LIFESTYLE SHOPPING CENTER:

A RETAIL EVOLUTION OF THE 21ST CENTURY

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Overview

Since its widespread development during the 1950s, the planned shopping center industry has continuously reinvented itself through innovation. However, regional shopping centers are in the mature stage of the retail life cycle and require major renovation and revitalization of their aging facilities to sustain a competitive edge. Despite renovation efforts, regional centers often offer a very similar store mix and product offerings with identical anchor stores. Moreover, most regional malls have a repetitive mix of smaller national and regional stores. In an attempt to differentiate themselves from this cookie-cutter mold, thousands of shopping centers are being revamped and repositioned. Ironically, the differentiation process has become so repetitive that the

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current renovation of properties is spawning its own series of look-alike centers.

Shopping center retailers realize that they will survive only by catching the next wave of the retail life cycle and becoming more attuned to their customers' changing needs and wants. Consumers are, more than ever, choosing some products, services and shopping places over others because they are associated with a certain lifestyle. Furthermore, the shopping experience, rather than the product per se, has become a major emphasis of those responsible for a substantial portion of consumer goods expenditures. For many consumers, shopping is a leisure activity that is an integral part of their lifestyle. Certainly, a pivotal consideration for the shopping center industry is the future relationship of the lifestyle-oriented shopping experience on shopping center sales.

Traditionally, lifestyle retailing is applied at the product and store levels. Retail examples of lifestyle segmentation include Next, The Gap, Ikea, Pottery Barn, Laura Ashley and Benetton. It is logical, however, to suggest that the concept of lifestyle retailing can be applied at the shopping center level because shopping centers can offer a specific tenant mix and market position that represents a special type of consumer experience and retail environment. In fact, Rabianski (2001) argued that the significance of consumer lifestyle creates the basis for shopping center differentiation. This is particularly attractive because brands and stores already use lifestyle in positioning strategies and shopping centers can capture this same synergy to create additional sales by grouping lifestyle retailers and products together.

■ Shopping Center Evolution: The Past

A review of the shopping center industry from a historical perspective provides insights into future prospects for this retail environment. As illustrated in Table 1, shopping centers evolved through unique retail themes driven by environmental factors that include structural and information technology revolutions. The structural revolution refers to the demographic, social, economic and political variables determining the morphology of markets. The information technology revolution describes the information explosion and new technology development (Helman and Chernatony, 1999).

The highway construction that prompted mass population move-

TABLE 1. EVOLUTIONS OF THE SHOPPING CENTER INDUSTRY

Decade	Stage of Evolution	Revolutionary Environmental Factor	Retail Theme
1950s	Enclosed Shopping Mall	Structural Highway constructions Rise of suburbs	Assortment
1970s	Factory Outlet Mall	Structural Adverse economic situations Wide array of middle- and lower- middle-income consumer	Value Assortment
1980s	Power Center	Structural Increase of dual-income families	Convenience Value Assortment
1990s	Cyber Mall	Structural Cocooning consumers Information Technology Super highway	Convenience Product
2000s	Lifestyle Shopping Center	Structural Affluent consumers Growing single-person households Information Technology Interactive technology Merging bricks and clicks Expressive Experiential aspect of shopping Self-actualization Psychographics (reflecting socio-cultural changes) more important than demographics for consumer studies	Lifestyle

ment to the suburbs during the early 1950s provided a unique opportunity for developing the enclosed shopping mall. These malls represented a structural revolution to retailing as they were a dramatic departure from earlier retail formats and unplanned shopping centers in their architectural form and appearance. They housed diverse retail outlets under one roof with anchor department stores as the main attraction. Beginning in the late 1970s, regional shopping malls added entertainment tenants and ambiance (e.g., unique architecture, special events, amusement parks, family entertainment centers) as key strategies to compete with non-store retailers (i.e., catalogs, TV shopping and the Internet). However, by the mid 1980s, over-expanded regional malls were losing their customer base, which stimulated attempts to revamp to gain competitive advantage (Donnelly, 1995; Haynes and Talpade, 1996).

The second stage in shopping center evolution prompted yet another structural revolution. Triggered by the factory outlet mall, these malls stressed brand-name goods at prices lower than at regional malls targeting middle- and lower-middle-income consumers. Started in the 1970s, factory outlet stores proved to be a viable way for communities to revitalize their downtowns, to attract new businesses and to inject new vitality into local economies (Meyers, 1995). Although factory outlet malls have been successful, many are not located within reasonable distances to consumers.

In the late 1980s, when regional mall construction came to a virtual standstill, the shopping center industry evolved into a third stage of structural revolution, the power center. The growth of power centers has continued its upward trend due to several factors including convenience, value orientation and the depth and breadth of merchandise offerings provided by category killer stores and other tenants, usually at low markup (ICSC, 1994). These centers appealed to a large number of dual-income families with limited time for shopping, but the attraction of these centers may be changing due to new competition. For example, power centers selling books and electronics are challenged by Internet sales (Warson, 2000).

More recently, the shopping center industry has seen a structural and information technology revolution, the cyber mall. It evolved as a result of the increase of cocooning consumers, consumers' seeking convenience via 24/7 accessibility, the speed of transaction and the immediate delivery of information and products that can be ordered through the Internet from home, work, or on the road. However, cyber malls are not highly successful because Internet shopping is often product focused and convenience-oriented; in other words, consumers go online with a specific product in mind, which does not lead to browsing and impulse purchasing experiences (Rosen and Howard, 2000).

Each of these eras was a reaction to environmental factors that transformed the appeal of shopping centers through creative innovations. Given stagnant sales of the existing shopping centers and the rapid pace at which consumers are changing with regard to their consumption and shopping patterns, another evolution seems due.

■ Lifestyle Shopping Center: The Next Evolution

The 21st century appears to have prompted another shopping center evolution driven by revolutionary environmental forces. In addition to past structural information revolutions, the environment of the early 2000s leads to an expressive revolution that reflects consumers' lifestyle. The expressive revolution refers to socio-cultural change (i.e., changes in values, attitudes, beliefs and behaviors). These revolutions force the marketing functions to respond accordingly and in doing so to create new strategies to optimize sales potential. According to Helman and Chernatony (1999), a framework for analyzing lifestyle retailing can be viewed in the context of these three interrelated revolutionary forces (structural, information technology and expressive) with consumers' experiences being an integral part of the context in which these forces arise. We applied this framework to a lifestyle shopping center. In the following sections, we discuss the three types of environmental revolutions that are driving shopping center evolution in the 2000s and describe how they affect the development of lifestyle shopping centers.

Structural Revolution

In the early 2000s, we are witnessing an increase in the number of affluent consumers and growth of single-person households, driven in part by female career professionals who choose to remain single through their 20s and 30s (Gentry, 2000). At the same time, baby boomers, people in their mid-30s to early 50s, are looking for life experiences in vacations, dining, entertainment and shopping and thus are receptive to experiential retailing which provides these unique experiences (Anonymous, 2001). All these factors lay the foundation for consumers seeking lifestyle-oriented shopping experiences.

Information Technology Revolution

The Internet as a shopping medium has grown tremendously since its opening to commercial traffic in 1994 (Kotkin, 1998), and thus is affecting the next evolution in retail stores and shopping centers (Rosen and Howard, 2000). With the Internet becoming a necessary tool in consumers' busy lives, shopping centers continue to scout innovative ways of merging bricks and clicks to assist in and promote buying. As a result, experimental Internet shopping kiosks placed in shopping centers offer consumers expanded merchandise browsing (Howell, 2000). Certainly, integrating interactive technology in designing shopping centers will align many consumers' shopping experiences with their lifestyle.

Expressive Revolution

Maslow's hierarchy of needs moves the human experience from physiological and security needs to needs for self-esteem and ultimately self-actualization. It is these latter needs (self-esteem and self-actualization) that will dominate consumer motivations over physiological needs in most post-industrial societies.

The traditional exchange of goods for money has been transformed to an exchange of time for the experience of shopping (Helman and Chernatony, 1999), which suggests a need for expanded research on the experiential aspects of consumption. Holbrook and Hirschman (1982) argue the benefits of incorporating this experiential view. Experiential consumption is characterized by the flow of fantasies, feelings and fun and focuses upon the symbolic, hedonic and aesthetic nature of consumption (Helman and Chernatony, 1999).

