

**THE IMPORTANCE OF THE JUBILEE MALL ON THE KNUST COMMUNITY,
PERSPECTIVE OF STAKEHOLDERS**

KNUST

by

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DECLARATION

I hereby declare that this submission is my own work towards the Master in Business Administration (Strategic Management and Consulting) and that to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the university, except where due acknowledgement has been made in the text.

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DEDICATION

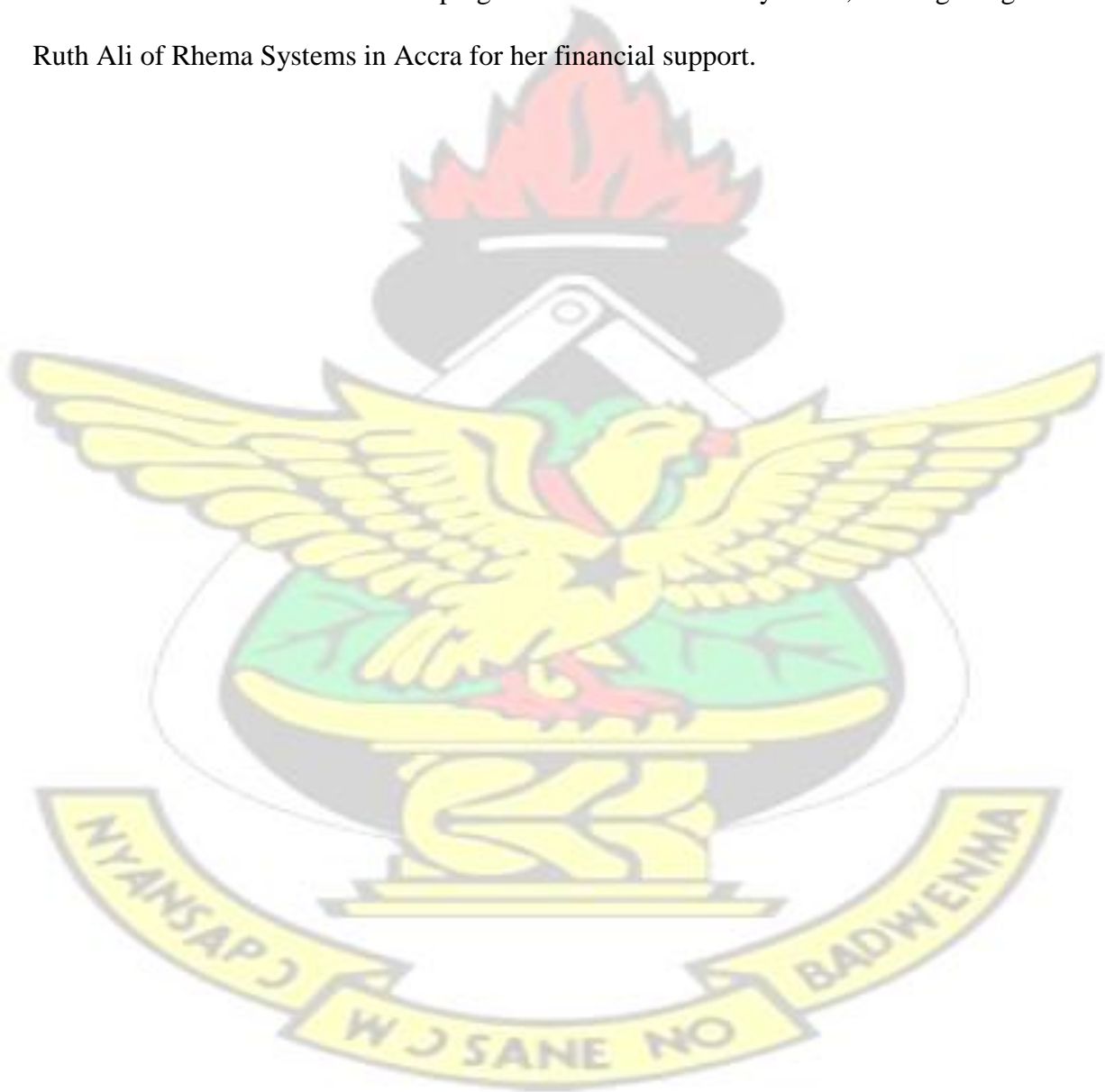
I dedicate this work to my fathers, Rev. Tony Goldwyn Amoakohene and Mr. John Bewuah Edusie for their immense support during my two-year programme.

