more national chains	2 (6.9%)	5 (17.2%)	13 (44.8%)	8 (27.6%)	1 (3.4%)
This shopping area should include more local tenants	3 (10%)	6 (20%)	11 (36.7%)	7 (23.3%)	3 (10%)
Public Spaces					
I like an outdoor shopping area	2 (6.7%)	4 (13.3%)	5 (16.7%)	11 (36.7%)	8 (26.7%)
I prefer an indoor shopping area	2 (6.9%)	6 (20.7%)	14 (48.3%)	3 (10.3%)	4 (13.8%)
Weather affects my patronage to an outdoor shopping area	7 (24.1%)	9 (31%)	6 (20.7%)	4 (13.8%)	3 (10.3%)
I utilize the park-like settings in this shopping area	14 (46.7%)	6 (20%)	2 (6.7%)	5 (16.7%)	3 (10%)
The grounds in this shopping area are kept clean	0	0	6 (20%)	13 (43.3%)	11 (36.7%)
There are enough interconnecting sidewalks between stores	1 (3.3%)	7 (23.3%)	3 (10%)	10 (33.3%)	9 (30%)
There is an adequate amount of public restrooms in this shopping area	3 (10.7%)	4 (14.3%)	9 (32.1%)	5 (17.9%)	7 (25%)
Communication/Advertising					
I receive communication from stores in this shopping area regarding promotions (e.g., sales, coupons)	4 (13.8%)	5 (17.2%)	5 (17.2%)	11 (37.9%)	4 (13.8%)
I notice advertising for this shopping area (e.g., billboards)	9 (31%)	6 (20.7%)	6 (20.7%)	3 (10.3%)	5 (17.2%)
I am aware of the professional offices in this shopping area (e.g., doctor's office, lawyer, accountant)	15 (50%)	7 (23.3%)	6 (20%)	0	2 (6.7%)
I am aware of things this shopping area does to boost customer traffic (e.g., special events, frequent shopper points)	7 (23.3%)	7 (23.3%)	10 (33.3%)	5 (16.7%)	1 (3.3%)
Convenience/Location					
The location of this shopping area is a primary reason I shop here	2 (6.7%)	4 (13.3%)	6 (20%)	5 (16.7%)	13 (43.3%)
The stores within this shopping area are all easily accessible	1 (3.3%)	4 (13.3%)	3 (10%)	15 (50%)	7 (23.3%)
There is adequate parking in this shopping area	1 (3.3%)	2 (6.7%)	1 (3.3%)	10 (33.3%)	16 (53.3%)
Image					
Residential tenants negatively affect the area's image	15 (51.7%)	7 (24.1%)	5 (19.2%)	2 (6.9%)	0
I notice noise problems within this shopping area	16 (53.3%)	6 (20%)	5 (16.7%)	2 (6.7%)	1 (3.3%)

Table 5. Continued

Statement	*Strongly Disagree*	*Disagree*	*Neutral*	*Agree*	*Strongly Agree*
Target Customer					
This shopping area attracts tourists	3 (10%)	8 (26.7%)	10 (33.3%)	5 (16.7%)	4 (13.3%)
This shopping area attracts locals	1 (3.7%)	0	4 (14.8%)	8 (29.6%)	14 (51.9%)
I am a repeat customer to this shopping area	0	0	2 (6.9%)	9 (31%)	18 (62.1%)
The low prices in this shopping area are a primary reason I shop here	2 (6.7%)	6 (20%)	6 (20%)	10 (33.3%)	6 (20%)
The uniqueness of the shopping area is a primary reason I shop here	1 (3.3%)	5 (16.7%)	8 (26.7%)	8 (26.7%)	8 (26.7%)
I am aware of special events at this shopping area (e.g., concerts)	12 (42.9%)	2 (7.1%)	4 (14.3%)	7 (25%)	3 (10.7%)

attracts tourists, 82% agreed that the shopping area attracts locals, and 93% of the respondents agreed that they are a repeat customer to the shopping area. Fifty-three percent agreed that low prices in the shopping area are a primary reason they shop there, and 54% agreed that the uniqueness of the shopping area is a primary reason they shop there.

Consumers were also asked to rate the importance of store attributes regarding product, convenience and service. Consumer perceptions of the importance of store attributes are listed in Table 6. In the product category, several attributes were perceived important: low price (76%), product quality (97%), wide product selection (93%), uniqueness of product (54%), up-to-date items (83%), attractive displays (62%), and well-known brands (77%). In the category of convenience, the following attributes were reported as important: location (87%), ease of parking (84%), and easy-to-locate merchandise (90%). Important attributes in the service category include: customer service

Table 6. Consumer Perception of the Importance of Store Attributes

Store Attribute	*Not Important*	*Not Very Important*	*Neutral*	*Important*	*Very Important*
Product					
Low price	0	0	7 (23.3%)	7 (23.3%)	16 (53.3%)
Product quality	0	0	1 (3.3%)	10 (33.3%)	19 (63.3%)
Wide product selection	0	0	2 (6.7%)	6 (20%)	22 (73.3%)
Uniqueness of product	0	3 (10.3%)	10 (34.5%)	7 (24.1%)	9 (31%)
Up-to-date items	0	1 (3.3%)	4 (13.3%)	9 (30%)	16 (53.3%)
Attractive displays	1 (3.4%)	1 (3.4%)	9 (31%)	9 (31%)	9 (31%)
Well-known brands	1 (3.3%)	1 (3.3%)	5 (16.7%)	12 (40%)	11 (36.7%)
Convenience					
Convenient location	0	0	4 (13.3%)	11 (36.7%)	15 (50%)
Ease of Parking	1 (3.3%)	1 (3.3%)	3 (10%)	11 (36.7%)	14 (46.7%)
Easy-to-locate merchandise	0	0	3 (10%)	10 (33.3%)	17 (56.7%)
Service					
Customer service	0	0	3 (10%)	8 (26.7%)	19 (63.3%)
No hassle return policy	0	3 (10.3%)	2 (6.9%)	6 (20.7%)	18 (62.1%)
Friendly sales people	0	1 (3.3%)	2 (6.9%)	10 (33.3%)	17 (56.7%)
Knowledgeable sales people	0	1 (3.3%)	6 (20%)	6 (20%)	17 (56.7%)

(90%), no hassle return policies (83%), friendly salespeople (90%), and knowledgeable salespeople (77%).

