

**THE INDONESIAN JOURNAL OF
BUSINESS ADMINISTRATION**
Vol. 2, No. 7, 2013:808-823

FESTIVAL CITYLINK BRAND AUDIT AND IMPROVEMENT

Ridwan Riswandi and . Budi Permadi Iskandar
School of Business and Management
Institut Teknologi Bandung, Indonesia
Rid_riswandi@yahoo.com

Abstract—Festival Citylink (FCL) is a shopping center that using concept mixed-use integration between shopping center, hotels and convention center located in South Bandung area. The problem that faces by Festival Citylink is low on brand equity performance, brand history and the intense of competition. Based on survey result in 2011, Festival Citylink has low in brand awareness, recall and response. The negative perception brand image from predecessor Mollis as shopping center before Festival Citylink. The intense competition among shopping center in Bandung that account for 30 shopping centers. This lead to low market share which reaches only 5% compare to competitors and the average of customer traffic reach only 11.000 visitor/day considered below the company target for 20.000 visitor/day. The conceptual framework is using Customer Based Brand Equity (Keller,2008). The brand audit is done by searching source brand equity from customer and company perspective. From company perspective to find the brand strategy committed by company and from customer perspective to know what customer perception about brand, product and service offered by company. The focus of this final project is to provide solution to increase brand equity Festival Citylink in the midst of competition. the internal and external analysis conduct to find the root cause of the problems. The result shows that there are three problems consist of (1) Brand element considered less effective in create strong, unique and favorable association and low brand performance. (2) The effectiveness and efficiency of integrated marketing communication. (3) Low service environment performance for shopping center. Some recommendation proposed for increasing brand equity consists of the change and maintain brand element that supports for brand equity performance, propose target market and positioning, increase integration marketing communication and improve servicescape to get positive experience and image.

Keywords: Shopping Center, CBBE, Brand Equity, Association, Festival Citylink

1. Introduction

Festival City Link is one of the major shopping centers in Bandung that was built by PT Agung Podomoro Land (APL). APL is one of the largest real estate, commercial area, integrated retail developers in Indonesia, and known as pioneer of the super block development. Some of famous mixed use development by APL group are Senayan city, Emporium Pluit, Mall of Indonesia, Central Park, Season city and Kuningan City. Festival Citylink (FCL) is shopping center that located in the South area of Bandung at the Peta street No. 241 (Lingkar selatan). FCL Mall is starting to open in September 2010 and was officially opened on October 28, 2010. PT Brilliant Sakti Persada is one of Subsidiaries Company of Agung Podomoro Land with share amount 42 %. FCL mall overall is managed by PT. Sakti Kelola Persada and developed by PT. Brilliant Sakti Persada. FCL mall build on land with an area of 54.583 m², with six floors.

Consumer Survey conducted by PT Sakti Kelola Persada (SKP) about Brand equity Festival Citylink mall in 2011, with total 230 respondents. The survey conducted using questionnaire and finding that Festival Citylink has low performance in brand awareness, brand recall, brand image and brand judgment. 52% respondents have heard about the brand, the brand on sixth position in recall compare to competitors, 34% respondents known the brand as ex Mollis, 34% respondents judgment the brand as less attractive.

As the consequence, the mall face the problems. According to Mr. Arman Hermawan as Center Director of PT. Sakti Kelola Persada

- The current total average of customer traffic is 11.000 customers/day, still below the company target for 20.000 customers/day - Low generate customer traffic
- Festival Citylink market share only gain 5% from total competitors. Based on trade area location, the mall only satisfied 30% from total population of trade area - Low gain market share.

