Preliminary Study on the Critical Success Factors of Shopping Mall Developments in Klang Valley, Malaysia

Quek Xin Ying, Anuar Alias*
Department of Real Estate, University of Malaya, MALAYSIA.
*Corresponding author: raunoor@gmail.com; anuar_a@um.edu.my

Abstract
In Malaysia, shopping malls have contributed a lot to the speedy growth of the tourism sector. Thus, successful operation of shopping malls should be a serious responsibility for mall owners and mall managers. This paper is an initial exploration of the factors that are critical for shopping mall in Malaysia. The aim of this paper is to primarily investigate what are the Critical Success Factors for shopping mall developments in Malaysia. The content analysis of Literature Review has been adopted as the methodology to identify the Critical Success Factors. The topic regarding Critical Success Factors for shopping mall development can be further studied in the future by using this paper as the fundamental study. A more comprehensive and thorough study could be done by investigating the perception of the professionals in retail-related field to arrive at a more reliable approach for the success of shopping mall developments. The research methodologies and data analysis methods to be adopted in the further study are proposed in this paper.

Keywords: Critical Success Factor, Development, Framework, Retail Industry, Shopping Mall.

INTRODUCTION

Development is a process that brings evolution, progression, constructive transformation, besides improving the physical, economic, environmental, social and demographic components in a country. The objective of development is to upgrade the standard of living of a community, and to increase the local regional income and job vacancies, without destroying the resources in the Mother Nature. Development is not necessary to be instant, but it is always observable and beneficial. It is judged based on the aspect of quality enhanced and also the surroundings for a continuation of that transformation. Development can be done from different aspects. Generally, this research will focus on land development and real estate development or property development. Land and property development are clearly seen as social situations where the interaction of one and another is one of the crucial elements (Samsura, Van der Krabben, & Van Deemen, 2010).

The term "property development" has different definitions depending on different perspectives. Property development is to produce buildings for occupation by altering or strengthening the usage of a piece of land. It is not to earn profit by just purchasing and selling land. Land is merely one of the raw materials used in the process. Other elements needed include building materials, infrastructure, labour, finance and professional services. Property development is a thrilling activity involving the usage of scarce resources. Most of the time, it involves a huge amount of money in order to produce a product which is relatively indivisible, thus, it is considered as a high-risk activity. The development process is directly influenced by the economic performance at both national and local levels. Presumptions made in the beginning may have changed dramatically by completion due to the lengthy development process. The key towards success is based on the attention to the detail of the process and the level of the judgement that directs it. The success or failure of a development cannot be defined by the extent of the profit or loss in financial terms. Property development is more than just a physical building as it brings those who pursue their own aims and interests together (Cadman, 2002).

Critical Success Factors (CSF) is an administration term for components that are essential for a business, project or development to accomplish its objectives. In order to achieve their aims, not only the businessmen, project managers or developers have to be alert about every key success factor (KSF), but also always observe the differences between the keys and the different roles key result area (KRA). To ensure the success of a development or a project, a CSF is a crucial factor or activity needed. This term was originally applied in the world of data analysis and business analysis. For instance, to ensure the success of an Information Technology (IT) project, user participation is its CSF.

Critical Success Factor is different from success criteria. The latter are the accomplishments of an organization or the results of a project vital to consider the development or the organization a successful one. Success criteria may be measured by key performance indicators (KPIs).

LITERATURE REVIEW
Definition of Shopping Mall
A mall, is one kind of property being composed of stimulus properties that are either rewarding or punishing, alike human (Meoli, 1987). Shopping malls are buildings established where most of the commercial activities collaborate to introduce a general rule for the purpose of boosting their common economy (Rahimi & Khazaei, 2018). Nonetheless, the consumers' choice on purchasing or selecting varieties of products are different. Hence, it is a must for all the developers to carry out a research in order to explore the preference towards a particular product from the consumers' point of view before entering a market (Devgan & Kaur, 2009).