Consumer participants were also asked to list strengths, weaknesses, opportunities and threats associated with the development where they were currently visiting. Of the 30 consumer respondents, the most frequent SWOT responses are listed in Table 7. Strengths of the development included: mix of stores (67%), parking (20%), and convenient location (10%). Weaknesses included: traffic (30%), access (23%), crowded with people (10%) and parking (7%). Opportunities for the development included: mix of stores (13%), atmosphere (13%), and activities (13%). Threats included: mix of stores (20%), traffic (17%), and competition (7%).

Table 7. Consumer SWOT Analysis

Strengths	Town Center n=30
Mix of stores	20 (66.7%)
Parking	6 (20%)
Convenient location	3 (10%)
Weaknesses	
Traffic	9 (30%)
Access	7 (23.3%)
Crowded with people	3 (10%)
Parking	2 (6.7%)
Opportunities	
Mix of stores	4 (13.3%)
Atmosphere	4 (13.3%)
Activities	4 (13.3%)
Threats	
Mix of stores	6 (20%)
Traffic	5 (16.7%)
Competition	2 (6.7%)

Property Manager Responses

Examining the demographic characteristics of the two property manager respondents, both had the job title of general manager. The average percentage breakdown of the development tenant mix was reported as: 61% retail, 22% residential, 8% entertainment, and 9% offices. The occupancy rate average was reported as 98%. Both property managers estimated the development's trade area is greater than a 10 mile radius and the estimated age category of the largest percentage of the population within the development's trade area is 35 to 54 years of age.

Property managers were asked questions regarding their perception of the mixed-use developments where they were currently working. An overview of the most frequent responses will be related here since the sample size of property managers was so small (n=2). When asked about balance of uses, both property managers disagreed that mixed-use developments should include more big box retailers. With regard to the statement that mixed-use developments should include more national chains, one agreed and one was neutral. Further, both respondents were neutral on the statement that mixed-use developments should include more local tenants. Regarding questions about public spaces, both property manager respondents replied that customers like an outdoor shopping area, weather affects business, green spaces are frequently used, customers utilize the park-like settings, and there are enough interconnecting sidewalks. There was not a consistent response to the statement regarding adequate parking and property managers were neutral regarding an adequate amount of public restrooms. In response to communication with stores, residents and offices, the property manager respondents strongly agreed that the stores communicate with them regularly, they have a good relationship with the stores, residents and offices, and that they communicate with stores through regular meetings and newsletters. When replying to questions regarding development image, both property manager respondents disagreed with the statement that residential tenants negatively affect the development image and one disagreed with the statement that there are noise problems within their mixed-use development and one was neutral. Regarding the business environment, both property managers indicated that the business environment is improving. In response to questions about the target customer, both property manager respondents indicated agreement that the development attracts tourists, local residents, and residents from the development and that there are many repeat customers to the stores.

In the second section of the survey, property manager respondents were asked to rate the importance of each attribute regarding product, convenience and service. In relation to product attributes, both property managers indicated that low price is not very important to customers, both property managers agreed on the importance of product quality, wide product selection, uniqueness of product, up-to-date items, attractive displays and well-known brands. With regard to questions concerning convenience, the property managers indicated mixed responses of neutral or very important to store attributes of convenient location and ease of parking. Both agreed with the importance of easy-to-locate merchandise. The questions about service that are considered important by property managers included: customer service, friendly sales people, and knowledgeable sales people. There was a mixed response from property managers for the store attribute of no hassle return policy.

Property managers were also asked to rate the importance of specific design elements in a mixed-use development. Both property managers rated the elements, uniqueness, aesthetics, modernization, main street ambiance, and pedestrian-friendly as important elements to mixed-use developments.

Finally, participants were asked to list strengths, weaknesses, opportunities and threats associated with the development in which they were working. The property manager who completed this section listed as strengths: environment and product/brand quality. The weaknesses listed were: anchor stores and parking. The opportunities were: merchandise mix and retailer productivity. The threat listed was: competition.

Discussion

The objective of this project was to develop a research model of key retail success factors from data collected regarding successful town centers in the United States. The researcher identified success factors using data collected and review of related literature. Attributes that were supported by all of the respondent groups (retailers, consumers and property managers) were included as key retailer success factors. Several responses that had inconsistent support from all three groups of respondents were also included in the research model. An explanation of the inclusion of model attributes will follow.

Table 8 shows a comparison of consistent responses of all three groups of respondents to the survey statements. All three groups of respondents consistently reported agreement with statements regarding "outdoor shopping," "clean grounds," "interconnecting sidewalks," "development attracts locals," and "development has repeat customers." These attributes were included in the research model of key retail success factors. All three groups were neutral regarding the statement that mixed-use developments should include more national chains. In addition, all three groups disagreed with the statements regarding "residential tenants negatively impact development" and "there are noise problems in the development."