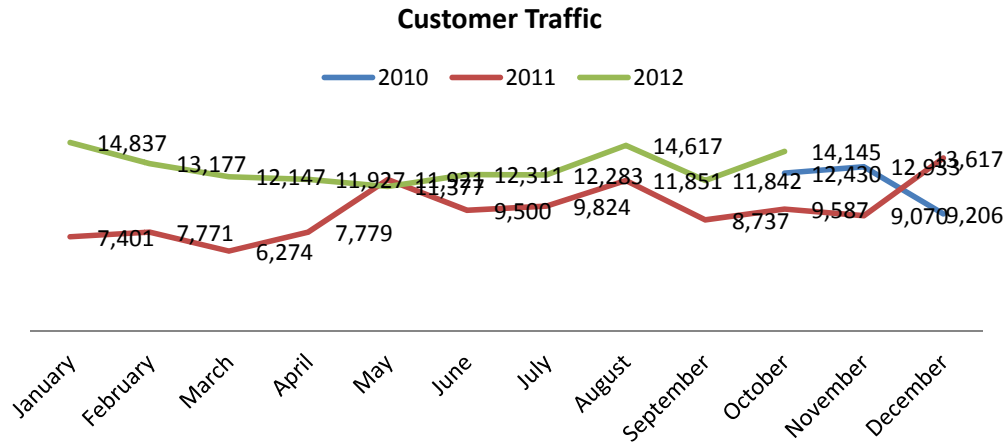


Figure 1. Customer Traffic

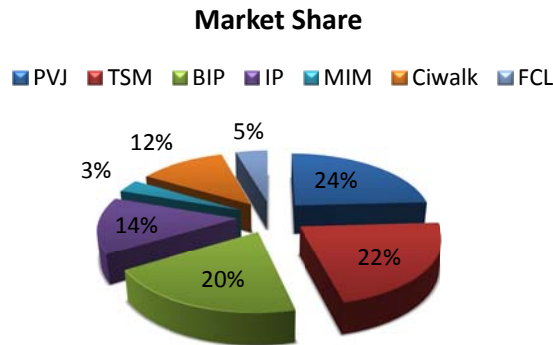


Figure 2 .Market Share

2. Business Issue Exploration

A. Conceptual Framework

The business issue face by company divided into two consist of low customer traffic and market share. To find the root cause of the problems, we were using internal and external analysis, find the source of brand equity from company and customer perspective using CBBE model (Keller,2008).

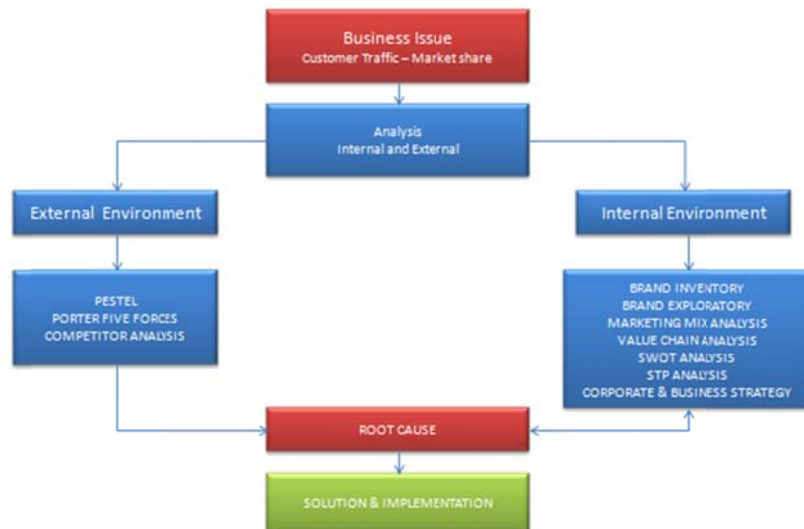


Figure 3. Conceptual Frame Work

B. Method of Data Collection and Analysis

The data collection comes from company and customers. Data collected from company using interview and from customer using questionnaires. The number of sample respondent is 152 respondents and analyze their behavior and perspective customer to brand using CBBE models. Internal Analysis. The analysis provides explanation about internal condition of company. Internal analysis consists of brand audit (inventory and exploratory), Value Chain analysis, SWOT analysis, STP, corporate and business strategy.

Brand Audit

The CBBE brand pyramid describes about customer perspective about Festival Citylink Brand that divided into six steps building block.