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ABSTRACT

New retail formats are growing at a rapid pace in Ghana and thus there remains a need among Ghanaians to understand the significance of these organized retail outlets to the various stakeholders. In view of this, the study assesses the effects of the Jubilee Mall on the KNUST community. Primary data were collected through the use of structured questionnaires which were designed and administered to students, tenants, university employees, spouses and children of campus residents and other users of the mall. Scheduled interviews were also used to obtain data from the owners, managers, estate manager and the Registrar of KNUST. The study made use both convenience and purposive sampling techniques to select a sample size of two hundred (200) students, forty (40) university employees, forty (40) spouses and children of campus residents, sixty five (65) residents of the community around KNUST, eleven (11) tenants, the Jubilee Mall Manager and the Registrar of KNUST. The evidence obtained indicated a positive and significant impact of the Jubilee Mall on the economic activities of the KNUST community. It was further found that the Jubilee Mall has a positive and insignificant impact on the social and employment activities of the KNUST community.

For instance, the community (staff, students and campus residents) indicated that the Jubilee Mall has led to savings in transportation expenses, free parking, reduced prices of goods and services and increased tourism. However, the study revealed that HFC Bank is yet to obtain expected financial benefits because most of the shops were yet to be occupied. Again, the Mall has not contributed to the employment of the residents of the local community because employment were not done with due preference to the residents of the community. Majority (45.5%) of the tenants indicated that the level of patronage of their businesses was normal. It is therefore concluded that Jubilee Mall has a positive impact on the economic, social and employment activities of the KNUST community, however the level of impacts on both social and employment activities are not significant. It is

recommended that the managers of the mall (HFC Bank) must increase their promotional activities to create public awareness of the existence of the Mall.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Shopping malls have become an intimate component of modern cities. Similarly, Heffner and Twardzik (2014) observe that shopping malls are becoming an essential places of social life, serving for commercial, entertainment, cultural, educational, recreational, integration as well as socialising purposes. The authors further assert that their comprehensive trade proposition makes it possible to shop, serving as a place for meeting friends, cinemas, discos, and playgrounds for children provide a response for the needs of the youngest visitors. Likewise, Wing-man (2008) contends that entertainment parks, theme parks, galleries or theatres represent an attached part of new shopping malls, and development of the entertainment and cultural, and commercial offer is one of the ways of competing with the traditional city centre and developing e-trade. In this way, the International Council of Shopping Centres [ICSC] (2015) argues that they have become a place where whole families use their free time. The ICSC (2015) defined a shopping mall as group of retail and other commercial institutions that is planned, developed, owned and managed as a single property, with on-site parking provided. According to Asadifard et al. (2015), cities have constantly served as the natural centres of shopping malls offering the shopping customers a variety of specialised shops. The author notes that the emergence of shopping malls themselves have caused transformations to cities, changing the existing view of the monocentric functional organisation of the cities. What is more is that this trend is supplemented by changes in the concept and content of city shopping, receiving a new impulse with the development of large shopping centres (Spilková, 2010). In the opinion of Robertson and Fennell (2007), to categorise shopping malls may seem rather difficult as there is no common agreement on either classification criteria or categories. Yet,

Haque (2012) contends that they can be categorised according to numerous criteria, including their size or organisation, type of ownership and purpose of visits to the shopping centre, or according to the classification based on centrality within the service functions.

Research conducted by Reikli (2012) in Budapest among residents, entrepreneurs and local authorities made it possible to recognize significances of the functioning of shopping malls in the region. The study showed that that shopping malls take over more and more functions of higher order (services, public culture and administration) and confine the economic activity in outer areas of clusters. Opinions of residents on the significance of shopping malls were positive and indicate many benefits. In a similar study, Heffner and Twardzik (2014) noted that by providing a complete, striking and contemporary commercial, service and entertainment offer, shopping malls have become a commonly visited and used place. Having acknowledged the contributions of shopping malls to the society, the point of view of the significance of shopping malls to managers/owners and the tenants are also important. Haque (2012) contends that it is usually conceivable to assert that understanding the consumer behaviour patterns is a key question of retail business operations in the contemporary concept of retailing: this does not only concerns location but also the organization and management of retail establishments regardless of the size and operating levels. It is however plausible to posit that every seller needs to know his/her clients and therefore they purposefully exploit client data for further planning within the frame of company marketing and management.