Regarding store characteristics, all three groups reported "product quality," "wide product selection," "up-to-date items," "attractive displays," "easy-to-locate merchandise," "customer service," "no hassle return policy," "friendliness," and "knowledgeable salespeople," as important. These attributes were included in the research model. The opportunity, "mix of stores" and the threat "competition" were

Table 8. Comparison of Consistent Responses

Statement	***Retailer Responses*** *(n=35)*	***Property Mgr. Responses*** *(n=2)*	***Consumer Responses*** *(n=30)*
Outdoor shopping	58% agree	100% agree	64% agree
Clean grounds	83% agree	100% agree	80% agree
Interconnecting sidewalks	60% agree	100% agree	63% agree
Attracts locals	77% agree	100% agree	82% agree
Repeat customers	91% agree	100% agree	93% agree
Adequate parking	51% disagree	50% agree	87% agree
Good location	66% agree	-	60% agree
Convenient location	83% important	50% important	87% important
Ease of parking	91% important	50% important	87% important
Product quality	100% important	100% important	97% important
Wide product selection	85% important	100% important	93% important
Up-to-date items	86% important	100% important	83% important
Attractive displays	89% important	100% important	62% important
Easy to locate merchandise	72% important	100% important	90% important
Customer service	100% important	100% important	90% important
No hassle return policy	60% important	50% important	83% important
Friendly salespeople	100% important	100% important	90% important
Knowledgeable salespeople	100% important	100% important	77% important
Mix of stores	45% strength 52% weakness 23% opportunity 29% threat	50% weakness 50% opportunity	67% strength 13% opportunity 20% threat
Location	36% strength	-	10% strength
Atmosphere	26% strength	50% strength	13% opportunity
Parking	23% weakness	50% weakness	7% weakness 20% strength

responses included in the SWOT analysis of all three groups of respondents. The strength, "mix of stores," "location," and "atmosphere" was included by two groups; the weaknesses "parking" and "mix of stores" were included by two groups; and the threat "mix of stores" was included by two groups. "Mix of stores," "location," "atmosphere," and "parking" were included in the research model of key retail success factors.

There were several inconsistencies in responses among consumer, retailer and property manager perceptions of the mixed-use development as shown in Table 9. Responses for "balance of uses," "weather," "park like settings," "parking," "restrooms," "special events" and "attracts tourists" indicated inconsistent agreement. While retailers and property managers agreed that the development should not include more big box retailers, 43% of consumers were neutral regarding this question. Seventy-four percent of retailer respondents reported that mixed-use developments should include more local tenants, yet 37% of consumers and 100% of property managers were neutral. Eighty-three percent of retailers and 100% of property managers agreed that weather affects business in an outdoor shopping area, yet only 24% of consumers agreed that weather affects their patronage to an outdoor shopping area. Sixty-six percent of retailers and 100% of property managers indicated that customers utilize the park-like settings, yet 67% of consumers disagreed. Fifty-one percent of retailer respondents disagreed with the statement that there was adequate parking in the development, yet 86% of consumers agreed that there was adequate parking and property managers reported mixed responses to this question. Both property managers were neutral regarding the adequate amount of public restrooms, 54% of retailers disagreed with the availability of adequate restrooms,

Table 9. Comparison of Inconsistent Responses

Statement	*Retailer Responses (n=35)*	*Property Mgr. Responses (n=2)*	*Consumer Responses (n=30)*
Big box retailers	69% disagree	100% disagree	43% neutral
National chains	43% disagree	50% agree 50% neutral	45% neutral
Local tenants	74% agree	100% neutral	mixed
Weather affects business	83% agree	100% agree	24% agree
Utilize park-like settings	66% agree	100% agree	67% disagree
Adequate parking	51% disagree	Mix	86% agree
Adequate restrooms	54% disagree	Neutral	43% agree
Attend special events	54% agree	100% agree	50% disagree
Attracts tourists	69% agree	100% agree	37% disagree
Low price	49% not important	100% not important	76% important
Uniqueness	86% important	100% important	mixed
Convenient location	83% important	mixed	87% important
Ease of parking	91% important	mixed	87% important
Parking	23% weakness	50% weakness	20% strength
Mix of stores	45% strength	50% opportunity	67% strength
Atmosphere	26% strength	50% strength	13% opportunity

and 43% of consumers reported agreement with an adequate amount of restrooms in the shopping area. Retailers (54%) and property managers (100%) agreed that customers attend the regularly scheduled community events, yet 50% of consumers indicated disagreement that they are aware of special events in the shopping area. One last inconsistency was found in the statement "this shopping area attracts tourists;" 69% of retailers and 100% of property managers agreed, yet 37% of consumers disagreed.

Inconsistencies were also found in the importance of store attributes among retailers, consumers and property managers. "Low price" was a store attribute listed as not important by retailers (49%) and property managers (100%), but important according to consumers (76%). Other inconsistencies in responses was "uniqueness," "convenient location," and "ease of parking." Eighty-six percent of retailers and 100% of property managers indicated uniqueness as important, but the responses from consumers were mixed. Eighty-three percent of retailers and 87% of consumers indicated that convenient location is important, yet the property manager responses were mixed. Ninety-one percent of retailers and 84% of consumers reported "ease of parking" important, but property managers reported it as mixed. "Parking" and "convenient location" were included in the research model.