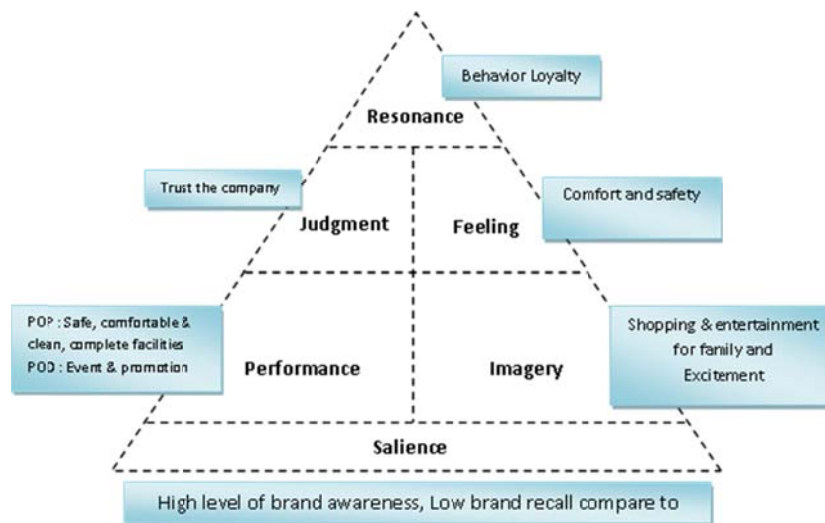


Figure 4. Assessment of FCL CBBE

The assessment using likert scale (1-4), using average mean and Kruskal Walis Test to determine brand equity FCL. The result from the survey, it can be concluded that mostly 76% respondent Festival Citylink has gain awareness but has low brand recall. In term of brand meaning, FCL has low on performance, the mall did not yet create competitive advantage to compete with others. in term of brand response, FCL respondent judgment toward to trust the company and has generate comfort and safety feeling. The brand judgment to quality is still not create. And the last is brand resonance,

the level of loyalty is in behavior loyalty, FCL still not create for attachment, sense of community and engagement level.

STP Analysis

Segmentation, The current segmentation of Festival Citylink

Table 1. Demography

Segmentation	Criteria	Attributes
Demographic	Age	20 – 45 Y.O
	SES	B +
	Sex	Male and female
	Education	High school and up
	Family life cycle	Young and older married with children.
	Occupation	Student, college university, professional, expatriate, and tourist
	Social Class	Middle class
Geographic	Region	Other cities Other neighboring countries Primary : South Bandung area Secondary : Jabodetabek & other cities and countries
Behavior	Buying	Impulse buying, regular buying
	Purpose	Shopping, dining, hangout, recreation, seeks for entertainment, social activities.

Targeting

Festival Citylink target market is Family members, SES B+, people who live in south area bandung and tourist (jabodetabek & other city), tend like to shopping, hangout, travels and likes to try something new.

Positioning

As Shopping Center For Family, age 20-45 Y.O, SES B+, Festival Citylink mall as the one stop shopping and lifestyle center for communities in South area of Bandung, which provides a new shopping experience, entertainment and event occasion.

SWOT Analysis

Table 2. SWOT Analysis

Strengths
<ul style="list-style-type: none"> • Building with the concept of Mixed use development, an integrated structure consisting of shopping centers, hotels and convention hall (the biggest convention hall in bandung) • Providing a good brand (anchor tenants) Lottemart, Matahari Department Store, Electronic Solution, Ace Hardware, and Gramedia. • Presenting attractive thematic events every month • Food court with Sudanese dishes, dishes archipelago, western, oriental. With the concept of vintage European, outdoor sky dining area with views Tangkuban parahu and Burangrang Mountain, enjoy with live music, free wifi and cable TV. • Festival Citylink mall has strategic place, from Toll Pasir Koja is just about 5 minutes, from the train station of Kebon Kawung is just about 30-minute and from Airport Husein Sastranegara is about 20 minutes.
Weakness
<ul style="list-style-type: none"> • Poor Brand history and image. • Low brand identity and awareness. • Poor image • Low growth development of South Bandung area
Opportunities
<ul style="list-style-type: none"> • The rise of middle class in Indonesia effect on increase income and building strong purchasing power • Bandung is the most populous city in west Java and Bandung is the third most populous city in Indonesia. • The number of tourists who visit and stay at the hotel increase about 30.48% from 2009 to 2010 • Tegallega is a densely populated area, surrounded by residence and office area. • The buying behavior of urban city.
Threats
<ul style="list-style-type: none"> • The number of competitors who's targeting the same segment, with new and better concept, strategic location, tenant mix and good brand equity. • Treat of substitute products

External Analysis
PESTEL Analysis

Pestel analysis consist of Political, Economical, Social, Environment, Technology and Legal. In term of political factor, the unstable of political situation, increase of taxation and the policy and regulation that issued by government have an impact on the company business activities. In term economical, Indonesia experiencing GDP growth by 6.5% from 2010 to 2011 and in 2012 (y-on-y) is 6.4%. In term of social, the development of shopping center give positive and negative impact to society. In term of environment, the development of shopping center contributed to congestion, pollution and flood by reduce water absorption. In term of technology, the growth of internet user in Indonesia has reach 61 million users and the trend of online shopping. In term of legal, the development of shopping center manage by government regulation.