Based on these consumer factors, psychographics (or lifestyle) offers a better measurement tool in studying consumer behavior than demographics. Understanding the relationship of lifestyle to shopping center choice provides additional opportunities for increasing long-term relationships with customers.

■ Goal and Objectives of the Project

Although lifestyle retailing has received some attention, it is not fully integrated into marketing research and thus it is underutilized as a shopping center marketplace strategy. The conceptual information discussed in this research needs empirical evidence to draw conclusions that would support the launch of innovative lifestyle shopping centers. Qualitative and quantitative research that examines attitudes, opinions and behavior of shopping center customers can provide insights into what motivates consumers, as well as describe their optimal shopping experience. The goal of this study was to identify a consumer's specifications (e.g., tenant mix, design) for an ideal lifestyle shopping center. The specific objectives of this study were to:

1. design a prototype lifestyle shopping center per lifestyle segment and
2. establish optimal tenant mix and design features per lifestyle shopping center.

■ The Research

Methodology

The literature review identified categorical variables on consumer selection of a preferred shopping center destination. The variables are structural, information technology and expressive (Helman and Chernatony, 1999). The lifestyle shopping center research was conducted in four phases. In Phase 1, lifestyle segments of shopping center customers were identified using measures based on the VALS™ definition of six lifestyle groups. In Phase 2, consumers' focus group interview responses regarding existing shopping centers as well as their ideal lifestyle shopping center were analyzed. These responses were the basis for designing a prototype lifestyle shopping center per lifestyle segment (identified from Phase 1). In Phase 3, each prototype shopping center was evaluated by a cross-section of consumers who self-identified with the lifestyle segments established in Phase 1. In Phase 4, the shopping center design was revised based on the results from Phase 3. Table 2 summarizes research activities and methods for each phase.

TABLE 2. RESEARCH ACTIVITIES AND METHODS FOR DEVELOPING PROTOTYPE LIFESTYLE SHOPPING CENTERS

Phase	Research Activities	Methods
1	• Identify lifestyle segments	• Complete literature reviews and adapt lifestyle segment definitions • Organize lifestyle market segments using respondent's self-selection
2	• Analyze performance of the existing shopping centers • Identify features for lifestyle shopping centers	• Focus group interviews • Design of shopping centers • Artistic renderings
3	• Evaluate lifestyle shopping centers	• Conduct quantitative/focus group survey
4	• Revise shopping center designs	• Revised designs • Artistic renderings

Phase 1: Identification of Lifestyle Segments

To identify lifestyle segments, we developed a scale based upon the Values and Lifestyle (VALS™) program. VALS™, developed by SRI International, is a well-established scale that identifies lifestyle and psychographic segments. It classifies segments based on two dimensions: self-orientation (principle-oriented, status-oriented and action-oriented) and resources (psychological, physical, demographic and material) that reflect the individuals' ability to pursue their dominant self-orientation.

VALS™ consists of eight segments: Actualizers (abundant resources), Fullfilleds (principle-oriented, above average resources), Achievers (status-oriented, above-average resources), Experiencers (action-oriented, above-average resources), Believers (principle-oriented, below-average resources), Strivers (status-oriented, below-average resources), Makers (action-oriented, below-average resources) and Strugglers (minimal resources). Because Actualizers account for the smallest percentage (8%) of the population and with minimal resources available Strugglers are a less likely target for shopping centers, segments based upon these two groups were excluded and only the remaining six segments were used: Achievers, Strivers, Fulfilleds, Believers, Experiencers and Makers.

Data Collection

Focus group data were collected in two regional market areas: Dallas and Chicago. A consumer research firm based in Chicago provided the sampling frame and facilitated focus group interviews for each segment. A member of the research team conducted the focus group interviews with a total of 79 consumers, ages 18 through 59 years, who were selected using stratified random sampling. They were screened for participation in the focus groups to insure inclusion of a demographically representative consumer mix. In order to identify the participant's lifestyle segment, he or she was asked to rate each group's description (illustrated in Table 3) by responding from 1 (strongly disagree) to 10 (strongly agree). These statements, reflecting lifestyle segments, were adapted from VALS™ definitions and analyzed by a panel of experts for validity. Participants were assigned to the lifestyle group for which they gave the highest rating.

Phase 2: Analyses and Design of Prototype Lifestyle Shopping Centers

Focus Group Interviews

An ethnographic interviewing technique guided discussion of shopping behaviors and retail formats in each segment. Questions were asked about the following topics: typical shopping formats and retailers, motivational factors for shopping at different retail formats, and likes and dislikes concerning retail formats currently available in the region. Next, respondents were asked to suggest strategies for a new lifestyle shopping center. Questions included: How can a shopping center maximize its offerings to be aligned with your lifestyle? What would your ideal shopping center include in terms of tenant mix and design? Participants were interviewed in a conference room setting in groups of five to 10 and were paid for their time.

Focus group narratives from each city were recorded and transcribed so that a content analysis could be performed by segment. Quali-

TABLE 3. DESCRIPTIONS OF LIFESTYLE GROUPS

Lifestyle Group	Description
Achievers	I am successful and deeply committed to work, family and community. I like predictability and consistency over risk. My work affords me material rewards and prestigious products and services that demonstrate success to my friends. I am politically conservative, and respect authority.
Strivers	I like to be trendy and consider myself fun-loving. I want to be stylish and admire people who are well-known for their success and/or wealth. Although difficult at times, making money is a goal in my life. I tend to be impulsive and can become easily bored.
Fulfilleds	I am a mature, self-assured well-educated professional. I value knowledge and responsibility. I am content with my career, family and doing leisure activities around home. I respect authority, but I have an open mind to new ideas and social change. I buy durable, functional products with value for the money.
Believers	I am conservative, conventional and have concrete beliefs based on tradition. My activities center around home, family and community. I prefer American products. I am not wealthy but I meet my needs sufficiently.
Experiencers	I am young, impulsive and rebellious at times. I seek variety and excitement through new, offbeat and risky activities and things. I am enthusiastic about new possibilities but can quickly change my mind. While exercise, sports, outdoor recreation and social activities are important to me, politics are not a priority concern.
Makers	I am traditional and I focus all of my interest on family and hard work. I'd rather buy things that have a practical purpose and I am not impressed by material possessions. When I want something done right, I do it myself. Call me old fashioned, but I respect the authorities of the government and other institutions as long as they do not affect my individual rights.

tative analysis enabled examination of words, descriptions and explanations to develop constructs for creation of an ideal prototype lifestyle shopping center for each segment (Miles and Huberman, 1994).

Qualitative Analyses of Focus Group Interviews

Motivational factors consisted of issues regarding shopping efficiency, time constraints, entertainment and value pricing. Other commonalities, such as quality service and enhanced technological features for shopping efficiency, especially focused on apparel shopping, emerged from the data. In terms of design, participants expressed common needs for a more natural (e.g., trees, flowers, sunlight) environment as well as external entry points for every center tenant.

Each segment, however, possessed distinctly dissimilar needs concerning facility layout, safety issues, level of community involvement and retail tenant mixes. Segment deviations, considered lifestyle variables, are points of differentiation for retail shopping formats. All segments indicated a distinct delineation between "mall" visits and "other retail" visits on several critical motivational, environmental and experiential issues. Figure 1 illustrates the constructs developed to categorize participant data. An ideal retail format must include a combination of tenants considered most desirable by the consumer as well as physical characteristics (e.g., architecture, interior décor and center layout) that are both functional and aesthetically appealing.