In the SWOT analyses, inconsistencies were found in "parking," "mix of stores," and "atmosphere." Twenty-three percent of retailer respondents and the property manager respondent listed "parking" as a weakness, yet 20% of consumer respondents listed "parking" as a strength. Sixty-seven percent of consumers and 45% of retailers listed "mix of stores" as a strength, yet property managers listed this variable as an opportunity and 52% of retailer respondents listed it as a weakness. Finally, one property manager respondent and 26% of the retailer respondents listed "atmosphere" as a strength of the development, yet 13% of consumers listed it as an opportunity. "Mix of stores" and "atmosphere" were included in the research model.

Some of the attributes mentioned as inconsistent responses were included in the model because they were supported elsewhere in the surveys. Some inconsistent responses were included because their repetitive discussion by all three groups of respondents led the researcher to the conclusion that they were important factors that affected the retailer success even if they were not currently implemented properly at individual town center developments.

Understanding some of the inconsistencies in responses could be illuminated by observing the demographics of the respondents. The highest percentage of retailer respondents (46%) was from local chains; therefore it follows that they would promote more local stores in mixed-use developments. Further, the consumer respondent feedback was collected on-site from one development, therefore it makes sense that these responses might not exactly parallel with the opinions of retailers from six different town center mixed-use developments. To further understand the differing opinions of retailers and consumers, one must remember that different segments of the population responded differently to each question based upon their own individual perspective.

Parallels between the review of related literature and this primary research can be seen. Both report that weather affects business in an outdoor shopping area, mix of stores is critical (Anziani, 2002), and both indicate the importance of store attributes such as low price (May, 1989), convenient location (Gentry, 2000), and product selection.

The results of this research do not consistently agree with the secondary literature reviewed. The literature suggests possible noise filtering problems between commercial and non-commercial buildings or levels and possible negative impact residential tenants have on retailers' desired image (Rowley, 1996). The results of the primary data collected reports that retailers, consumers and property managers disagree with both suggested problems: residential tenants do not negatively affect the development image and there are no noticeable noise problems within the development. Another incongruity is related to parking. The literature reports that adequate parking is a problem in many mixed-use developments, but the data collected here indicates that consumers are satisfied with the amount of parking available; however this could differ by individual development.

Model Development

Analyzing frequency of responses from the data collected from retailers, consumers, and property managers and identifying key findings from previous research, the researcher developed a Research Model of Key Retailer Success Factors for Town Center Mixed-Use Developments (Figure 1). The key success factors were broken down into three categories for the hypothesized model: attributes of the development, store attributes, and target customer attributes. The three categories were chosen to aid in the interpretation of the results and to identify what attributes apply most directly to retailers in what way. Development attributes identified as key success factors included: outdoor shopping, mix of stores, wide product selection, clean grounds, interconnecting sidewalks, convenient location, atmosphere, and adequate parking. Attributes of stores that were included as key success factors included: product quality, up-to-date items, attractive displays, easy to locate merchandise, customer service, no hassle return policies, friendliness, and knowledgeable salespeople. The target customer attributes included: local customers and repeat customers. This model could be used to assist in the development, planning and implementation strategies for future town center mixed-use projects.

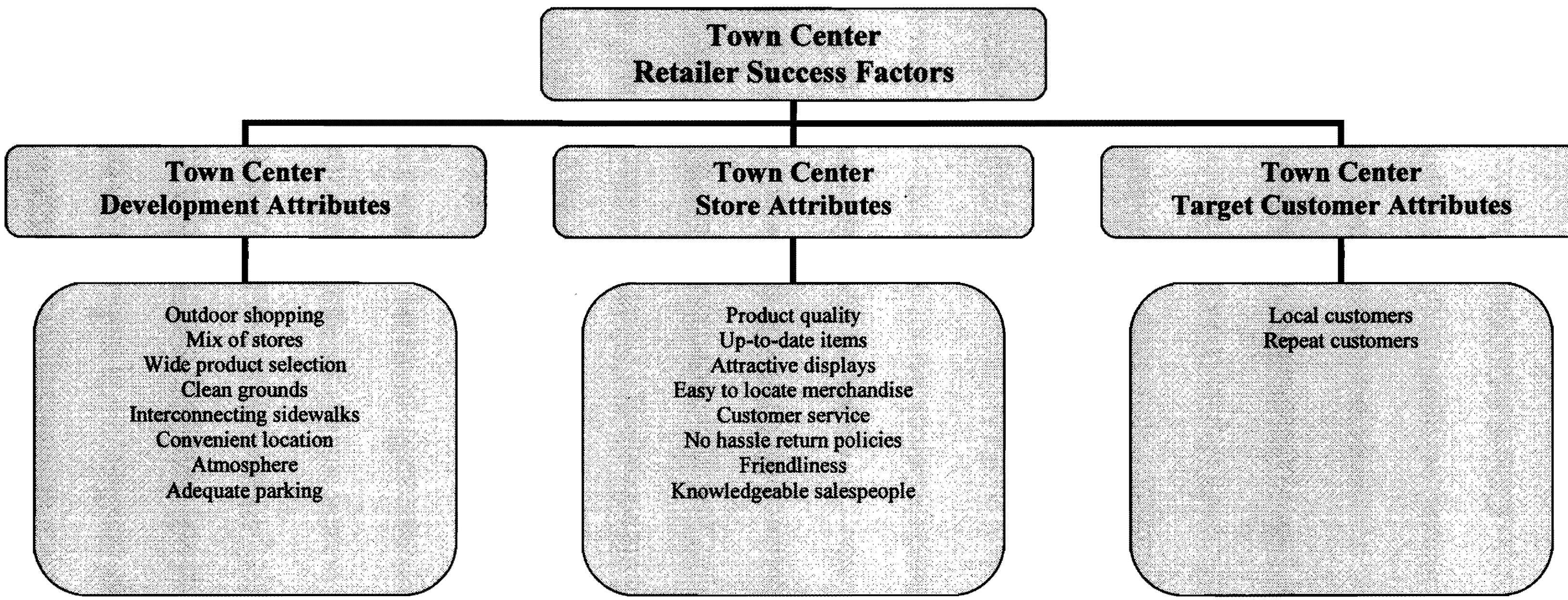

Figure 1. Research Model of Key Retailer Success Factors for Town Center Mixed-Use Developments