The consumers perceived, purchasing is an action implying the conditions of the economic, social and specifically cultural circumstances and structures of an environment and it encourages social interactions between vendors and consumers. At first, the designs of shopping spaces were the answer responded to the economic demands. However, the idea that a shopping mall must take into account the responses of consumer needs had eventually became a noteworthy idea in the construction of a mall (Rahimi & Khazaei, 2018).

Type of Shopping Mall

Table 1: Type of Shopping Malls

Type	Definitions
Neighbourhood Centres	The idea of these centre is to provide cater to the consumers' daily needs in the immediate vicinity. Supermarkets and drugstores have anchored these centres. These anchors are supported by pharmaceuticals stores selling health-related products, and grocery stores selling sundries, snacks and services. They are usually designed as a straight-line strip with no enclosed walkway or mall area.
Community Centres	Generally offers a broader range of soft goods compared to the neighbourhood centres. They are commonly anchored by discount department stores, supermarkets, and super drugstores. There are off-price retailers selling home improvements and furnishings, electronics or sporting goods, apparel and toys. The design of the centres could be in a straight line, "U" shape or "L" shape. Community centres cover the broadest range of formats out of all the eight centre types.
Regional Centres	These centre delivers services in full depth and variety besides general merchandise. They are anchored by fashion specialty stores, traditional and mass merchant, or discount department stores, where the anchor, at the same time, is their main attraction. Normally, the design of a regional centre is an enclosed area surrounded by an inward orientation of the stores. The fronting stores are linked by a common walkway and parking spaces surround its outside perimeter.
Superregional Centres	Alike regional centres, but they draw consumers from a larger population base, have more anchors and deeper selection of merchandise due to its larger size. Their physical designs are similar to regional mall, which is a multilevel enclosed mall.
Fashion/Specialty Centres	Classy fashion stores, craft shops and boutiques are the main components of these centre, offering exclusive merchandise or selected apparel of top quality and price. Although by having entertainments or restaurants may help to draw anchors, these centres do not need anchor tenants. The typical configuration of the centre is very stylish, highlighting a rich decoration and high-quality landscaping. These centres could be found in cities with high income level populations.
Power Centres	Numerous large anchors dominate the centre, for example warehouse clubs, off-price stores, discount department stores, or stores providing a variety of

	choices in certain merchandise categories at low prices. It is common to see that the centre comprises of some freestanding anchors and a very small amount of specialty tenants.
Theme/Festival Centres	Entertainment facilities and restaurants could be the anchor of these centres. The design and merchandise in its individual shops are generally unified as its theme. Tourists are the target market of these centres. Normally, they are situated in urban areas, likely to be modified from old historical buildings, and sometimes could be part of mixed use projects.
Outlet Centres	They can be found in tourist locations. Manufacturers' outlet stores are the main components in these centres, selling their own brands at a discount. However, they do not have an anchor tenant. Their physical configuration is most common, some are enclosed malls, while others are designed in a "village" cluster.

Role of Shopping Mall

In this era of globalisation, people are searching for a unique place that can provide peace and allow interaction among each other, so as to achieve their eminence on the grounds of social dynamism. In past decades, the development of a latest scale of urban growth and the improvement on the urbanism aspects have resulted in the decrement in the quality of life and arise of issues such as fading of identity and sense of social belonging, and also the growth of social abnormalities. On this matter, the usage of public spaces in the cities should be investigated in people's daily routine (Rahimi & Khazaei, 2018).

In Malaysia, shopping malls nowadays act as a community centre for people to carry out social and recreational activity. Their role has transcended as initially shopping malls only act as a place of economic transaction (Ahmed, Ghingold, & Dahari, 2007). Almost half of Malaysian adults' leisure time were spent in shopping malls and the retailers' main target market is those Malaysians who aged between 18 to 44 years old (M. Lee, 1995). Malaysian retailers can tell the importance of the targeted age group as key targets for shopping malls (Yue-Teng, Osman, & Yin-Fah, 2011). Besides, some shopping malls are constructed near to the universities as student crowds are also in the targeted group of the retail developers (Ahmed et al., 2007).