1.2 Problem Statement

Shopping malls have long been viewed as having adverse effects on the shopping hierarchy, society and unpopular with Government, a view not essentially based on hard evidence (Heffner & Twardzik, 2014). Robertson and Fennell (2007) examined the positive and negative effects of a number of shopping malls based on a series of research studies undertaken for developer shopping malls. The employment, labour market and expenditure benefits of these

developments to local and regional economies were underlined. The study also observed wider impacts in terms of enticing new investment to an area, linkages with tourism and physical regeneration of derelict areas. At the same time, adverse effects on surrounding town centre shopping facilities, over expenditure, noise, environmental effects were also identified through analysis of a range of indicators of town centre vitality and viability.

Observable facts suggest that shopping malls have changed the shopping characteristics in Ghana. Accra can boast of many well established shopping malls. Same cannot be said about Kumasi. The first shopping mall established in Kumasi was the Jubilee Mall owned by the HFC bank. In today's ethical society, it is important to evaluate the true impact of activities undertaken, in order to ensure that a decision taken is not only economically sustainable, but also considers the environmental and social effects of the behaviour. In order to understand the true value of shopping malls, appraising the contribution of the Jubilee Mall to the tenants, owners/managers and local communities cannot be overemphasised. This study therefore assesses the effects of the Jubilee Mall on the KNUST community.

1.3 Objectives of the Study

The general objective of the study is to assess the effects of the Jubilee Mall on the KNUST community. The following are also the specific objectives of the study.

1. To ascertain the economic benefit of the Jubilee Mall to the KNUST Community.
2. To ascertain the social and environmental effects of the Jubilee Mall to the KNUST Community.
3. To assess the negative effects of the KNUST Jubilee Mall on the Community
4. To ascertain the various factors affecting the operations of the tenants of the Mall.

1.4 Research Questions

To achieve the objectives of the study, the following research questions are put forward to serve as a guide for the study.

1. What are the economic benefit of the Jubilee mall to the KNUST Community?
2. What are the social and environmental effects of the Jubilee Mall to the Community?
3. What are the negative effects of the KNUST Jubilee Mall on the Community?
4. What are the various factors affecting the operations of the tenants of the Mall?

1.5 Significance of the Study

Due to the fact that there has been a surge in the development of shopping malls in Ghana and there is no information or in-depth study that has been carried out on the effects of the increased mall development, this study will therefore be helpful to real estate participants like investors, developers, real estate professionals, researchers, real estate lecturers and students and even real estate consumers.

The personal part of the objective emanates not only from the interest in the topic and professional background, but also from the point that the researcher is one of the active customers of the Jubilee Mall and member of a community in whose direct vicinity the shopping mall is operating.

Again, the Jubilee Mall is unique because the vast target market are students who are either unemployed or being taken care of. Therefore, this study investigate the patronage of the increased shopping mall development. This will help policy makers and investors to make economic decisions regarding the construction of shopping malls.

1.6 Scope of the Study

Conceptually, the study examines the economic, social and environmental effects of the

Jubilee Mall on the KNUST community. The research focuses on the impact of mall development on the various stakeholders which includes the KNUST, the mall managers, the tenants, and the KNUST community. The study is based on a case of the Jubilee Mall situated at the commercial area within the KNUST campus.

1.7 Limitations of the Study

As with many researches, this study was subjected to certain limitations. First, because the study used questionnaire it might suffer from the basic limitation of possibility of difference between what is recorded and what is the truth, no matter how carefully the questionnaire was designed and how the field investigation was carried out. This is so because respondents may deliberately not report true phenomenon and even if they want to do so, there are bound to be differences due to problems in filters of communication process. The researcher will try to minimize this error as much as possible by administering the questionnaires personally.

One limitation of existing empirical studies is its almost exclusive reliance on sample of large respondents from different background. By drawing data on variety of respondents, the study cannot depart from this tradition. Therefore, the findings of the study represents only the Jubilee Mall and the KNUST community.