CHAPTER V

CONCLUSIONS

This study examined retailer, consumer, and property manager perceptions of balance of uses, public spaces, communication, development image, business environment, target customer, location/convenience, and store attributes to determine consistent responses for inclusion as key retailer success factors. The key success factors are divided into development attributes, store attributes, and target consumer attributes. Although the key success factors are simple in nature, the data from all three respondent groups unite to validate and add emphasis to the review of related literature.

The discrepancies among the perceptions of the groups indicated that retailers and property managers did not always know what the consumer wanted. These discrepancies are likely a result of lack of communication among groups. It is critical for retail and property managers to determine, from their target customer's perspective, what store attributes are important and react accordingly. Using the research model, retailers and property mangers can identify opportunities within their developments and make strategic decisions for changes that will improve customer shopping experiences.

Limitations and Suggestions for Future Research

One limitation of the present study is the sample size. Though attempts were made to secure a larger sample for participation in the surveys, a relatively small number of retailers, property managers and consumers participated in the research activity. In addition, the small geographic cross-section of property manager and consumer respondents makes the results less generalizable to the population. Another limitation is that only one type of mixed-use development, the town center, was analyzed. Further, using only the self-report method of data collection provides only an indication of how people actually behave. Actual retailer, property manager or consumer behavior could differ significantly from the way they indicated on the survey.

While this study furthers our understanding of key retail success factors, it also points to a number of areas that need additional research. Specifically, there is a need to increase the understanding of retail success factors in all five types of mixed use developments and there is a need to obtain information from communities of different sociodemographic makeup. In addition, there is a need to observe consumer behavior and compare the observations with consumer survey data to assist in more accurate prediction of consumer behavior in mixed-use developments.

Implications

Mixed-use developments are one of the major trends in retail shopping venues today and more of these types of developments are appearing throughout the United States; therefore, identifying key success factors for town center mixed-use developments from the perspectives of the property managers, retailers and consumers is critical. The present study identified key success factors relative to development attributes, store attributes and target customer attributes.

Development attributes identified as key success factors included: outdoor shopping, mix of stores, wide product selection, clean grounds, interconnecting sidewalks, convenient location, atmosphere, and adequate parking. Attributes of stores that were included as key success factors included: product quality, up-to-date items, attractive displays, easy to locate merchandise, customer service, no hassle return policies, friendliness, and knowledgeable salespeople. The target customer attributes included: local customers and repeat customers. Utilizing these key success factors can assist in differentiating the town center and individual stores from the competition and in creating a desirable environment where customers return frequently. This model could also be used to assist in the development, planning and implementation strategies for future town center mixed-use developments.

From the perspective of the property manager, it is important to use the key success factors to build upon strengths and correct problems of existing mixed-use developments. For example, mix of stores is a key success factor. Improving the mix of stores could be accomplished through evaluating existing tenants and making a concerted effort to diversify the tenant mix to meet the needs of the target consumer. Another suggestion is to use some of the other attributes to improve development characteristics. To overcome some of the concerns of retailers and consumers, physical accommodations could be made to increase the availability of restrooms and to decrease the negative impact of weather. In addition, attracting more tourists and obtaining more sales revenue could be accomplished through utilizing promotions and marketing. Marketing could also be utilized to publicize the special events to the locals and generate more exposure for the development.

When building new mixed-use developments, attention to convenient location, outdoor shopping, atmosphere, interconnecting sidewalks and adequate parking could assist in the future success of the development. Some of these attributes are subjective, but attention to creating a unique experience is paramount. For example, creating atmosphere can be accomplished through development design, architecture, and landscaping.

As a retail owner, town center development attributes should be considered before deciding to locate in a mixed-use development. For example, the mix of stores, adequate parking and convenient location should all be examined to identify the impact each attribute could have on the success of the development. A retail owner can also influence each of the store attributes through the company goals and policies. Care should be taken to identify and meet the needs of consumers in areas such as product quality, up-to-date items, and no hassle return policies.

As a retail manager, it is important to identify attributes that are controllable by individual stores. For example, store managers can create attractive displays and easy to locate merchandise, and they can train the staff on customer service to create friendly, knowledgeable salespeople. In addition, retailers should listen to customer opinions and make accommodations to meet their needs. For example, consumers reported low price as an important store characteristic and though retailers may not focus solely on this attribute, they should try to capture more of the consumer dollars by calling attention to the available promotions or sales in the individual store or in the development.

Overall, the results of this study lend support to some of the related literature regarding mixed-use development and contradict others. The results of this study suggest tenants do not negatively impact the development image and noise problems are not noticeable. Further, parking does not seem to be a problem in the town centers surveyed.

Outdoor shopping, mix of stores, wide product selection, clean grounds, interconnecting sidewalks, convenient location, atmosphere, and adequate parking were identified as town center development attributes. Product quality, up-to-date items, attractive displays, easy to locate merchandise, customer service, no hassle return policies, friendliness, and knowledgeable salespeople were identified as town center store attributes. Local customers and repeat customers were identified as town center target customer attributes. Each of these attributes was included as key retailer success factors for town center mixed-use developments.