Porter Five Forces

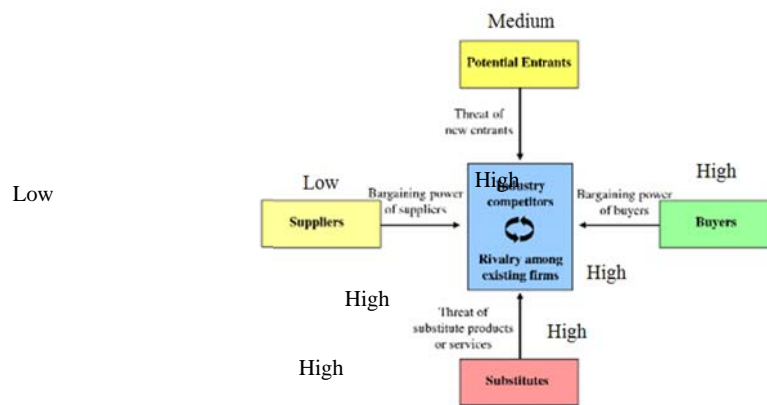


Figure 5. Porter Five Forces

From porter five forces analysis can be conclude that in the product category, the company has an intense competition level with high bargaining power of buyers and substitute product. With this situation company have to create competitive strategy differentiation to compete with others and gain customer loyalty since the switching cost for customer is considered low. In term of new entrants, companies have to aware even though there are rules or moratorium about development new mall and the impact of the present of mall. The companies with the high investment and providing differentiation with new concept could become threat in the future.

Competitor Analysis

The intense competition in shopping center category is considered by the numbers of shopping center in Bandung. According to Indonesian Shopping Centers Association business, at least there are 30 shopping center in Bandung, ranging from Low, medium and high class. The intense of competition not only come from competitor rivalry but also from substitute product. Bandung as tourism destination offering lot of shopping and recreation destination. The table below is comparison between shopping center in Bandung based on Point of differentiation.

Table 3 . POD comparison

Malls	Point of Difference				Targeting
	Type	Integration	Value Proposition	Core brand message	
TSM	Enclosed	Mixed use	Theme park, variety int branded store, biggest mall	Lifestyle Classy	High class
PVJ	Open	Shopping mall	Pedestrian walk, Europe style atmosphere, variety int branded store, hangout place	Resort lifestyle place	High class
Ciwalk	Open	Mixed use	Pedestrian walk, skywalk, green concept, hangout romantic place	Natural shopping arcade	Middle – up class
BIP	Enclosed	Shopping mall	Icon mall, CBD location, shopping & entertain, variety store	The revolution shop, dine, play	Middle – up class
IP	Enclosed	Shopping mall	Family shopping, CBD location, shopping & dining, variety store	Joyful shopping experience	Middle – up class
MIM	Enclosed	Shopping mall	Family shopping, Combination between mall and trade center, water park	A complete shopping center and business investment	Low – middle class
FCL	Enclosed	Mixed use	Family shopping, thematic event, festival, sky dining	The colors of your life	Middle – up class

C. Analysis of Business Situation

From the internal and external analysis, it can be conclude the root cause of the business issue. As explain before the business issue face by Festival Citylink is low customer traffic and market share performance. The root cause describe on figure below.

From figure above the business issue came from internal and external analysis. From external analysis the business issue caused by the high customer bargaining and high competitive rivalry and from internal analysis the business issue caused by the the brand has low brand equity performance, including brand salience, brand meaning, brand response and brand resonance. At the end of the chart, we can divided the three major root cause that support business issue, the root cause consist of (1) Festival Citylink has Low brand element that support to create strong, favorable and unique association, (2) Less integration on marketing communication activities to deliver and create brand knowledge and interest (3) Less provide servicescape to create experience and image

3. Business Solution

D. Alternative of Business Solution

Based on root cause finding, we develop a recommendations business solution to improve Festival Citylink brand equity. the recommendation of solution divided into three consist of brand equity, marketing communication and servicescape. The recommendation given in the following table.