FIGURE 1

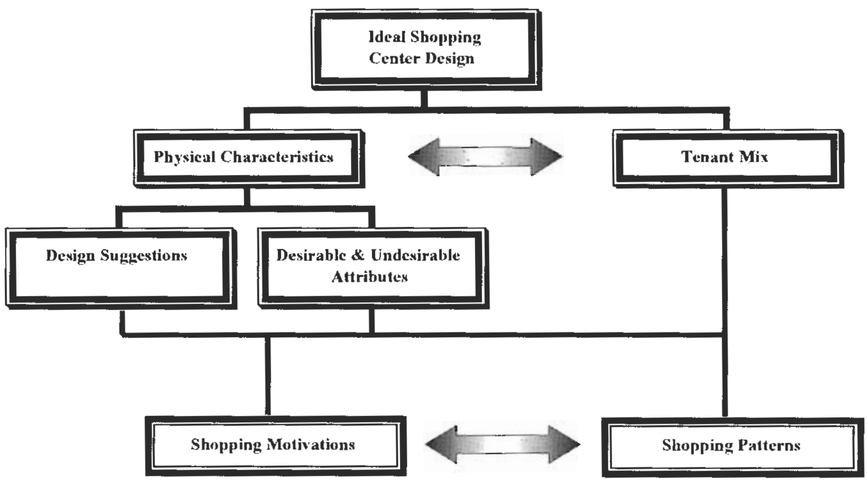


Table 4 defines the constructs from the ethnographic interviews. These need categories were developed during content analysis to characterize participant responses across segments. The data for each segment, organized according to constructs cultivated during content analysis (Table 4), guided the research team in the design of prototype lifestyle shopping centers. Each of the following segment summaries provides a synopsis of data used in the design phase for the floor layout (Appendix), a representative list of preferred tenants (Appendix), and center design features.

Achievers

Achievers indicated needs around price, convenience, value and environment for both "mall" and "other retail" shopping trips. Store image and

TABLE 4. BEHAVIORAL & DESIGN CONSTRUCTS

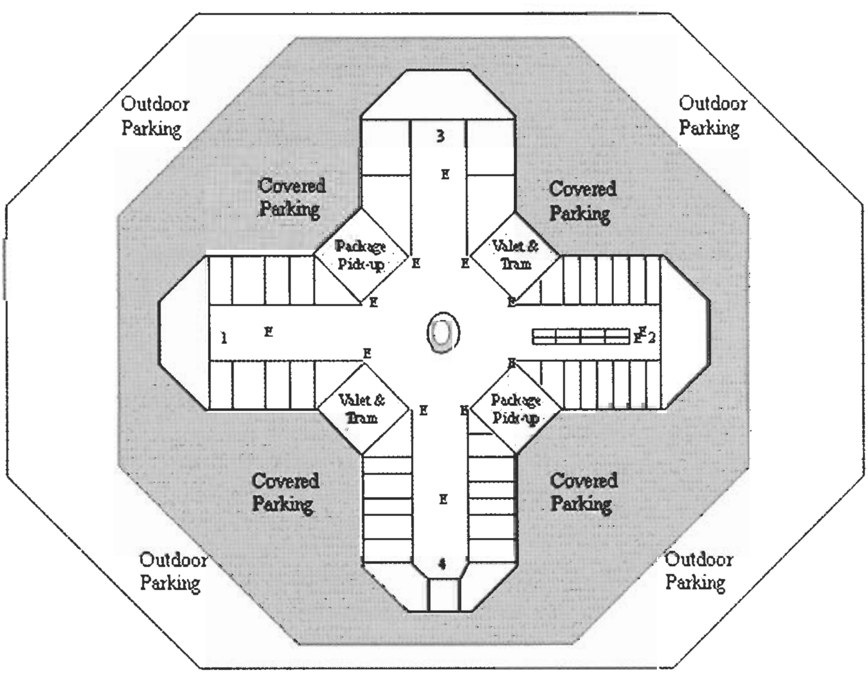
Motivations			Patterns			Tenant Mix	
Mall	Other Retail	Internet	Mall	Other Retail	Internet	Branded	Unbranded
Price			Frequency			Retail	
Time			Research			Restaurants	
Efficiency			Merchandise			Entertainment	
Customer Service (non-specific)			Price			Shopping Center Services	
Customer Service—Sales Associates			Customer Service				
Quality (non-specific)			Quality Mentions				
Convenience			Convenience				
Emotional			Emotional				
General			General				
Familiarity			Time				
Shopping Partners			Entertainment				
Store Image			Shopping Partners				
Entertainment			Value				
Merchandise			Efficiency				
Value			Familiarity				
Environment							
Community							

Desirable Attributes	Undesirable Attributes	Design Suggestions
Display		General Structure/Shape
Merchandise		Architectural Style
Environment		Interior Décor & Furnishings
Accessibility		Environmental
Traffic & Parking		Zoning/Segmentation-Retail Type
Tenant Combination		Parking & Traffic
Facility Layout		Nature/Natural Setting
Community Interaction		Information Technology
Convenience Facilities		Security
Architecture		Entertainment Areas (General)
Security		Entertainment Areas-Kids
Interior Décor		Entertainment Areas-Adults
General Structure		Convenience Facilities
Customer Service		Convenience Facilities-Package
		Convenience Facilities-Transportation
		Facility Layout

merchandise ranked high for mall experiences versus efficiency, customer service and entertainment as key for other retail experiences. An ideal mall environment suggested by Achievers included a mix of functional, utilitarian tenants (e.g., Target/WalMart, department stores and grocery) as well as access to facilities of a more hedonic nature (e.g., spas, salons and "upscale specialty shops"). Tenant List 1 (Appendix 1) includes both desired branded and unbranded tenant mix.

Achievers stressed the importance of natural lighting and clean, comfortable surroundings. Location near public transportation, a design that allows for easy "in and out" shopping and requests for family restrooms clearly indicated significant accessibility and convenience concerns. Design 1 addresses Achievers' desire to fulfill both utilitarian and hedonic shopping needs efficiently.

Design 1: Achievers



Legend

1. Branded Stores
2. Specialty Stores
3. Services
4. First Floor Count/ Entertainment

E Elevators/Escalators

Pond

Note: Three Floors

Strivers

Price and merchandise considerations won prominent placement for both mall and other retail environments for Strivers. Characterized as wanting more than what their disposable income allows, Strivers mentioned shopping at the mall for "ideas," then going elsewhere to purchase at more affordable prices. Mall pricing was noted as "high" and frequent mentions of low priced, on sale, or "good value" quality merchandise were typical group responses.

Variety in merchandise selection was an additional key driver in Strivers' shopping behaviors. Ideal tenants proposed by Strivers included a broad mix of big-box value priced retailers, small "mom and pop" retail operations and numerous specialty chains. Tenant List 2 (Appendix) details the ideal tenant combination mentioned by this group.

Strivers also placed notable emphasis on efficiency, sales associates, quality, convenience and familiarity. As the most ethnically diverse of all groups interviewed, their unique references to ethnically differentiated services (e.g., salons, restaurants, barbershops) surfaced during discussion. The multitude and variety of retailers, services, restaurants and entertainment facilities suggested are indicative of the Strivers' need for youthful expression and their aspirational consumer behavior.

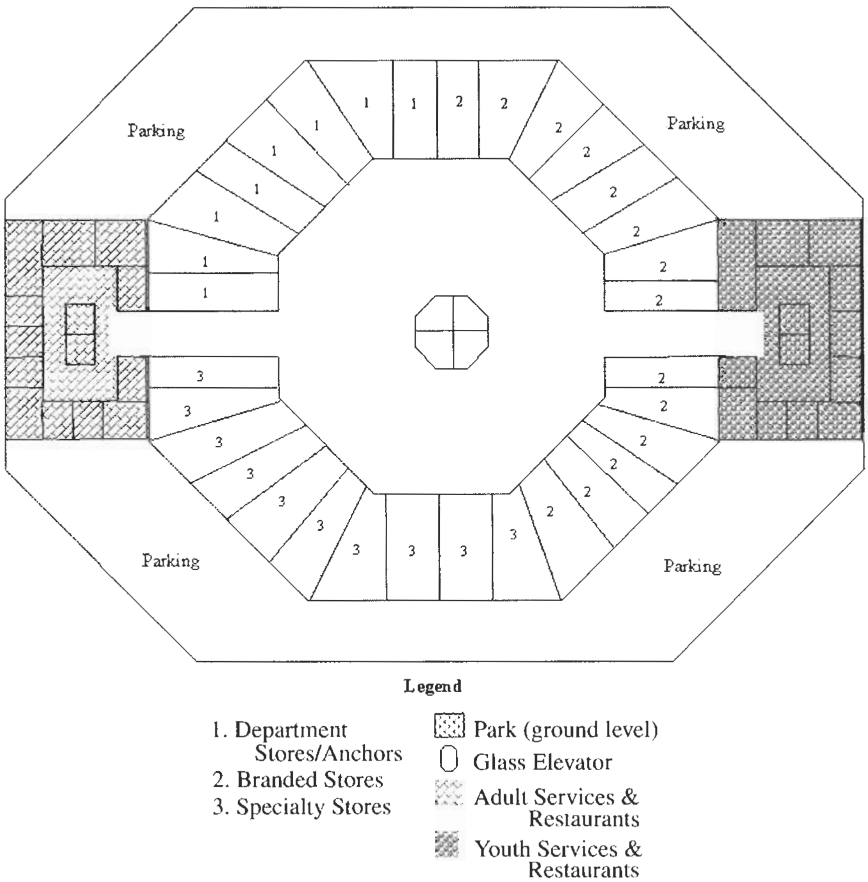
Design suggestions were, much like tenant mix, eclectic in combination. Natural elements (e.g., trees, flowers and open-air, natural lighting) surfaced as environmental factors of significant importance. Desirable structural elements such as the building's exterior and interior furnishings, however, were described as contemporary, "non-symmetrical" and "more futuristic." Along with aesthetically pleasing features, Strivers emphasized a need for convenience facilities such as family restrooms, adequate parking, store zoning (by merchandise category and age group) and plentiful, easily accessible elevators, escalators and "people movers."