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APPENDIX

SECTION I. STATEMENTS ABOUT THIS MIXED-USE DEVELOPMENT

The following statements describe perceptions of this mixed-use development. Please circle the number that indicates your level of agreement or disagreement with each statement.

	STRONGLY DISAGREE				STRONGLY AGREE
My store is in a good location within the development................	1	2	3	4	5
I feel my store would gain more business if it was in a better location within the development	1	2	3	4	5
The management office communicates with stores effectively...	1	2	3	4	5
Customers utilize the park-like settings................................	1	2	3	4	5
The management office ensures the grounds are kept clean..... ...	1	2	3	4	5
Residential tenants negatively affect the development image.........	1	2	3	4	5
There are enough interconnecting sidewalks between stores.........	1	2	3	4	5
Customers like an outdoor shopping mall..............................	1	2	3	4	5
Customers prefer an indoor shopping mall.............................	1	2	3	4	5
Mixed-use developments should include more national chains...	1	2	3	4	5
There is adequate parking for customers................................	1	2	3	4	5
Mixed-use developments should include big box retailers such as Toys R Us, Michaels, etc.	1	2	3	4	5
I have a good relationship with the management office................	1	2	3	4	5
Mixed-use developments should include more local tenants.........	1	2	3	4	5
This development attracts tourists..	1	2	3	4	5
The management office communicates with stores through regular meetings or newsletters..	1	2	3	4	5
This development attracts local residents................................	1	2	3	4	5
Customers attend the regularly scheduled community events...........	1	2	3	4	5
There is an adequate amount of public restrooms....................	1	2	3	4	5
I have many repeat customers...	1	2	3	4	5
Residents who live in this development shop at this store...........	1	2	3	4	5
The management office works to boost customer traffic...............	1	2	3	4	5
I notice noise problems within this mixed-use development..........	1	2	3	4	5
Weather affects business in an outdoor shopping area..................	1	2	3	4	5
The management office organizes special events that boost customer traffic....................................	1	2	3	4	5

Figure A-1. Sample Retailer Survey

In your opinion, how important is each of the following store characteristics to your target consumer?

	NOT IMPORTANT				VERY IMPORTANT		NOT IMPORTANT				VERY IMPORTANT
Low Price	1	2	3	4	5	Up-to-date Items	1	2	3	4	5
Convenient Location	1	2	3	4	5	Friendly Sales People	1	2	3	4	5
Customer Service	1	2	3	4	5	Uniqueness of Product	1	2	3	4	5
Wide Product Selection	1	2	3	4	5	Easy to Locate Merchandise	1	2	3	4	5
Product Quality	1	2	3	4	5	Attractive Displays	1	2	3	4	5
Ease of Parking	1	2	3	4	5	Well-known Brands	1	2	3	4	5
No hassle Return Policy	1	2	3	4	5	Knowledgeable Sales People	1	2	3	4	5

SECTION II. GENERAL INFORMATION

The following questions will be used for description purposes only. Please check (√) or write in the answer that comes closest to your own.

1. Your retail businesses coverage is: ___ Local ___ Regional ___ National ___ International

2. What are the products your retail store carries? (Please check all that apply):

__Clothing	__Home Décor	__Food
__Sporting Goods	__Cookware	__Furniture
__Books	__Electronics	__Other (specify____)
__Restaurant	__Personal Care	

3. Estimated number of employees in your retail business: ________

4. Hours of operation:

______Sunday	______Wednesday	______Saturday
______Monday	______Thursday	
______Tuesday	______Friday	

5. Length of time your store has been in this development: ____________

6. What is your general job title or position? ____________________

Figure A-1. Continued

SECTION III. GENERAL COMMENTS

Please list the appropriate responses.

What are some strengths, weaknesses, opportunities and threats associated with being in this mixed-use development? These can be viewed from brand, product, company, environment, competition, technology, etc.

Strengths of this development:
Weaknesses of this development:
Opportunities to increase business in this development:
Threats that might hurt business in this development:

-------------------------------- THANK YOU FOR YOUR TIME! -------------------------------

Please return the questionnaire in the accompanying envelope within one week.

Postage is enclosed.

Figure A-1. Continued

SECTION I. STATEMENTS ABOUT THIS SHOPPING AREA

The following statements describe perceptions of this shopping area. Please circle the number that indicates your level of agreement or disagreement with each statement.

	STRONGLY DISAGREE				STRONGLY AGREE
The location of this shopping area is a primary reason I shop here...	1	2	3	4	5
I am aware of things this shopping area does to boost customer traffic (e.g., special events, frequent shopper points).................	1	2	3	4	5
The stores within this shopping area are all easily accessible.........	1	2	3	4	5
I utilize the park-like settings in this shopping area.................	1	2	3	4	5
The grounds in this shopping area are kept clean.......................	1	2	3	4	5
Residential tenants negatively affect the area's image..............	1	2	3	4	5
There are enough interconnecting sidewalks between stores.........	1	2	3	4	5
I like an outdoor shopping area...	1	2	3	4	5
I prefer an indoor shopping area..	1	2	3	4	5
This shopping area should include more national chains...........	1	2	3	4	5
The low prices in this shopping area are a primary reason I shop here..	1	2	3	4	5
This shopping area should include more large retailers such as Toys R Us, Michaels, etc.	1	2	3	4	5
I am aware of the professional offices in this shopping area (e.g., doctor's office, lawyer, accountant)..................................	1	2	3	4	5
This shopping area should include more local tenants...............	1	2	3	4	5
This shopping area attracts tourists...	1	2	3	4	5
I receive communication from stores in this shopping area regarding promotions (e.g., sales, coupons)...	1	2	3	4	5
This shopping area attracts locals..	1	2	3	4	5
I am aware of special events at this shopping area (e.g., concerts)...	1	2	3	4	5
There is an adequate amount of public restrooms in this shopping area...	1	2	3	4	5
I am a repeat customer to this shopping area...........................	1	2	3	4	5
The uniqueness of the shopping area is a primary reason I shop here	1	2	3	4	5
Weather affects my patronage to an outdoor shopping area............	1	2	3	4	5
I notice noise problems within this shopping area.....................	1	2	3	4	5
There is adequate parking in this shopping area......................	1	2	3	4	5
I notice advertising for this shopping area (e.g., billboards)	1	2	3	4	5