Table 4 . Root Cause Analysis

Variable	Root Cause	Strategy	Objective
Brand Equity	Less effective brand element to create strong, unique and favorable association	Propose new Festival Citylink CBBE brand building block, Propose new brand element and brand positioning	Create strong, unique and favorable association that link to category product
		Enhance positioning brand by create POP and POD and increase occupancy rate & customer traffic	Create competitive advantage, increase brand performance and perceive quality
		Building Brand communities and loyalty programs	Build sense of communities, create engagements, building brand evangelist and loyal customer
Marketing Communication	Less effective and efficient in marketing communication	Integrated marketing communication through Above the line and Below the line media	In term of brand to increase brand awareness, linking POP and POD in brand to customer memory, create positive brand judgment or feeling and create brand connection
		IMC campaign, brand activation that create strong, unique and favorable association link to brand equity	Building emotion, feeling and create loyalty. Enhance brand awareness, image and increase sales
		Create word of mouth integration with digital media	Build awareness and create engagement, viral marketing among online and offline customer
Servicescape	Less of generate servicescapes internal and external service environment <ul style="list-style-type: none"> • Ambience • Spatial layout and function • Sign and symbol Internal : less Ambience External : less comfort of motorcycle Parking area service, signage and accessibility	Building direction sign in strategic place, and increase visibility of mall location by increase public transportation through mall area.	Increase mall visibility, information, and give an ease to customer who using public transportation to go to mall.
		Building a new parking area for motorcycle and bicycle that enhance comfortness, safety and service.	Increase the comfort, safety, and service to create better satisfaction for customer who visit mall by using motorcycle and bicycle

E. Analysis of Business Solution

The propose Festival Citylink Brand Building Block.



Figure 6. Root Cause Diagram

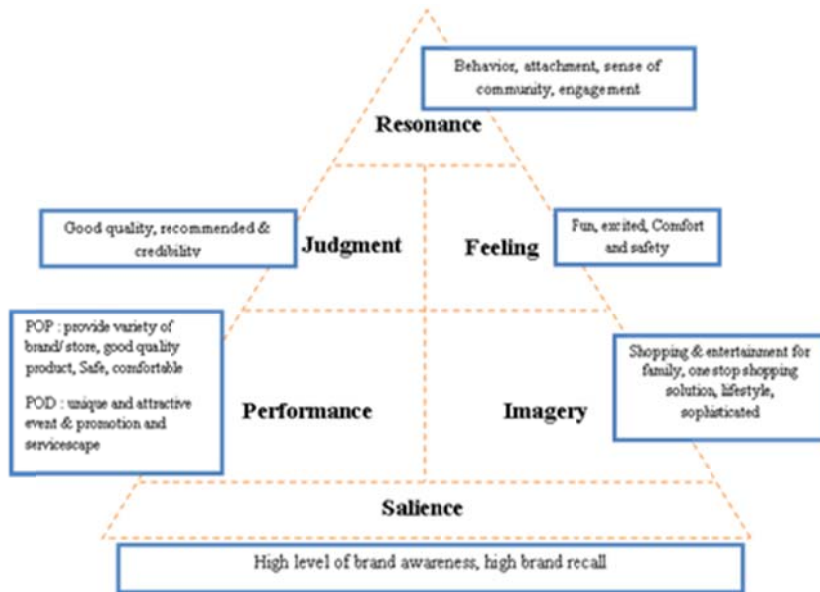


Figure 7. FCL CBBE Propose

The Brand element

Brand name

Objective: increase brand salience, brand awareness in term of depth and breadth. Brand element is brand identity, trademark that makes differentiate the brand to others. The decision to choose brand element have to reinforce strong, favorable and unique association and support positive judgment and feeling to the brand. There are six criteria for choosing brand element; memorability, meaningfulness, likability, transferability, adaptability, and protects ability. The current brand element consider not create strong, favorable and unique association contributes to brand equity. in order to create a good brand element, Keller suggest to reinforce the three criteria, consist of memorability, meaningfulness, and likability to support recognize and recall ability and evoke various association that links to product category.

Table 5. Brand Names

Current Brand Name	Propose Brand Name
"Festival Citylink" (FCL)	"Festival Citylink Mall" - (FCM)
	"Bandung Festive Mall" - (BFM)

Slogan

Slogans are short phrases that communicate descriptive or persuasive information about the brand. The function of slogan is to help customer grasp meaning of the brand. The slogan that Festival Citylink mall currently use is *"the colors of your live"*. From the questionnaire, found that most of respondent agree that the slogan not reflected on Festival Citylink mall. Since the meaning of slogan is hard to translate by most of respondent, it can be conclude that the present of slogan did not help customer to create awareness and making strong link between the brand and the corresponding product category. The slogan has to reinforce brand positioning and desire point of difference.