Individual who stay in a close proximity to the shopping mall will spend most of their time in the neighbourhood shopping centre, and therefore, shopping malls are essential in order to enhance the relationship among residents in that particular area. Before the existence of shopping malls, neighbourhood bazaars had played an extensive and main role in the formations of social interactions, hence, people can be attracted to shopping malls as shopping malls have a series of comprehensive urban services functions (Rahimi & Khazaei, 2018).

Apart from that, shopping malls play an important role to the retailers as they provide a business place that are inclusive of retail spaces, services, amenities and facilities to them. The element of location is very significant towards shopping malls acting as a business place. The reason is that location factor will be the first thing attracting successful retailers. Other than location factor, accessibility factor is also a factor that makes people having the desire to visit a shopping mall. The main aim of the shopping mall as a business place is to offer the retailers better choices with regard of the quality of the shopping environment as a whole, location attractiveness, accessibility, population catchments and its parking facilities (Pitt & Musa, 2009).

At times, shopping mall act as an investment. This happens when institutional investment community, such as life insurance and multinational corporations bought over shopping malls from the developers. Typically, the owner's purpose is to secure themselves a stable future income stream as a reward for their capital investment. This purpose is a precondition for immediate income, a prominence on future income, improvement of capital value and realisation of capital. To investors, investment on retail and other property can offer them long-term security and a consistent income stream. This is due to the characteristics of the most common form of retail unit leasing whereby shopping mall leases are alike all other landlord and tenant leases (Pitt & Musa, 2009).

Shopping Mall Industry in Malaysia
Categorisation of shopping malls by NAPIC
The definition of shopping complexes, according to NAPIC, is a complex that comprises of multiunit retail establishments under an enclosed walkway that encourages pedestrian flow to sustain business activity. Standalone hypermarkets, shopping arcades and shopping centres are included in shopping complexes disseminated by NAPIC (National Property Information Centre, 2017).

A variety of stores and outlets that are planned, developed and operated within a trade centre are defined as shopping centres. They are purpose-built dominant retail establishments. Dominant use indicates that out of the 100% net lettable area, the retail use shall more than 75% (National Property Information Centre, 2017).

Size of shopping mall industry in Malaysia
Throughout Malaysia, there are altogether 671 shopping malls approximately, stretching out a total net lettable area (NLA) of 50,000 sqft to 2.2 million sqft. Overall, as of September 2018, these malls had provided roughly 166.6 million sqft of NLA (Malaysia Shopping Malls Association, 2019).

There are 3 different categories of shopping mall. Malls with sizes lesser than 500,000 sqft of NLA are categorised in Category A. In Malaysia, this category of malls had formed the majority or 84.9% of the total number of shopping malls. They made up 61.1% of the total NLA in the shopping mall industry (Malaysia Shopping Malls Association, 2019).

Distribution of shopping malls in Malaysia
The greatest amount of shopping malls with 263 malls or 39.1% of the total are located in the Central Region of Malaysia, followed by 141 malls or 21.0% of the total number of malls in the Northern Region. The third largest amount of shopping malls with 139 malls or 20.7% of the country's total are located in Southern Region and there is East Malaysia with 86 malls which is 12.8% and East Coast with 42 malls or 6.3% of the country's total (Malaysia Shopping Malls Association, 2019).

Distribution by net lettable area
The Central Region with 46.3% of the total NLA of all shopping malls in Malaysia, has the largest percentage that is almost half of the total mall space in the country, whereas East Coast accounted for only 5.0% of the total NLA of all shopping malls in Malaysia (Malaysia Shopping Malls Association, 2019).