Figure A-2. Sample Consumer Survey

SECTION II. STORE CHARACTERISTICS

In your opinion, how important is each of the following store characteristics?
Please circle the number that indicates the level of importance each characteristic is to you.

	NOT IMPORTANT				VERY IMPORTANT		NOT IMPORTANT				VERY IMPORTANT
Low Price	1	2	3	4	5	Up-to-date Items	1	2	3	4	5
Convenient Location	1	2	3	4	5	Friendly Sales People	1	2	3	4	5
Customer Service	1	2	3	4	5	Uniqueness of Product	1	2	3	4	5
Wide Product Selection	1	2	3	4	5	Easy to Locate Merchandise	1	2	3	4	5
Product Quality	1	2	3	4	5	Attractive Displays	1	2	3	4	5
Ease of Parking	1	2	3	4	5	Well-known Brands	1	2	3	4	5
No hassle Return Policy	1	2	3	4	5	Knowledgeable Sales People	1	2	3	4	5

SECTION III. GENERAL INFORMATION ABOUT YOU

The following questions will be used for description purposes only. All of your information will be kept anonymous and confidential. Please check (√) the answer that comes closest to your own.

1. Indicate the approximate distance you live from this shopping area:

___less than 1 mile ___4 to 5 miles ___over 10 miles
___1 to 3 miles ___5 to 10 miles ___ do not know

2. Indicate the types of stores you shop in at this shopping area: (Please check all that apply):

___Clothing ___Home Décor ___Food
___Sporting Goods ___Cookware ___Furniture
___Books ___Electronics ___Other(specify___)
___Restaurant ___Personal Care

3. Indicate the frequency you shop in this shopping area:

___once a week ___twice a month ___once a year
___twice a week ___every other month ___this is my first visit
___once a month ___every six months

4. Indicate your gender: ____ female ____ male

5. Indicate the answer that best represents your race:

___ AfricanAmerican/Black ___ Native Hawaiian or other Pacific Islander
___ American Indian/Eskimo/Aleut ___ Multi-racial
___ Asian ___ Spanish, Hispanic, or Latino
___ Caucasian/White ___ Other (Please specify:____________)

Figure A-2. Continued

6. Indicate your current marital status:

____Married ____Not married (e.g., never married, widowed, divorced)

7. Indicate your age category:

___ 18 to 24 years	___ 35 to 44 years	___ 55 to 64 years	___ 80+ years
___ 25 to 34 years	___ 45 to 54 years	___ 65 to 79 years	___ do not know

8. Indicate your annual household income level:

___ less than $10,000	___ $15,000 - $24,999	___ $50,000 - $74,999	___ over $100,000
___ $10,000 - $14,999	___ $25,000 - $49,999	___ $75,000 - $99,999	___ do not know

SECTION IV. GENERAL COMMENTS ABOUT THIS MIXED-USE DEVELOPMENT

Please list the appropriate responses.

What are some strengths, weaknesses, opportunities and threats associated with this shopping area? These can be viewed from brand, product, company, environment, competition, technology, etc.

Strengths of this shopping area:

Weaknesses of this shopping area:

Opportunities to increase business in this shopping area:

Threats that might hurt business in this shopping area:

------------------------------- THANK YOU FOR YOUR TIME! -------------------------------

Please return the questionnaire to the interviewer immediately.

Figure A-2. Continued

SECTION I. STATEMENTS ABOUT THIS MIXED-USE DEVELOPMENT

The following statements describe perceptions of this mixed-use development. Please circle the number that indicates your level of agreement or disagreement with each statement.

	STRONGLY DISAGREE				STRONGLY AGREE
The management office ensures the grounds are kept clean.	1	2	3	4	5
Customers like an outdoor shopping mall.................................	1	2	3	4	5
The retail stores attract residents from this development..................	1	2	3	4	5
Mixed-use developments should include more national chains.........	1	2	3	4	5
There are noise problems within this mixed-use development.........	1	2	3	4	5
Mixed-use developments should include more local tenants..........	1	2	3	4	5
This development attracts local residents	1	2	3	4	5
The management office works to boost customer traffic................	1	2	3	4	5
The management office communicates with stores through regular meetings and newsletters...	1	2	3	4	5
The business environment is improving..................................	1	2	3	4	5
Customers utilize the park-like settings................................	1	2	3	4	5
Mixed-use developments should include big box retailers such as Toys R Us, Michaels, etc.	1	2	3	4	5
The business environment is uncertain....................................	1	2	3	4	5
Weather affects business in an outdoor shopping area.....................	1	2	3	4	5
The management office organizes special events for the development to boost customer traffic...	1	2	3	4	5
Green spaces are frequently used	1	2	3	4	5
Residential tenants negatively affect the development image.........	1	2	3	4	5
There are enough interconnecting sidewalks between stores.........	1	2	3	4	5
Customers prefer an indoor shopping mall.............................	1	2	3	4	5
There is adequate parking for customers..........................	1	2	3	4	5
The business environment is declining...	1	2	3	4	5
I have a good relationship with stores, residents, and offices.........	1	2	3	4	5
This development attracts tourists..	1	2	3	4	5
The stores communicate with the management office regularly ...	1	2	3	4	5
Customers attend the regularly scheduled community events..........	1	2	3	4	5
There is an adequate amount of public restrooms..............	1	2	3	4	5
There are many repeat customers to the stores........................	1	2	3	4	5

Figure A-3. Sample Property Manager Survey

In your opinion, how important is each of the following development characteristics to your target consumers?