The propose slogan is:

- "A new shopping experience"*
- "An endless lifestyle and shopping experience"*
- "One stop shopping and lifestyle experience"*

Building loyalty card

Objective: to increase brand resonance, brand loyalty in term of customer loyalty. Loyalty program is offer the reward to customer and create loyal behavior that beneficial to company. The reason to maintain loyal customers is because the high cost to acquire new customer, loyal customer tend to buying more, their tend to talk and recommend the brand and protect and increase market share from competitors. For most women, shopaholic who love to shopping, member card is a must because lots of advantages, benefit can get from member card.

Building Brand Communities

Objective: to increase brand resonance, create sense of brand communities, brand evangelist, endorser and as market for brand. Brand evangelist is customers who voluntary promote the brand, recommend the brand by their own credibility. Most of customers believe the recommendation come from their friend, family, communities members are most reliable and trust as oppose recommendation from companies. Brand communities have the positive impact for both company and customers. Brand get benefit from brand communities by sharing essential resources activities in communities, such as sharing good news, brand knowledge, product experience, inspiring, recommend other to use the brand, giving feed back to company. Brand communities serve as a market for festival citylink mall. The communities consist of potential customers that have the opportunity to be loyal customers. Brand members that have the positive behavior to brand create loyalty, they always use the brand, generate sales for company, more forgiving and they not easy to switch to other brand. The propose brand communities for Festival Citylink is Hansamo Korean community, hijabers community and bicycle communities. Each community represents the target market Festival Citylink.

Brand Performance

Point of Parity (POP)

The strategies is to increase Point of parity and Point of difference. The objective: to increase competitive advantage, create positive brand response toward performance. Designing and delivering a product that fully satisfied consumer needs and want is a perquisite for successful marketing. For Festival Citylink mall to win market share, it requires existing consumers in the marketplace to change their purchasing behavior. That means that customer who currently buy product will need to trial the new offering and current non-consumers need to be activated to

purchase in the product category for the first time (which is primary demand). To achieve this goal of changing established purchasing behavior, Festival Citylink mall has to fulfill the core need of product, as well as bring something new to the marketplace. Therefore, the positioning of Festival Citylink mall as new entrant needs to have many POP to offer a relatively similar solution, but it needs also have something unique offering (POD).

Table 6. Occupancy rate strategy

Objective	To create brand performance by increasing occupancy rate from 68.44.3% in October 2012 to 85.5 % in December 2012
Strategy	Selected tenant to targeted primary customers, enhance competitive POP and POD
Action	<ul style="list-style-type: none"> • Provide product and service that suitable with needs and want of target market • Enhance each category product with brand that famous among customer • Provide customer with shopping experience. Cooperate with tenant to create better store atmosphere • Attract new strong tenant brand by giving special rate, discount and cooperative payment system. • Enhance each category product with brand that famous among customer and building the mall experience through tenant atmosphere

Point of difference (POD)

Objective: To increase 20% in customer traffic from previous year build awareness, emotional feeling, experience, generate word of mouth and enhance relationship with customers

Strategy :

- In order to create interest, attractive event and better impact to customers, the company has to planning and design the concept of event. Determination of the theme need to pay attention to trend and lifestyles that are also thriving in the community, the company can pick up the themes that are relevant to trend.
- Marketing communications became the second important factor after the concept of the event. With a good marketing communications, information about the existence of a given event can get to the intended target. Thus, events can be attended by the right audience.
- Invite and involving the community in the event. Joint events between mall and community activities
- Create integration between thematic event, sales promo and exhibition
- Create thematic exhibition, cooperate with a companies which has good, famous brand and involve

Propose Thematic events

- *“Youth Bandung Fashion Festival”*, objective : increase perceive quality product and service, strength the brand positioning, positive image and feeling
- *“Blogger Contest Festival”*, objective: increase brand awareness and image, generate WOM and viral marketing through internet media.
- *“Fun Sunday Festival”*, objective: increase location image, brand awareness, generate WOM, communities gathering.