Strivers' propensity to utilize local shopping venues for entertainment purposes, most likely due to limited resources, is evidenced in multiple suggestions for entertainment features. Ideal features included a center stage for "shows," lounge areas with TVs, movie theaters and bars. Strivers wanted a format featuring a merge of practical, price oriented shopping with inexpensive entertainment offerings. Design 2 depicts the ideal format for Strivers.

Fulfilleds

Fulfilleds expressed desires related to facility augmentation for functionality, customer service improvements and for technological enhancements

Design 2: Strivers



focused on shopping efficiency. As parents and grandparents, a majority of Fulfilleds also suggested that shopping motivations and patterns are dependent on shopping partners (e.g., spouse, children/teenagers, grandchildren).

Fulfilleds articulated patterns of shoppertainment, where shopping itself is the entertainment experience. Format choices for shoppertainment trips were "upscale" mall locations providing opportunity for leisurely, enjoyable browsing. Functional shopping format choices, however, focused on price/value, convenience/efficiency, customer service and familiarity. Formats chosen for trips of this nature included other retail locations such as strip centers with big-box value chains and category killers. Research via telephone and the Internet, predominantly related to price, also was noted as a determining factor in format selection. Tying individual research with shopping center customer service capabilities, Fulfilleds introduced ideas concerning integrated comparison shopping services that would provide product pricing data across center tenants.

Frequent mentions for ideal tenant mix (Tenant Mix 3, Appendix) included a number of major department store chains, category killers and value oriented big-box retailers. Mentions of special interest retailers (e.g., art supply, flower and drug), grocery and bookstores also arose during discussion; however, Fulfilleds expressed virtually no desire for special services (e.g., salons, spas or gyms). Restaurant mix, especially important for shoppertainment, combined many well-known chains (e.g., Outback Steakhouse, Rainforest Cafe and The Olive Garden), independent bakeries, candy stores and European-style cafes with a general food court to be used on functional trips or visits with children or family.

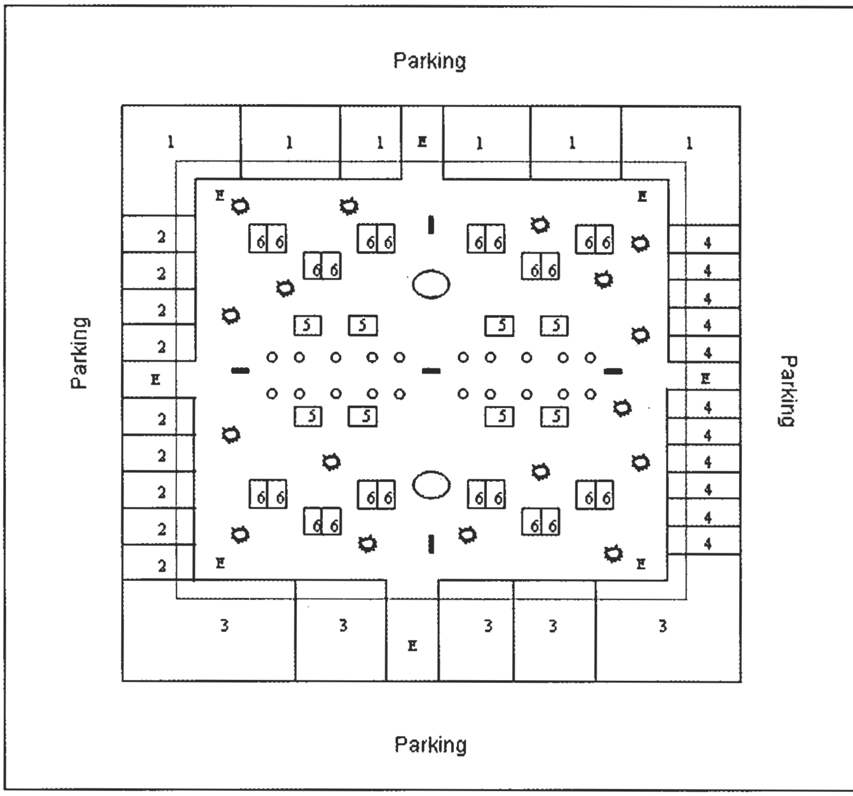
Functional and aesthetic design elements shared relative importance for the Fulfilleds. Accessibility via abundant, conveniently located parking and external entrances to all stores was ideal. Store zoning by merchandise category, frequent and plentiful sitting areas, restrooms at frequent intervals, limited walking (i.e., "not so spread out") and visible security were focal design elements. Aesthetically, Fulfilleds' preferences leaned toward a more traditional design with a "more charming" or "downtown" feel and distinctly unique store facades. Although requests for an open-air facility were made, they recognized that inclement weather demanded an enclosed structure, preferably a glass construction enabling use of natural lighting. Design 3 was constructed to address the Fulfilleds' most critical points of interest.

Believers

Believers indicated a shared importance for environment and merchandise in both mall and other retail visits. Mall visits required satisfaction of convenience and emotional needs, while visits to other retail settings involved meeting basic needs for price, time/efficiency, service, entertainment and quality. No single motivational factor or shopping pattern emerged as a prominent driver of dissatisfaction.

Age groups represented within the Believers category demonstrated significant generational and family life cycle diversity. Hence, differentiation in merchandise categories increased the overall number and range of ideal center tenants. Believers generally indicated affinity for big box value chains and category killers for typical or daily shopping visits while mall shopping was reserved for shopping of a more hedonic nature. The group expressed emotional ties to mall shopping such as a need to "get away" or to go "when you are in a funk." They suggested that tenant mix (Tenant Mix 4, Appendix) reflects an amalgamation of these needs, providing one-stop-shopping as well as emotional relief.