Organizations related
Malaysia Shopping Malls Association (PPK)
In 1984, the establishment of The Malaysia Shopping Malls Association or more well known as PPK Malaysia had played an essential role in giving contributions to the remarkable evolution in Malaysia shopping mall industry and several global award-winning malls. Through PPK, the members may obtain notification and information at the first hand on global events and issues related to the shopping mall industry as PPK Malaysia is now acknowledged as the representative for shopping centres in Malaysia.

In 2004, comprising of shopping mall associations from China, Malaysia, Hong Kong, Indonesia, Japan and Taiwan, the Council of Asian Shopping Centres (CASC) was established. PPK Malaysia is one of the founder members. The principal aims of CASC are to develop networking and multilateral relations of shopping malls in the Asian region and to host regular regional conferences annually.

Malaysia Retailers Association (MRA)
The Malaysia Retailers Association, popularly known as MRA was established in June 1982 to represent several huge retail companies in Malaysia. It is acknowledged by the Ministries and other authorities as the spokesperson of retail industry. Besides, this association is one of the founding members of the Federation of Asia Pacific Retailers Association (FAPRA) and also, it is the only Malaysian representative in the Federation. Other members of FAPRA include China, Hong Kong, Chinese Taipei, Australia, Fiji, Indonesia, India, Korea, Japan, Mongolia, New Zealand, Myanmar, Singapore, Philippines, Vietnam, Turkey and Thailand.

The main objectives of the association are to represent a unified voice and deal with issues that affect all retailers, to exchange and share information on common issues and lastly, to enhance the level and competence of retailing via training and education.

PROPOSED SAMPLING AND DATA COLLECTION

Based on the analysis done on the content of Literature Review, the suggestion of the methodology to be adopted will be the mixed method research, whereas for data analysis method, the Structural Equation Modelling (SEM) and Principal Components Analysis (PCA) will be proposed for Quantitative analysis while thematic analysis will be proposed for Qualitative analysis.

Process of Research Methodology

To establish a purpose in a research, research problems should be determined firstly. Then, structured framework is drafted, followed by collection of information and analysis of result using the Statistical Package for Social Science (SPSS) software. Conclusions are eventually made to fill in the research gaps. The research methodology steps are demonstrated as in Figure 1.

Figure 1: Process of Research Methodology

Mixed Methods Research

In a single study, when both qualitative and quantitative research methods and techniques are applied, it is called the mixed methods research. Compared to using restrictive form of method, this is a method used to validate the usage of different approaches in solving research questions. It is a creative and extensive form of research, not a limited one (Johnson & Onwuegbuzie, 2004).

Quantitative method will be applied by distributing questionnaires. Likert scales and open-ended questions will be used in this case, this questionnaire is categorized into 6 sections.

Basic profile of the respondent will be designed in Section A while for Section B, C, D and E will be designed in question statements to know the perception of respondents regarding the problems faced by shopping mall industry in Malaysia, role of shopping malls, factors affecting the success of shopping malls and ways to make sure malls stay relevant. A scale ranging from 1 to 5 will be applied from Section B to Section E. Scale 1 = Strongly Disagree, Scale 2 = Disagree, Scale 3 = Neutral, Scale 4 = Agree and Scale 5 = Strongly Agree. Section F will be designed to get the feedbacks and suggestions from the respondents on the study.

Apart from that, qualitative method will be applied using semi-structured interview comprises of a set of questions relevant to the research topic. The researcher is free to choose the order of the standardized questions to be asked. The interview will be conducted in conversation style. Researcher can explore deeper and have clearer understanding regarding a topic by conducting semi-structured interview.

To collect different opinions to be analysed, establishing a diverse pool of interview subjects was critical (Morales, 2011). To achieve this, interviews will be conducted with various industry players. The targeted group of respondents for the questionnaire survey is the professionals in the field, such as the developers, retailers and consultants. These parties are targeted for this study because they are the expert, also, they are familiar with the market. Interviews will be conducted and questionnaire will be distributed to the respondents to identify the Critical Success Factor of shopping malls. The targeted respondents have experience and knowledge regarding shopping mall where not all or any of the population at large has the ability to provide such relevant information.