Integrated Marketing Communication

Marketing communication activities can contribute to brand equity and drive sales in many ways by creating brand awareness, forging brand image in consumer memories, eliciting positive brand judgement or feeling and strengthening consumer loyalty. In order to create an effective and efficient of marketing communication, the company has to evaluate the communication option and employ multiple communications to achieve the goal. The different communication option also may target different market segment, enhance opportunity the message delivery to customers. The Propose communication mix for Festival Citylink mall show in fig below



Figure 8. FCL IMC Propose

Servicescape

Servicescape is atmospherics as a marketing tool. Atmosphere of product and service perform is part of total product and the atmosphere of the place sometime more influential than the product or service itself. Servicescape is divided into three dimension, such as Ambience condition (music, scent and colors), spatial layout and functionality and sign, symbols and artifacts. The customers who visiting the mall, the reason not only for shopping but also relaxing, to reduce stress, to get entertain, window shopping, sightseeing and dining. To get better customer traffic, the mall must provide a good servicescape to attract customers, maintain customer spending time and increase satisfaction and sales for both customers and tenants. (Mary Jo Bitner, 1992) the same environment has different effect on different customers, the environment affect on internal response and then lead to behavior responses (approach and avoid). Shopping in modern retail store is essentially a sensory experience that attempt to engage, entertain, involve and absorb the customer through all five senses. The table below is the propose of Festival Citylink mall servicescape.

Table 7 . FCL Servicescape Propose

Objective	To shape customer experience and behavior, create positive perception, image and create value proposition as competitive advantage to competitors.		
Servicescape	Dimensions	Propose Servicescape	Location
Ambience	Light	In order to create positive behavior and perceive good image, the lighting condition have to manage, event through, the mall has empty spaces.	All mall floor Empty lease space Indoor and outdoor area
	Color	Suggest the mall to encourage impulse purchase and fast decision making can using warm colors (red, orange, yellow) this can be used by company when held a sales promo, trigger buying behavior. To encourage relaxation, loyalty, reduce stress, the mall can use colors like blue, green and violet	Event sales promotion In store Wall decoration
	Music	To create convenience, to keep customer stay longer in mall increase buying, impulse purchase. The mall should use music with low tempo and volume.	All mall floor In store
Spatial layout and functionality	Location	Events Create an event and communities gathering every Sunday, build crowd around malls. Public space Create public facilities (urban station, garden, attractive sign across road)	Surrounding mall environment
	Parking area	Provide effective sign, good lighting, parking guidance system and using different theme on parking area. Build ladies parking area both for car and motorcycle, location close to mall entrance. Build new motorcycle and bicycle parking area and provide added services	Mall Parking area
	Public transport	Provide more public transportation across mall. The propose is by change the course to circling public transportation in front of mall.	Peta Road, Lingkar selatan Bandung. Cijerah –Ciwastra Cikudapateh – Ciroyom Ujung berung - Elang
Signage	Direction	Provide direction sign toward to mall location. The location of sign is in surrounding mall area that connects to others major roads.	The location of direction sign : Pasir koja and soekarno hatta Cross section road Jamika and Raya barat Road junction Asia Africa and Otista cross section

			road BKR and Moh. Toha cross section road K.H Halim Wasid and Soekarno hatta cross section road
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4. Conclusion and Implementation Plan

The implementation for proposed business solution to Festival Citylink mall is run for 12 month that starting at January 2013 until December 2013. The implementation divided into three different steps:

- Brand (brand design, brand communities and loyalty card)
- Integration marketing communication
- Implementation of service environment

Implementation of Brand Element

Marketing Activities	January				February				March				April				May				June				July				August				September				October				November				December															
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV																
Brand																																																												
Brand Identity																																																												
Design brand	■																																																											
Distribution to media	■																																																											
Brand Communities																																																												
Gathering	■																																																											
Community event	■				■				■				■				■				■				■				■				■				■				■				■				■				■				■			
Loyalty card																																																												
Planning & Design	■																																																											
Distribution	■																																																											

Figure 9 . Impelentation Brand Element

To develop high brand awareness in term of recognizing and recall ability and create strong favorable, and unique association, management of mall conduct design and planning for change brand identity Festival Citylink mall. The change of brand identity due to the brand has low performance in recall ability, association to product category. The planning and design new brand identity will takes for one month in January 2013. The new brand identity then consistently promotes and distribute to customer by all mean communication channel. Creating brand communities by invite target communities into gathering activity and raised as brand communities. Setting the community's event that held at Festival Citylink. Communities event will be held every month at the first week and invite, participate all communities member in thematic event. The objective of building brand communities is to create brand evangelist, building brand knowledge by sharing activities in communities, building sense of community among customers and serve as potential market for company . Planning and design of loyalty card at the second weeks of January 2013 and launch the loyalty card to customers to create brand loyalty and maintain existing customers. The objective is to create and maintain loyal customer.