Design 3: Fullfilleds



Legend

First Floor
1. Department Stores/Anchors
2. Branded Stores
3. Services
4. Specialty Stores
5. Snack Food Court
6. Specialty Kiosks

Second Floor
1. Department Stores/Anchors
2. Branded Stores
3. Restaurants/Food Court
4. Specialty Stores

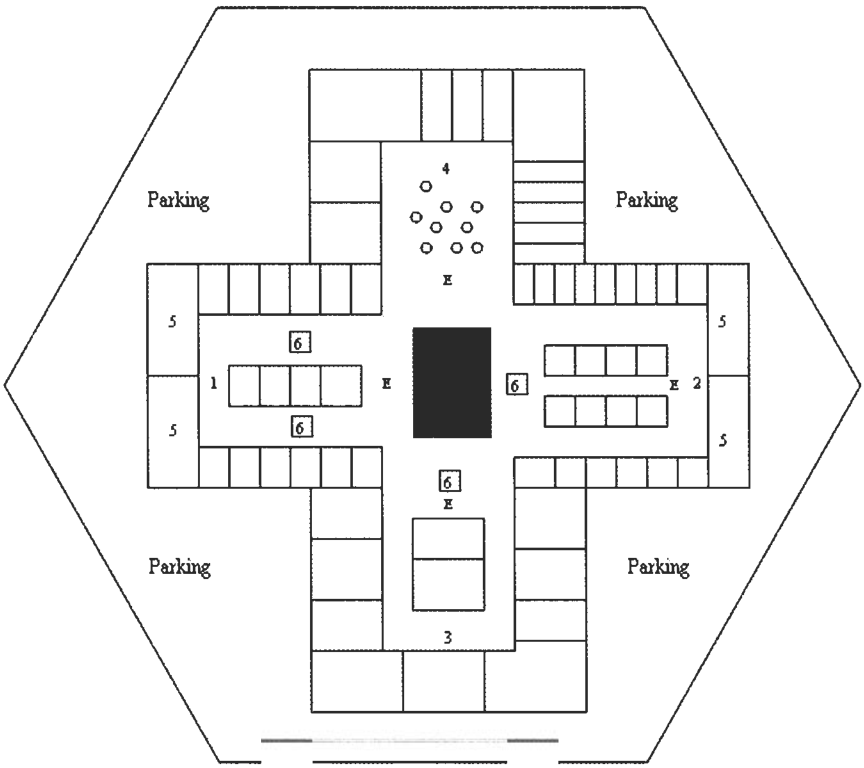
Third Floor
1. Department Stores
5. Restaurants

Location Map
Dining Tables
Tiered balcony level
Pond
E Elevator/Escalator

Note: Every store has dual access

Believers' ideal facility combined a "modular" layout with classic architectural style, and a natural interior environment. Wide parking spaces and "family friendly" parking, conveniently located elevators and adequate numbers of family restrooms emphasized Believers' needs for a center that is designed around family visits. Segmenting stores by merchandise category received a notable number of mentions due to the importance of convenience. Entertainment tenants (e.g., movie theater and bars) along with babysitting services also were mentioned several times. Family life cycle differences were obvious from requests to segment facilities and services by "adult" and "kid-related." Design 4 was constructed to address issues discussed by the Believer segment.

Design 4: Believers



Legend

1. Branded Stores
2. Specialty Stores
3. Services
4. First Floor Food Court/ Entertainment
5. Department Store
6. Snack kiosk
o Dining Table
Atrium
E Elevator/ Escalator
Note: Three Floors

Experiencers

Experiencers focused on entertainment features for both mall and other retail settings. Convenience, including ease of entry and exit, received notable mention. One participant stated, "I want to be able to get the most shopping done in the least amount of time." Although Experiencers are primarily Generations X and Y with lower disposable income levels than average Baby Boomers, product pricing had less importance than the value of merchandise uniqueness.

Experiencers' tenant mix (Tenant Mix 5, Appendix) exemplifies the paradoxical consumer behavior of this lifestyle segment. While much of the discussion focused on a hedonic need for self-expression, especially through unique or "one-of-a-kind" apparel choices, tenant composition integrated both long-established retailers with independently owned outlets. Specifically interested in creating a sense of community in the ideal facility, Experiencers desired integration of bars and/or nightclubs and special events. Overall, Experiencers considered the shopping center a venue for community involvement and cohesiveness.

Experiencers indicated their foremost interest in the shopping center environment, including external appearance or architecture, interior décor and convenient facility locations. The group used descriptors such as "modern" and "contemporary" to describe structural design and interior furnishings, but stressed stylistic endurance as essential ("It needs to stand the test of time"). Store segmentation by merchandise category, people movers to expedite shopping and a variety of entertainment facilities encompassed primary points of interest.

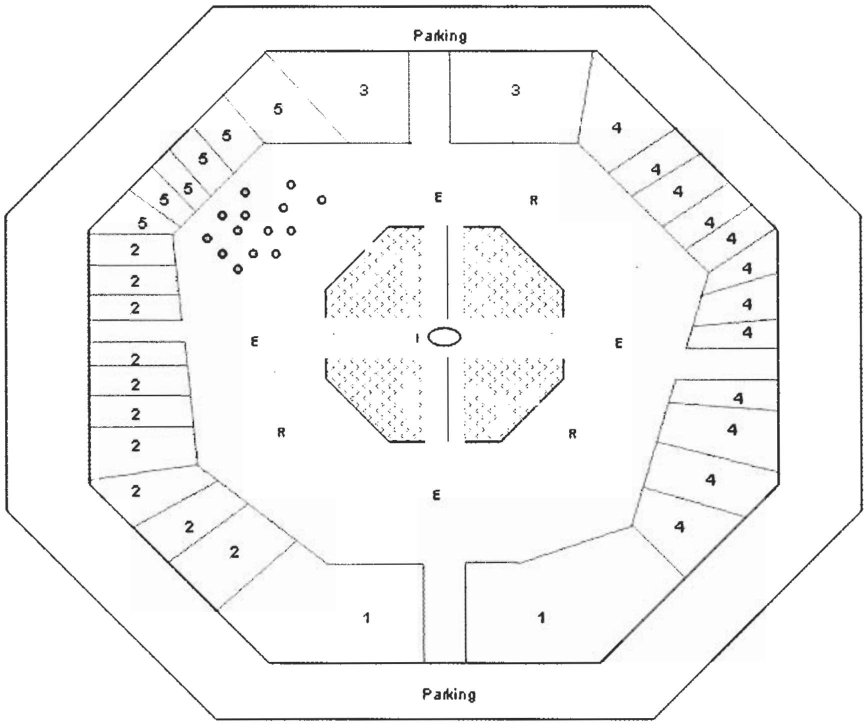
Entertainment facilities included bars, nightclubs, a center stage, an ice skating rink and TVs in sitting areas. A food court for efficiency-oriented shopping trips was also of key importance. Design 5 implements the elements valuable to Experiencers.

Makers

Makers highlighted familiarity and entertainment categories as central to a mall experience. Makers had no shared factors between mall and other retail settings. In terms of other retail experiences, Makers expressed the importance of price, efficiency/time, customer service, quality, convenience and store image. Similar to the Fulfilleds group, Makers also articulated motivations and behaviors contingent on shopping partners, usually spouses, children, or grandchildren.

Ideal tenant mix (Tenant Mix 6, Appendix) included a host of both branded and unbranded retailers. Overlap existed in the category of merchandise (e.g., Best Buy, Circuit City and CompUSA), but the group specified that only one retailer of each type would be necessary with the exception of department store chains. Mentions of retailers such as Home Depot and unbranded stores such as an automotive parts store and a nursery clearly represent the need to specialize in merchandise categories that fulfill Makers' affinity for do-it-yourself projects. Marginally interested in restaurants, the Makers' list included very few chains but was

Design 5: Experiencers



Legend

1. Department Stores/ Anchors
2. Branded Stores
3. Grocery Store/ Services
4. Specialty Stores
5. Food Court

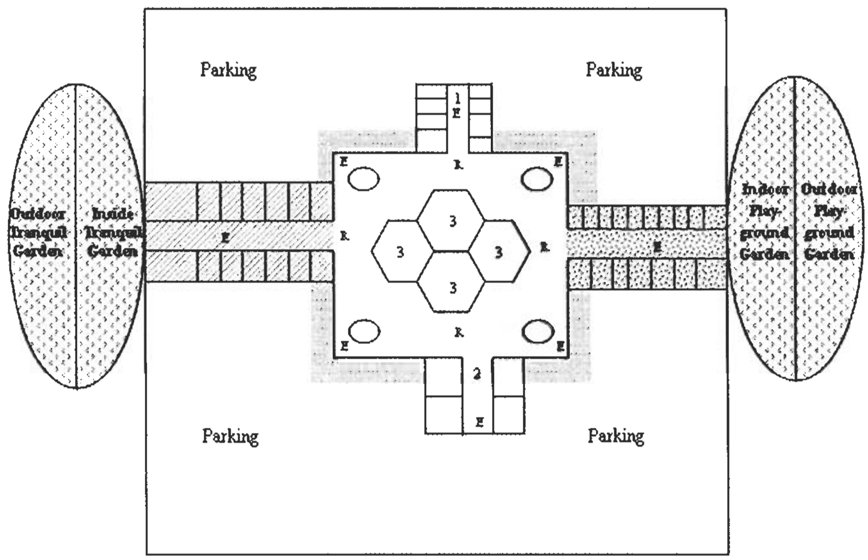
◯ Information Kiosk
o Dining Table
Park(ground level) Glass Skywalk
▬ People Mover

E Elevator/ Escalator
R Rest Area
Note: Three floors

heavy with independent eateries. The large number of services mentioned shows Makers' desire for efficient one-stop-shopping.