Data Analysis

The data analysis is suggested to be divided into two categories, which is the Quantitative and Qualitative Analysis. In order to achieve descriptive data, the questionnaires will be designed to be in Likert scale and structured questions that will be analysed by using IBM SPSS Statistics version 20 later. In this study, the method proposed to be adopted for quantitative analysis is Structural Equation Modelling (SEM) and Principal Components Analysis (PCA). Tables and diagrams will be used to present the data analysed for better understanding. The respondents will respond on a scale from 1

(strongly disagree) to 5 (strongly agree). The mean score (MS) will be calculated using the following formula (Morales, 2011):

$$MS = \frac{\sum(f \times s)}{N} \ (1 \leq MS \leq 5)$$

where f is the frequency of responses to each rating, s is the score ranging from 1 to 5 given to each factor by the respondents and N is the total number of responses concerning that factor. It is important to note that the ranking exercise is based on perceived importance.

Qualitative data will be analysed by interview coding. A result produced by retrieving, managing and organizing interview data are known as interview coding (Coffey & Atkinson, 1996). Within the interview dialogues, identifying and extracting key patterns or themes is where analysis starts. In this study, thematic analysis will be used to analyse the data. This is a process that allows a researcher to relate various parts in the data systematically so as to create a specific category. The concepts and results will then be arranged according to these categories (Figure 2). This effort helps to establish links and understanding the relationship between the categories and concepts (Morales, 2011).
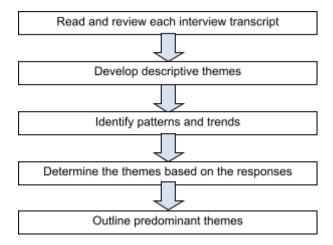

Figure 2: McCracken's 5-step method

CRITICAL SUCCESS FACTORS
Nowadays, businessmen need access to the information that are related to their particular responsibilities or roles in order to survive in this era of globalisation. CSF is one of those methods to accurately determine information that is needed the most. CSF method is now being utilized in a growing number of organizations (Rockart, 1979). To produce a favourable result and at the same time achieving the organisation's goal, the key areas of activity are known as Critical Success Factor. Hence, due to the criticality of the key areas, a businessman should have sufficient information so that he could determine whether events are going on satisfactorily well in all the areas. A structured technique that an interviewer can use to aid the businessman to focus in the Critical Success Factor and determine the results is known as the CSF interview method (Bullen & Rockart, 1981).

To make things clear, success factors are not success criteria. Success factors are elements that directly or indirectly lead the project to its success while the measure to judge whether a project is considered a success or failure is known as success criteria. Success factors can be can be categorised into two, first being soft, intangible, subjective and less measurable whereas the other being hard, tangible, objective, and measurable. As for the former, the sign to consider a project as a success is by realization of customers' satisfaction, relationship between participants of a project, effective communication and absence of conflicts. As for the latter, the widely recognised factors are criteria of quality, cost and time, however there are other factors that are getting more important for instance technical performance, environmental sustainability, health and safety (Yong & Mustaffa, 2012).