In addition, the respondents were hesitant to provide the accurate information because they considered the information confidential. The benefit and purpose of the study was explained to them before the respondents cooperated, though not all of them.

1.8 Overview of the Methodology

The study adopts a case approach. Data for the study were gathered from both primary and secondary sources. The primary data were gathered to enable the researcher find answers to main the research questions. Primary data were collected through the use of structured

questionnaires which were designed and administered to students, tenants, staff and other users of the mall. Scheduled interviews were also used to obtain data from the owners, managers, estate manager and the Registrar of KNUST. The students of KNUST, staff, tenants, mall manager and the administrators of KNUST constituted the population of the study. The study made use both convenience and purposive sampling techniques to select a sample size of 200 students, 40 university employees, 40 spouses and children of campus residents, 65 residents of the community around KNUST, 11 tenants, the Jubilee Mall Manager and the Registrar of KNUST. Descriptive statistical method was used to analyse the quantitative data. The statistical tool utilised includes descriptive statistics such as simple percentages and averages and the results were presented in relevant tables.

1.9 Organization of the Study

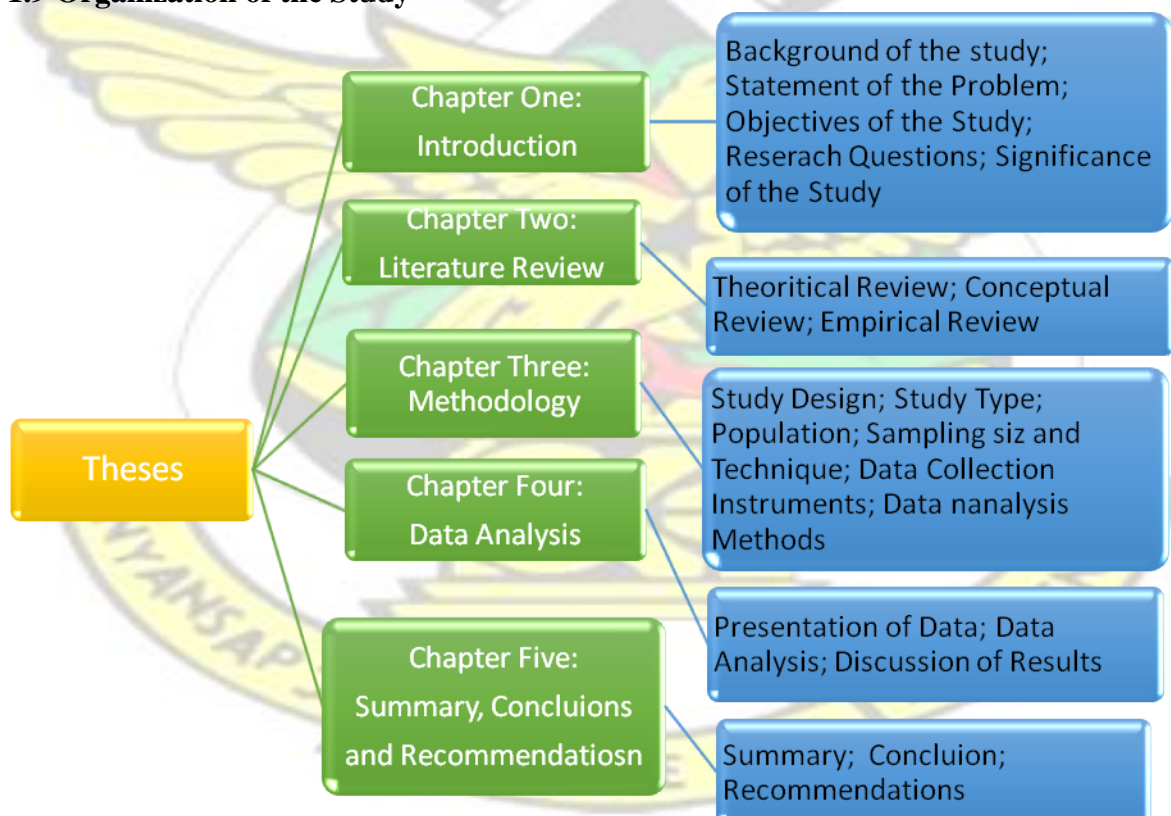


Figure 1: Organisation of the Study

Source: Researcher's Construct

As shown in Figure 1, the study is presented in five major chapters. Chapter one which is the introduction covers the background to the study, statement of the problem, research questions and objectives, significance of the study, limitations and scope of the study. Chapter two is dedicated to a review of related literature on what other researchers and authorities on the subject have written. Chapter three also deals with methodology of the study. Chapter four presents the analyses of the data collected and discussions of the study. Chapter five is the summary of major findings, conclusion, and recommendation.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter comprises findings of the review of secondary sources of data connected to the research topic. Information for the literature review was acquired from related articles, textbooks, journals, speeches, web sites and other important sources of information. This chapter also covers the works that have been completed by other researchers which were considered appropriate for the subject of study.

2.2 Overview of Retail and Commercial Activities in Kumasi

Contemporary retailing in Kumasi dates from the colonial era when trading companies from Europe established many department stores and supermarket around the country (OwusuSekyere, Aasoglenang and Bonye, 2014). The author reported that big companies like the United African Companies (UAC), which had store chains like, Ghana Consolidated Machinery Trading Company (GCMT), Swiss Africa Trading Company (SAT), Ghana Pan Electric Company (GPEL), African Motors, Lever Brothers Ghana (LBG) were the key retail shops in Kumasi.