Makers' ideal facility design was structurally and architecturally traditional. They wanted a multilevel open-air facility in a square or oblong shape with a "traditional mall" look. Interior décor descriptions featured a "homey" atmosphere with marble floors, wood fixtures (to "add warmth"), upholstered furnishings and natural elements such as trees, fountains and stone benches. Recognizing an underserved need to comparison shop, the Makers requested a centralized arrangement of major department stores. Play areas for children and separate "quiet areas" for adults seemed of considerable importance. Secondary needs included visible security, conveniently located restrooms, elevators and service desks, store zoning by merchandise category and easily accessible, well-lit parking facilities. Design 6 implements the elements most important to Makers.

Design 6: Makers



Legend

Adult Branded Stores First Floor Food Court/ Entertainment	**1. Specialty Stores**	**Package Pick-up**
	2. Services	**R Rest Area**
	3. Department Stores	**E Elevator/ Escalator**
Youth Branded Stores First Floor Food Court/ Entertainment	**◯ Information Center**	**Note: Four Floors**

■ Phase 3: Post-Design Evaluation of Prototype Lifestyle Shopping Centers

Each of the prototype lifestyle shopping center designs was evaluated to determine whether and how each design had to be changed to reflect consumers' lifestyle better. For this purpose, convenience sampling was used to collect input from faculty, staff and students at a major university in a southwest SMA. These consumers are representative of shopping mall consumers. To ensure accurate representation of design elements for each segment, a questionnaire was created using the qualitative constructs identified in the content analysis. These questions also were pretested by a panel of experts for validity.

A list of e-mail addresses was obtained and used to invite respondents to a group session in which the shopping center designs were evaluated using a self-administered questionnaire. Respondents self-selected a particular lifestyle segment and examined a specific lifestyle design layout with a proposed tenant list.

The evaluation instrument asked participants to rate their responses to thirteen design measures (Table 5) using a 7-point rating scale (1 = Strongly Disagree, 7 = Strongly Agree). Three final open-ended questions were asked about the respondent's likes, dislikes and suggestions for design improvements.

TABLE 5. DESIGN MEASURES

- Looks like a place I would want to shop often.
- The construction (architectural style) is appropriate for my shopping needs.
- There are stores I shop at often.
- There is a mix of stores that make my shopping convenient.
- The stores are arranged in a manner that is convenient for me.
- This is a place where I can make quick shopping trips.
- The design, as a whole, seems easy for me to navigate.
- Transportation facilities (e.g., elevators and escalators) are conveniently located for me.
- The construction (architectural style) is appealing to me.
- Parking is arranged in convenient locations for me.
- The design layout is logically organized to meet my shopping needs.
- This is an environment where I would enjoy shopping.
- The restaurants listed would meet my needs when shopping.

A total of 65 respondents participated in the post-design evaluation. The number and percentage of respondents representing each lifestyle segment are detailed at the top of Table 6. Table 6 also lists attribute mean scores for each lifestyle segment. Overall, scores represent positive consumer reaction to the designs with all mean responses falling equal to or above the "Neutral" (4.0) rating. Strivers generally seem to be the most satisfied of the lifestyle segments with only one mean score ("conveniently located to transportation facilities") rated below 6.00. Conversely, Achievers' ratings expressed lower satisfaction than the other groups, especially in the areas of store arrangement and navigation ease.

Comparing the mean scores with respondent narratives from the qualitative questions, the primary sources of dissatisfaction with the facilities did not lie in the design itself. Rather, the issues of complaint resulted from inaccurate or incomplete understanding of the design. For example, tenant lists were intended to be representative versus all-encompassing and design layouts that were provided displayed only the first floor, but would be multilevel. Descriptions of segment mean scores and qualitative narratives are illustrated in Table 6.

TABLE 6. LIFESTYLE SEGMENT MEAN SCORES FOR DESIGN MEASURES

Design Measures	Achievers $n = 6$ 9.2%	Strivers $n = 5$ 7.7%	Fulfilleds $n = 19$ 29.2%	Believers $n = 7$ 10.8%	Experiencers $n = 23$ 35.4%	Makers $n = 5$ 7.7%
Looks like a place I would want to shop often.	4.83	6.80	4.84	5.33	4.73	4.60
The construction (architectural style) is appropriate for my shopping needs.	4.83	6.60	4.84	5.43	4.91	5.20
There are stores I shop at often.	5.00	5.60	5.39	5.14	5.17	4.80
There is a mix of stores that make my shopping convenient.	4.80	6.40	5.26	5.33	5.41	5.60
The stores are arranged in a manner that is convenient for me.	4.67	6.20	4.83	5.71	4.82	5.20
This is a place where I can make quick shopping trips.	4.33	6.20	4.37	5.14	4.61	5.40
The design, as a whole, seems easy for me to navigate.	4.33	6.40	5.26	5.86	5.61	5.40
Transportation facilities (e.g., elevators and escalators) are conveniently located for me.	4.60	5.80	4.76	5.00	4.87	4.20
The construction (architectural style) is appealing to me.	4.50	6.75	4.37	5.71	4.91	4.00
Parking is arranged in convenient locations for me.	5.33	6.60	5.47	6.00	4.73	5.40
The design layout is logically organized to meet my shopping needs.	4.67	6.40	5.00	5.43	4.96	4.80
This is an environment where I would enjoy shopping.	5.00	6.40	4.79	6.30	4.74	5.00
The restaurants listed would meet my needs when shopping.	5.17	6.20	4.63	6.29	5.22	5.60

■ Phase 3: Segment Summaries

Achievers

Achievers indicated the highest level of satisfaction with parking facilities (5.33), environment (5.00) and inclusion of stores used frequently (5.00), indicating that the design addressed both utilitarian and hedonic needs mentioned in the focus group interviews. Achievers stressed the importance of efficiency in shopping, but rated the design lowest on being useful for quick shopping trips (4.33) and ease of navigation (4.33).

Strivers

Strivers' high level of satisfaction with the facility as a whole is evident in the superior rating that was assigned to being a place to shop frequently (6.80). Juxtaposed to this, Strivers rated lowest (5.60) the inclusion of stores they shop frequently. Given Strivers' propensity to want more than their disposable income allows, this duality suggests that the proposed tenant mix would satisfy the Strivers' expressive needs to fulfill hedonic shopping patterns. Positive ratings of architectural appeal (6.75), tenant mix (6.40) and being an enjoyable environment (6.40) also seem to support this idea.

A lower rating (5.80) on convenient location of transportation facilities (e.g., escalators and elevators), when compared to the respondents' verbatim suggestions, clearly points to a need to offer adequate representation of these elements in the design layout.

Fulfilleds

Fulfilleds' need for a more functional shopping environment, a key component of their dissatisfaction, was met by the prototype design in the areas of parking convenience (5.47), ease of navigation (5.26) and logical format layout (5.00). Respondent comments support these findings with 85.7% of all Fulfilleds making at least one positive statement regarding these attributes. The importance of shoppertainment seems to be fulfilled as is evidenced by higher ratings for tenant mix (5.26), but was less so for being a place to shop often (4.84).

Fulfilleds assigned the lowest rating to the prototype's use for quick shopping trips (4.37), which seems to negate the other positive ratings for functionality. However, review of the open-ended responses reveals comments that demonstrate lack of clarity in the visual. Examples of this include locations for facility maps, external points of entry for each tenant location and designated elevator and escalator placement. Indicators for design revision do exist, though, in mentions of a cluttered feel in the courtyard area. All of these issues have potential to influence the design perception positively, especially with regard to the quick shopping attribute.

Believers

Believers had generally positive ratings indicating high levels of satisfaction with the center environment, which was expressed as an important consideration in retail format choice. The prototype received top ratings in the area of environment as evidenced in the enjoyable environment (6.30) and restaurant mix (6.29) measures. Verbatim comments supporting these ratings include positive mentions such as "easy," "convenient," "easily accessible" and "good layout."