Factors Affecting the Success of Shopping Mall Developments

After analysing the Literature Review, this study (Figure 3) has categorised the factors into two, namely external factors and internal factors. External factor included location while internal factors are inclusive of retail layout and design strategies, tenancy and management.
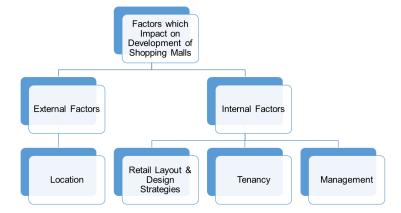

Figure 3: Factors Impacting the Development of Shopping Mall
Source: (Beyard, O'Mara, & Institute, 1999; Chiu, 2006; Cloete, 2006; Howard, 1992; Jewell, 2001; Kirkup & Rafiq, 1994; Krugell, 2011; Lowe, 2000; Ronghua & Quanyi, 2011; Tsai, 2010; White & Gray, 1996)

Location

In real estate perspective, location is always one of the most important factors that decides the life or death of a development. In this case, the mall location is vital. A good location has good accessibility which attracts lots of customers and indirectly increase the number of potential sales (Krugell, 2011). Due to the competitive environment, a minor difference in the location factor can adversely affect the success of a shopping mall (Cloete, 2006).

Retail layout & design strategies

Today, shopping malls refer to a covered and comfortable place. Based on the schemes, spaces and exposure, mall layouts have been designed accordingly (Howard, 1992). Due to the necessity of providing a safe and secure atmosphere, one of the most vital design components is mall layout and this is achievable by monitoring consumers' movements. However, proper measures should be adopted so that the consumers will not feel repelled, manipulated or violated by the mall (Krugell, 2011). A mall layout is considered the best if all the shops are visible to the consumers as this provides higher chances for them to visit a shop (Jewell, 2001). Typically, a well-planned layout consists of entrances opening into an unhindered view of the selling area, walkways that allow consumers to freely enter or exit and an area to display the products for maximum exposure (Ronghua & Quanyi, 2011).

Tenancy matter

Tenancy matter includes tenant and trade mix, leasing negotiation and rental policy, landlord and tenant relation. A tenant mix success will offer something more than 'just' shopping (Howard, 1992). For example, anchor tenant helps to attract consumers to the mall and indirectly, this brings in footfall for other shops in the mall too. Furthermore, to sustain footfall, sales volume and accomplish leasing goal, trade mix plays a vital role (Ronghua & Quanyi, 2011). Retailers who have decided to go for malls developed in a new growth area, they must have the ability to cope with the maturing period of the trade area by having strong financial stamina (Krugell, 2011). In order to establish suitable positioning and to create positive image, it is important for a new mall to do early lettings and bring in strong tenants as it attracts consumers from those well-known shopping destinations (Kirkup & Rafiq, 1994). Tenant mix is effective when there is a combination of a group of tenants complementing each other in serving the consumers (Beyard et al., 1999), and it needs to be altered occasionally to sustain the tenant mix quality. This is because trends and fashions are always changing. New products are developed according to the consumers' demands, hence, it is necessary for malls to keep up with these latest trends (Krugell, 2011). Besides, agents need to be more flexible and imaginative with lease terms, and attention needs to be paid towards the turnover of shops in the mall. Marketing

activity needs to be carried out when tenancy development seems weaken. This is to support those retailers who are suffering from the ending of initial financial incentives. Landlords' responsibility is to ensure that existing tenants gain full marketing support. This can be done by giving out capital contributions or rent-free periods (Kirkup & Rafiq, 1994). Last but not least, mall manager must maintain good relationship with the tenants. It is crucial for mall manager to constantly communicate with their tenants as the tenants' feedback are important to be incorporated into the management of the a mall (Chiu, 2006).

Management level

Due to the fierce competition, the operation and management of a mall is critical. Mall managers' responsibility is to control the costs and increase the sales (White & Gray, 1996). The role of a mall management is to keep the mall in a well-maintained condition with a clean and attractive environment. A well-organized management is advantageous to both retailers and shoppers. Other than launching campaigns to promote the mall, amenities and facilities provided inside the mall should be properly maintained. This is because maintenance cost accounted for a huge portion of management expenditure, hence better management would result in a better cost control (Ronghua & Quanyi, 2011). Any parts of the building that are broken should be repaired immediately or it will negatively affect the image of the mall, give an unpleasant effect towards consumers, and induce doubt in the retailers whether to continue leasing at the mall (Cloete, 2006). Comparing a mall management that only manages those normal attributes and a management who put efforts to create a holistic entertainment experience, a larger aggregate effect in generating favourable shopping behaviours is proved to be achieved by the latter (Tsai, 2010).