	NOT IMPORTANT			VERY IMPORTANT			NOT IMPORTANT			VERY IMPORTANT	
Low price	1	2	3	4	5	Up-to-date items	1	2	3	4	5
Convenient location	1	2	3	4	5	Friendly sales people	1	2	3	4	5
Customer service	1	2	3	4	5	Uniqueness of product	1	2	3	4	5
Wide product selection	1	2	3	4	5	Easy to locate merchandise	1	2	3	4	5
Product quality	1	2	3	4	5	Attractive displays	1	2	3	4	5
Ease of parking	1	2	3	4	5	Well-known brands	1	2	3	4	5
No hassle return policy	1	2	3	4	5	Knowledgeable sales people	1	2	3	4	5

How important do you consider the following design elements of mixed-use developments to be?

	NOT IMPORTANT				VERY IMPORTANT
Uniqueness	1	2	3	4	5
Aesthetics	1	2	3	4	5
Modernization	1	2	3	4	5
Main Street Ambiance	1	2	3	4	5
Pedestrian-Friendly	1	2	3	4	5

SECTION II. GENERAL INFORMATION

The following questions will be used for description purposes only. Please check (√) or write in the answer that comes closest to your own.

1. Please estimate the mile radius of this development's trade area.

___less than 1 mile	___4 to 5 miles	___over 10 miles
___1 to 3 miles	___5 to 10 miles	___ do not know

2. Please estimate the size of the population within this development's trade area.

___less than 5,000	___10,001 – 20,000	___over 40,000
___5,000 - 10,000	___20,001 – 40,000	___ do not know

3. The size of the population within this development's trade areas is:
 ____increasing ____decreasing ____stable ____do not know

4. How would you classify the age of the largest percentage of the population with this development's trade area?

___ 18 to 24 years	___ 35 to 44 years	___ 55 to 64 years	___ 80+ years
___ 25 to 34 years	___ 45 to 54 years	___ 65 to 79 years	___ do not know

5. How would you classify the level of disposable household income earned by the largest percentage of the population within this development's trade area?

___ less than $10,000	___ $15,000 - $24,999	___ $50,000 - $74,999	___ over $100,000
___ $10,000 - $14,999	___ $25,000 - $49,999	___ $75,000 - $99,999	___ do not know

Figure A-3. Continued

6. Hours of operation: (Ex: 10am-7pm)

______Sunday	______Tuesday	______Thursday	______Saturday
______Monday	______Wednesday	______Friday	

7. Length of time you have been in this development: ____________________

8. What is your general job title or position? ____

9. What is the occupancy rate of your development? ___________________________

10. What are the sales per square foot of retailers in your development? __________________________

11. What is the combined volume of retailers in your development? ________________

12. What is the percentage breakdown of your tenant mix?

___ Percent retail	___ Percent entertainment	___ Percent industrial	Other (Please specify
___ Percent residential	___ Percent offices	___ Percent other	___________)

SECTION III: COMMENTS

What are some strengths, weaknesses, opportunities and threats to this mixed-use development? These can be viewed from brand, product, company, environment, competition, technology, etc.

Strengths of this development:

Weaknesses of this development:

Opportunities to increase business in this development:

Threats that might hurt business in this development:

-------------------------------- THANK YOU FOR YOUR TIME! -------------------------------

Please return the questionnaire in the accompanying envelope by March 31, 2005.

Postage is enclosed.

Figure A-3. Continued

VITA

Kelly Green Atkins is currently a graduate student in the Consumer Services Management department with a concentration in Retail and Consumer Sciences. Prior to her undergraduate experience, she was a leader in academic, service and social organizations and as a result, earned a full-tuition academic scholarship for college. In 1992, she graduated cum laude from Mars Hill College with a double major in Fashion Merchandising and Home Economics. After graduation, she was employed in management by HiLites, Brooks Fashions and then Lane Bryant. In 1994, she was recruited by Gap, Inc. and worked for the company as a retail manager for 10 years.

Her fellowships and awards at the University of Tennessee include: Hilton A. Smith Graduate Fellowship (2005); Graduate Teaching Assistantship (2005-2006); The Honor Society of Phi Kappa Phi (2005); Kappa Omicron Nu Honor Society (2005).

At Mars Hill College she was a Grayson Academic Scholar (1988-1992), J.P. Turner Scholarship Recipient (1991-1992), and a Wal-Mart Foundation Scholarship Recipient (1988).

Her presentations include: "Analysis of Mixed-Use Developments to Determine Retailer Success Factors" at the Quint State Graduate Consortium in Athens, GA in February 2005. She assisted Drs. Kim, Jolly, and Fairhurst in a research project funded by the International Council of Shopping Centers (2004-2005) and she has professionally edited manuscripts for research publication (2004-2005). She has been a guest speaker at University of Tennessee, Knoxville, of a Retail Promotions class on the topic of personal selling (2004). She has also been a guest speaker at Mars Hill College in several Fashion Industry classes on the topic "Workplace Job Skills" (2002-2004).