Suggestions for improvement included comments related to both tenant mix and location of transportation facilities. Several participants made specific suggestions for restaurant chains similar in format or category to those provided in the proposed list. Convenient location of transportation facilities received the lowest rating (5.00). Open-ended responses requesting these facilities clearly illustrate inadequate representation in the rendering.

Experiencers

Experiencers' focus on shopping efficiency was an important consideration in the functional design of the prototype lifestyle center. The high ratings of ease of navigation (5.61) and similarly positive ratings for logical layout (4.96), structural appropriateness for personal shopping patterns (4.91) and conveniently located transportation facilities (4.87) all point to Experiencers' satisfaction with the design as related to shopping efficiency. Entertainment, defined by Experiencers as a combination of tenant mix (including restaurants), structural design (internal and external) and convenience facility locations (e.g., people movers, elevators and escalators), was another element crucial to shopping center visits. Evidence of satisfaction with these essentials is confirmed by mean scores of tenant mix (5.41), restaurant mix (5.22), inclusion of stores they visit frequently (5.17) and architectural appeal (4.91).

Recommended improvements included comments concerning external entry points, the number of levels, locations of elevators, escalators and rest areas and tenant mix. Aside from tenant mix, these issues were not clearly defined in the prototype design layout. Identification of these components in the design could improve the lowest rating of 4.61 assigned to the design's usefulness for quick shopping trips.

Makers

Makers emphasized efficient, one-stop-shopping and entertainment as primary needs. Additional references to a variety of both retailers and restaurants also indicated their preference for merchandise selection and efficacy in comparison shopping. Makers' highest ratings were allotted to tenant mix (5.60) and restaurant mix (5.60), useful for quick shopping trips (5.40), ease of navigation (5.40) and conveniently located parking (5.40). Satisfaction levels on these key drivers indicate that the design is aligned with their lifestyle.

Architectural appeal (4.00) received the lowest mean score as well as several comments in respondent suggestions. Several respondents mentioned that the design seemed too "spread out," creating the need for more extensive walking.

■ Phase 4: Revision of Prototype Lifestyle Shopping Centers

Based on data collected in Phase 3, minimal revisions were made to the prototype lifestyle shopping centers. These revisions primarily consisted of added notes in the design key, clearly defined locations for convenience facilities and explicit notation of entry points at each retail store location. Specific changes also were made to address the concerns for the layout. For example, Makers mentioned that the design was too "spread out." To address these issues, the building was trimmed in each direction and a fourth floor was added to maximize space. Table 7 details the shopping center design changes made for each lifestyle segment.

■ Conclusions and Implications

A consumer-driven marketplace demands consumer-focused retailing. Rising affluence is associated with consumers' desire to purchase an emotional/hedonic experience in addition to a utilitarian product (Helman and Chernatony, 1999). These shifts in behavior affect long-term profitability of older retail formats. Retailers and investors must be proactive in identifying viable shopping alternatives based on consumer demand.

This research was a first step in evaluating underlying motivational factors related to shopping center format choice. Information from this study also has direct implications for other shopping formats such as town centers and rural retailers who face increasing out-shopping behavior by consumers. This qualitative research tested the applicability of constructs that can potentially provide the retail industry with strategic development

TABLE 7. PROTOTYPE LIFESTYLE SHOPPING CENTER DESIGN REVISIONS

Segment	Lifestyle Design Desire	Changes Implemented
All Segments	• Location of convenience facilities	• Noted rest areas with "R" • Used "E" to denote elevators/escalators
	• Entry points not defined	• Explained entry points where possible
	• Number of floors not clear	• Indicated number of floors in all design legend
Achievers	• No concerns noted	• No changes necessary
Strivers	• No concerns noted	• No changes necessary
Fulfilleds	• Cluttered courtyard area	• Removed half of snack/food court locations • Eliminated excess décor
	• Confused location of retailers	• Refined legend to explain tenants at each level
Believers	• No concerns noted	• No changes necessary
Experiencers	• Entry points not defined	• Included opening for main points of entry and noted other external points where possible
Makers	• Design seemed too "spread out"	• Trimmed the design in each direction • Added fourth floor to equalize loss of tenant space

information to meet the needs of the 21st century shopper and avoid new look-alike shopping centers (Anonymous, 1999; Warson, 2000).

Lifestyle shopping centers can differentiate themselves from their competitors through product and service mix, aesthetics and design that reflect the targeted lifestyles discussed by Helman and Chenatony (1999). Results from this qualitative study support Holbrook's (2000) position that the shopping experience contributes much to product and service purchases. Qualitative results also describe the complex issues surrounding shopping center design and positioning that can help retail planners avoid a repetitive mix of shopping outlets (Burns and Warren, 1995). Findings from this study confirm Rabianski's (2001) argument that lifestyle is a basis for shopping center differentiation.

This research project should be considered a beginning step in testing shopping motivations relative to lifestyle segment and consumers' selection of shopping center design. Additional quantitative research is required to test the validity of these constructs in other MSAs that reflect regional differences, rural areas and in international markets. Given the dynamic conditions in the retail trade, retailers need to employ continuous market research to best identify the needs of consumers in their market area.

Shopping center management can use lifestyle variables to build and nurture a loyal customer, which contributes to maintaining a competitive edge in the marketplace. Identifying strategies such as image, product/service mix and target marketing tactics are useful in promoting shopping center differentiation and building long-term relationships between shopping centers and selected market segments. It is essential for retailers to recognize that creating a lifetime of value includes satisfying both utilitarian (functional) and hedonic (emotional) consumer needs.

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■ Appendix. Prospective Tenant Lists

Tenant List 1—Achievers

Branded Retail		Unbranded Retail	Branded Restaurant	Branded Service
Abercrombie & Fitch	Limited, The	Home Decorating Store	Bennigan's	City Library
Academy Sports and Outdoors	Lord & Taylor	Arts & Crafts Store	The Cheesecake Factory	USPS
Auto Zone	Macy's	Jewelry Store	Chili's	
Best Buy	Meijer's	Grocery Store ("trendy")	Rainforest Cafe	
Borders Books	Neiman Marcus	Antique Store	**Unbranded Restaurant**	**Unbranded Service**
Brookstone	Office Max	Big & Tall Stores (men)	Bar & Grill	Childcare
Carson Pirie Scott	Old Navy	Book Store	Casual Dining	Day Spa
Circuit City	Oshman's	Gift Store	Drink Stand	Dry Cleaner/Specialty Dry Cleaner
CompUSA	Sears	Hardware Store	Food Court	Gift Wrapping Service
Crate and Barrel	Sharper Image	Specialty Stores	Snack Bar	Leather Repair
Dillard's	Spencer's	Shoe Stores		Personal Shopper
Discovery Store, The	Structure	Boutique Store (apparel)		Salon
Foley's	Target	Bath and Body Store		Shipping Service
Gadzook's	Trader Joe's	"Mom and Pop" Stores		Shoe Repair
Galyan's	WalMart	Toy Store		Spa
Ikea	Warner Bros.			Travel Agency
JCPenney				

Tenant List 2—Strivers

Branded Retail		Branded Restaurant	Branded Service
Bass ProShop	K-Mart	Bob's Steak and Chophouse	YMCA
Best Buy	Kohl's	Boston Market	USPS
Blockbuster	Lord & Taylor	Chamberlain's	**Unbranded Service**
Cabella's	Lowe's	Chili's	Bank
Circuit City	Macy's	El Fenix	Barber Shop (ethnic)
Costco	Neiman Marcus	Hardee's	Daycare Center
CVS	Nordstrom Rack	Hooter's	Dry Cleaner
Deb Plus	Oshman's	Joe's Crab Shack	Employment Services
Dillard's	Piercing Pagoda	Kentucky Fried Chicken	Gym/Health Club
Eckerd's	Radio Shack	Lawrey's Prime Rib	Massage Therapy
Elliot's Hardware	Sally Beauty	Olive Garden	Nail Salon
Foley's	Sears	Papa John's	Salon (ethnic)
Frederick's of Hollywood	Target	People's Tacos	Shoe Repair
Gold and Silver Exchange	TJ Maxx	PF Chang's	Spa
Home Depot	WalMart	Rally's	Tattoo Shop
		Whataburger	Temp. Emp. Service
Unbranded Retail		**Unbranded Restaurant**	Valet
Book Store (educational)	Make-Over Store	Casual Dining	Yoga Center
Dollar Store	Music Store	Donut Place	
Gaming Store	Pawn Shop	Ethnic Restaurants	
Grocery Store	Phone Store	Fast Food	
Hat Store	Plus Size Store	Food Court	
Health Store	Pool Supply Store	Fried Chicken Restaurant	
Internet Cafe	Resale/Thrift Store	Greek Restaurant	
Jewelry Stands	Salon Product Store	"Mom & Pop" Restaurants	
Liquor Store		Take-Home Restaurants	
		Themed Restaurants	