IMPACT OF COVID-19 PANDEMIC

On 11th March 2020, COVID-19 was declared a pandemic by The World Health Organization (WHO), due to the global increment of cumulative cases of illnesses and deaths linked to a novel coronavirus that started in China. The reason of the huge worldwide state of emergency is because continuous person-to-person spread is currently happening all over the world whereby 19th March 2020, more than 209,830 cases were confirmed internationally with the majority of deaths in China, Western Pacific and European regions (Carver & Phillips, 2020).

Undoubtedly, this pandemic has ignited an exceptional transformation towards the retail industry and retail industry all over the world was reducing their operation hours or shuttering for few months. This situation has drove joblessness to record-breaking numbers and leading to an economic outcome that might be worse compared to the Great Depression. Huge changes are occurring within the retail industry because of pandemic approaches of social distancing (Judy, 2020).

Particularly, the retail real estate market has been hardly hit by the pandemic, this is because of the drop of regional tourism and the fading sentiment of consumption. The virus has caused fear in the general public and as such shoppers might hold back on spending patterns (Sharina, 2020). People nowadays prefer to shop online for necessities and, consequently, F&B platforms and grocery retailers have experienced a growth in sales revenue. This situation will result in short-term and potential long-term changes in the retail sector and accordingly on retail real estate as one (Chung, 2020).

In Malaysia, it is believed that hospitality and tourism sector will be the most heavily impacted industry as lesser visitors are coming to Malaysia. Eventually the retail business will be negatively affected particularly for those that are highly dependent on tourists. Nowadays, mall owners carefully monitor the situation. In order to cut down operating cost, some retailers are allowed to operate shorter hours. Besides, malls also provide marketing assistance to the retailers to drive sales and stimulate spending. Nevertheless, fewer shoppers have been visiting malls due to Covid-19 outbreak. The situation has impacted the retail business. Temporary closure of China factories has affected the supply chain in the business too (Sharina, 2020).

Actions taken by malls while facing the pandemic challenges include engage additional manpower to sanitise common areas, take cleaning precautions and follow the Standard Operating Procedures set by the government (Sharina, 2020).

EXPECTED RESULTS

It is predicted that after analysing the data collected from both Qualitative and Quantitative Approach, most of the respondents agree that the Critical Success Factors of shopping mall development as

explained in Figure 3 are applicable in Malaysia. The external factors are expected to affect the shopping mall the most as location is always the most vital element in determining the success of a development.

CONCLUSION

This research is a preliminary study about the Critical Success Factor framework for shopping mall development in Klang Valley, Malaysia. The aim of this research is to propose critical success factors for shopping mall in Klang Valley, Malaysia according to the experts' perception. This topic can be further studied in the future by using this paper as the fundamental study.

Acknowledgment

References

Ahmed, Z. U., Ghingold, M., & Dahari, Z. (2007). Malaysian shopping mall behavior: an exploratory study. Asia Pacific Journal of Marketing and Logistics.

Beyard, M. D., O'Mara, W. P., & Institute, U. L. (1999). Shopping Center Development Handbook: Urban Land Institute.

Bullen, C., & Rockart, J. (1981). A primer on Critical Success Factor.

Cadman, D. (2002). Property development: Taylor & Francis.

Carver, P. E., & Phillips, J. (2020). Novel Coronavirus (COVID-19): What You Need to Know. Workplace Health & Safety, 68(5), 250-250. doi: 10.1177/2165079920914947

Chiu, R. L.-H. (2006). Professional housing management practices in Hong Kong (Vol. 1): Hong Kong University Press.

Chung, Y. Y. (2020). Covid-19 outbreak will have lasting impact on retail real estate, The Edge Malaysia.