Implementation of Integrated marketing communication

Marketing Activities	January				February				March				April				May				June				July				August				September				October				November				December											
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV												
Events																																																								
Regular Events	■																																																							
Thematic Events	■				■				■				■				■				■				■				■				■				■				■				■				■							
Sales Promotion																																																								
Voucher	■				■				■				■				■				■				■				■				■				■				■				■				■				■			
Midnigt sales	■																																																							
Lucky dip	■																																																							
point reward																																																								

Figure 10. Impelentation of IMC

The events divided into two, regular and thematic events. The regular event consists of the events from sponsorship, firm, event organizer, school, college or communities. The regular event will be

held to entertain visitors, customers every week in one month. The thematic event is the main events at Festival Citylink. The event will be held at the third week every month provides shopping and entertainment experience to customers. The theme of event will be adjusted with national, religious anniversary days and the growth trend, lifestyle in community. Sales promotion implementation is planning and design to create better impact on event. The time is combining among thematic events. The sales promotion form of shopping vouchers, midnight sales, lucky dip and point reward.

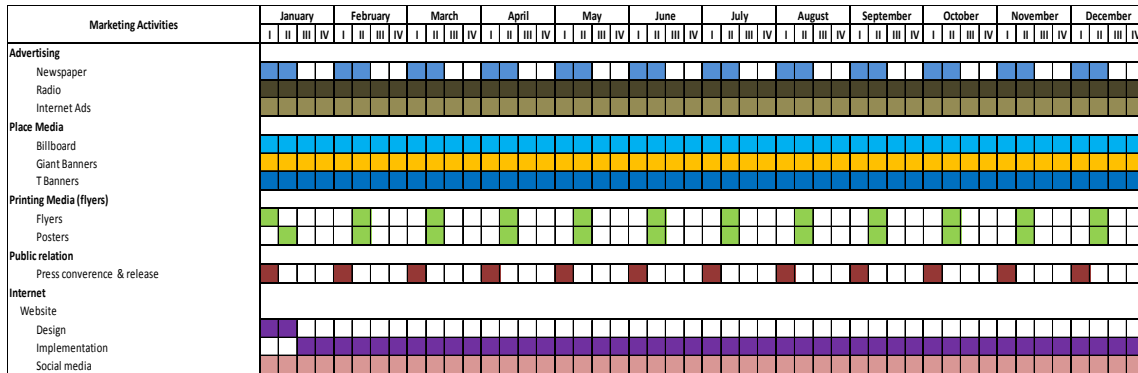


Figure 11. Implementation of IMC

The advertising is setting every month, since the event will be managed in different target market and concept. Newspaper ads will be put consistently in the first and second week of the month to create awareness, interest and inform about event and promotion program at mall. Radio and internet ads will be place in one full month based on the concept of events. The choosing media channel for advertising have to relevance with the target market.

Implementation of Servicescape

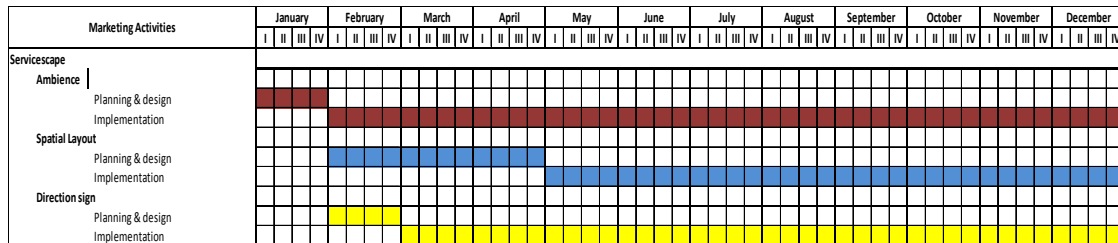


Figure 12. Implementation of Servicescape

Servicescape model emphasizes three dimensional of service environment. Ambient condition, spatial layout and functionality, and sign, symbols and artifacts. The affect of service environment on customer can stimulate behavior (approach and avoid).

- Ambient condition consists of music, colors and lighting affect that will be held on January 2013 and take one month to setting on the mall.
- Spatial layout condition consist of location, parking areas and public transportation will be held on February 2013 and using three month to setting on the mall.
- Sign, symbols and artifacts consist of direction sign. The location selection for direction sign has been explain in Chapter III and implementation start on February 2013 and take one month to setting on.

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