Tenant List 3—Fulfilleds

Branded Retail		Unbranded Retail	Branded Restaurant
Barnes & Noble	Mervyn's	Art Store (supplies)	Applebee's
Best Buy	Microcenter	Book Store	California Pizza Kitchen
Brookstone	Neiman Marcus	Drug Store	Denny's
Build-A-Bear	Nordstrom	Flower Shops	El Fenix
Circuit City	Office Depot	Frame Store	Furr's
CompUSA	Office Max	Gas Station	Luby's
Crate and Barrel	Oshman's	Grocery	Mrs. Field's Cookies
Dillard's	PetsMart	Pet Shop (groomer)	Olive Garden
The Dollar Store	Pier One	Shoe Store	Outback Steakhouse
Dress Barn	Pottery Barn	**Branded Service**	Rainforest Cafe
DSW Shoe Warehouse	Radio Shack	NONE	
Foley's	REI	**Unbranded Service**	**Unbranded Restaurant**
Fry's	Ross	Doormen (assist elderly/handicapped)	"Mom and Pop" Restaurants
Galyan's	SF Music Box Co.	Hotel (inside shopping center)	Bakery
Guitars and Cadillacs	Sears		Cafés
Gymboree	Spencer's		Candy Store
Hallmark	Staples		Casual Dining
Home Depot	Target		Family Dining
Hot Topic	TJ Maxx		Fast Food
JCPenney	Treasure Island		Food Court
Kohl's	Ultimate Electronics		Hot Dog Restaurant
Laura Ashley	Victoria's Secret		Pizza
Linens 'n Things	Walden Books		
Lord & Taylor	WalMart		
Lowe's	Williams-Sonoma		
Marshall Field's			

Tenant List 4—Believers

Branded Retail		Unbranded Retail	Branded Restaurant	Branded Service
Abercrombie & Fitch	Half-Price Books	Art Stores (art pieces)	Bennigan's	Bally's Gym
Academy Sports & Outdoors	Hallmark	Arts & Crafts Store	Chick-fil-A	Kinko's
Arden B.	Home Depot	Big & Tall Stores	Clubhouse, The	USPS
Babbage's	Imaginarium	Book Store (non-specific)	Corner Bakery	**Unbranded Service**
Baby Gap	JCPenney	Clearance Store	Esparza's	ATM Machines
Barnes & Noble	Kenneth Cole	Computer Stores	Maggiano's	Daycare Center
Bass ProShop	Kohl's	Educational toy store	Olive Garden	Dry Cleaner
Bebe	Limited, The	Gadget Stores	Panera Bread	Gym/Fitness Center
Best Buy	Lord & Taylor	Grocery (non-specific)	Pappaga's	Massage Therapy
Big Lots	Lowe's	Jewelry Store (non-chain)	Portillo's	Optical
Bloomingdales	Marshall Field	Kitchen/Culinary Arts Store	Rainforest Cafe	Photo Developing
Bon Maur	Nordstrom	Leather Store	Ruby Tuesday's	Printing Services
Borders Books	Old Navy	Lotion & Aromatherapy Store	Sonic	Salon
Brookstone	Oodle-Caboodle	Maternity Store	Subway	Spa
Dell Computers	Radio Shack	Music Store	Taco Bueno	Wellness Center
Dillard's	Sak's 5th Ave.	Outlet Stores	Texas Roadhouse	
Disney	Sears	Petite Store	TGI Friday's	
Express	Sharper Image	Phone Centers	Tuscany's	
Foley's	Steinmart	Shoe Stores	Wildfire	
Galyan's	Suncoast Movies		**Unbranded Restaurant**	
Game Stop	Toys-R-Us		Casual Dining	
Gap	Victoria's Secret		Coffee Shop	
GapBody	WalMart		Food Court (upscale)	
GapKids	Warner Bros.		Gourmet Dining	
Garrison's Garden	Wilson's Leather		Pizza	
Gateway Computers	Zany Brainy		Salad Bar	
Guess			Theme Restaurants	

Tenant List 5—Experiencers

Branded Retail		Unbranded Retail	Branded Restaurant	Branded Service
Ann Taylor	Home Depot	"Mom and Pop" Stores	Bennigan's	FedEx
Arden B.	Hot Topic	Antiques ("thrift")	Cheesecake Factory, The	Mail Boxes Etc.
Attic, The	JCPenney	Auto Mall	Chewy's	UPS
Banana Republic	Marshall Field's	Body Jewelry Store	Chick-fil-A	USPS
Barney's	Marshall's	Boutique Clothing	Chili's	**Unbranded Service**
Bass ProShop	Neiman Marcus	Computer Stores	Chuck E. Cheese	ATM Machines
Best Buy	Nordstrom	Drug Store	Cracker Barrel	Daycare Service
Car Toys	Off 5th ave. (Sak's Outlet)	Electronics	Denny's (24-hour)	Bank
Circuit City	Petco	Gaming Store	Friday's	Concierge
Dillard's	Petite Sophisticate	Grocery (non-specific)	Macaroni Grill	Dry Cleaner
DSW Shoe Warehouse	PetsMart	Jewelry	Mi Cocina	Gym/Health Club
Fast Forward	Sears	Memorabilia	PF Chang's	Salon
Foley's	Sharper Image	Music	Fainforest Cafe	Tattoo Shop
Fred Segal's	Spicy Couture	Book	**Unbranded Restaurant**	Valet
Gadzooks	TJ Maxx	Pet Store	Barbeque Buffet	
Gap, The	Treasure Island	Pet Store (privately owned)	Food Court	
Hallmark	Victoria's Secret	Tool Store	Pizza (eat-in/take out)	
	Walgreens		Smaller Restaurants	
			Soda Stand	
			Theme Restaurants	

Tenant List 6—Makers

Branded Retail		Unbranded Retail	Branded Restaurant	Branded Service
Aldie's	Macy's	Automotive Parts store	Chili's	USPS
Ann Taylor	Marshall Field's	Bath and Body Shops	Macaroni Grill	**Unbranded Service**
Bachendorf's	Marshall's	Book Store	Maggiano's	ATM Machines
BCBG	Meijer	"Christian" Stores	Souper Salad	Bank
Bebe	Mr. Racks	Drug Store	Subway	Chiropractor
Best Buy	Neiman Marcus	Gas Station	TGI Friday's	Dry Cleaners
Canto's	Old Navy	Greeting Card Store	**Unbranded Restaurant**	Food Service (central take-out)
Casual Corner	Oshman's	Grocery Store	Bakery	Gym/Health Club
Central Market	PetsMart	Hardware Store ("old-fashioned")	Chicken Restaurant	Information Center
Circuit City	Radio Shack	Jewelry Store	Chinese Restaurant	Massage Therapy
CompUSA	Sears	Liquor Store (small)	Coffee House	Personal Shopper
Dillard's	Steinmart	Music Store	Dessert Shop	Salon
Family Foods	Suncoast Movies	Nursery (plant)	Diner	Shoe Repair
Foley's	Talbot's	Shoe Stores	Healthy Restaurant	Watch Repair
Home Depot	Target		Ice Cream Shop	
JCPenney	Tiffany's		Pizza (take-out)	
J. Crew	TJ Maxx		Sandwich Shop	
Kohl's	Victoria's Secret		Smoothie Shop	
LensCrafters	WalMart			
Linens 'n Things	Zale's			
Liz Claiborne				