Cloete, C. E. (2006). Feasibility Studies: Principles and Practice: South African Property Education Trust.

Coffey, A., & Atkinson, P. (1996). Making sense of qualitative data: complementary research strategies: Sage Publications, Inc.

Devgan, D., & Kaur, M. (2009). A Product Oriented Analysis of Shoppers' Choice Towards Different Retail Formats. Management and Labour Studies, 34(1), 114-124. doi: 10.1177/0258042X0903400108

Howard, E. (1992). Evaluating the success of out-of-town regional shopping centres. International Review of Retail, Distribution and Consumer Research, 2(1), 59-80.

Jewell, N. (2001). The fall and rise of the British mall. The Journal of Architecture, 6(4), 317-378.

Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed Methods Research: A Research Paradigm Whose Time Has Come. Educational Researcher, 33(7), 14-26. doi: 10.3102/0013189x033007014

Judy, M. (2020). Assessing COVID-19's impact on consumer shopping, customer habits. Retail Customer Experience.

Kirkup, M., & Rafiq, M. (1994). Managing tenant mix in new shopping centres. International Journal of Retail & Distribution Management.

Krugell, B. S. (2011). What is essential for a shopping centre to be a success?

Lee, M. (1995, 18-20 August). Going Grey. Asia Magazine, 8-11.

Malaysia Shopping Malls Association. (2019). Shaping New Malls. (42), 12.

Meoli, J. (1987). A reinforcement model for attraction to a retail mall. (8814564 Ph.D.), Purdue University, Ann Arbor. Retrieved from http://ezproxy.um.edu.my:2048/login?url=https://search.proquest.com/docview/303600092?accountid=28930 ProQuest Dissertations & Theses Global database.

Morales, A. J., Jr. (2011). Critical Success Factor for affordable housing development. (1499944 M.S.), University of Colorado at Boulder, Ann Arbor. Retrieved from http://ezproxy.um.edu.my:2048/login?url=https://search.proquest.com/docview/897131635?accountid=28930 ProQuest Dissertations & Theses Global database.

National Property Information Centre. (2017). Existing Stock For Space Available of Shopping Centre in Malaysia Property Stock Report.

Pitt, M., & Musa, Z. N. (2009). Towards defining shopping centres and their management systems. Journal of Retail & Leisure Property, 8(1), 39-55. doi: 10.1057/rlp.2008.25

Rahimi, A., & Khazaei, F. (2018). Designing Shopping Centers: The Position of Social Interactions. Journal of History, Culture & Art Research / Tarih Kültür ve Sanat Arastirmalari Dergisi, 7(2), 239-248. doi: 10.7596/taksad.v7i2.1588

Rockart, J. F. (1979). Chief executives define their own data needs. Harvard business review, 57(2), 81-93.

Ronghua, Y., & Quanyi, Y. (2011). A Study of Elements for the Success of Underground Shopping Mall in China. International Business and Management, 3(2), 122-127.

Samsura, D. A. A., Van der Krabben, E., & Van Deemen, A. (2010). A game theory approach to the analysis of land and property development processes. Land Use Policy, 27(2), 564-578.

Sharina, A. (2020). Malls must evolve to stay relevant, Focus Malaysia.

Tsai, S.-p. (2010). Shopping mall management and entertainment experience: a cross-regional investigation. The Service Industries Journal, 30(3), 321-337.

White, J. R., & Gray, K. D. (1996). Shopping centers and other retail properties: investment, development, financing, and management: John Wiley & Sons.

Yong, Y. C., & Mustaffa, N. E. (2012). Analysis of factors critical to construction project success in Malaysia. Engineering, Construction and Architectural Management.

Yue-Teng, W., Osman, S., & Yin-Fah, B. C. (2011). An exploratory study on shopper typologies in Malaysia. Canadian Social Science, 7(2), 218-223.