After Ghana gained independence, the government of Ghana also established some department stores, supermarket and other retail centres to sell and promote products made in Ghana and Kumasi was not left out. Among these companies included Ghana National Trading Company (GNTC). Throughout the 1970s and 1980s, Union Trading companies (UTC) and Kingsway stores were some of the major retail chains. In the later periods through to the 1980s, Peterson Zochonis (PZ), Edward Nassar and Company, in addition to many Lebanese and Indian trading companies were the main shops that traded in a diverse range of

merchandise (Kwame, 2010). However, by the early 1990s, majority of these shops were not in operation or had reduced their retail outlet. The author explained that this situation was largely attributed to the economic hardships as at the time which resulted in low patronage and sales. After the winding up of the United African Companies (UAC), its shopping spaces were occupied by Unilever Ghana. The same can be said of Union Trading companies (UTC). When UTC ceased operation, its shopping space was occupied by a new retail shop; Abundant Life Supermarket ('A' Life Supermarket).

Today, the retail trade in Ghana is not significantly different than that of the advanced countries. According to Deloitte (2016), the opening of the Accra Mall, AnC Shopping Mall, Achimota Mall, Westhill mall and other retail centres and their high absorptiveness has caused an inflow of numerous foreign investors who have introduced new technologies and buyer service forms mainly as part of large-format shops launched by them. Among new forms of large trade, apart from super- and hypermarkets, customers attach the greatest importance to shopping malls that have been emerging in Ghana in recent years. Within nearly 10 years of operation on the Ghanaian market, shopping malls changed in terms of sales area, location, mall structure, architecture, scope of operation and technological solutions. The development of shopping malls represents certain stage of qualitative transformation of commercial activity arising from the needs of the market, its evolving infrastructure, changes in patterns of consumption and lifestyle of Ghanaian consumers. For instance, Deloitte (2016) reported that as a result of rapid economic growth and an increase in disposable income, in 2014, about 1.3 million households in Ghana in recent years moved into the focus of pan-African retailers like Massmart, Shoprite, Edcon and Woolworths.

Trading facilities of new age group that come into being equipped with non-retail uses, with extended offer of services and entertainment, recreational and office and residential functions, evidence the fact that the distance of Ghana trade in relation to the countries of the

Western Europe is reducing (Kwame, 2010). It also mirrors the fact that the growth of shopping malls in Ghana is ushering in a stage that is typical of highly developed countries. It appears that shopping malls have been established in the landscape of Ghanaian cities for good, and with no doubt they contribute to the development of supplies and facilitate everyday shopping. Increasingly and frequently, shopping malls have also become a meeting place, a place to spend free time or celebrate various occasions (Juan, 2004). Social and cultural variations emanating from their operation may be already been observed not only in large cities, but also in small ones, and even in rural areas located within the outer suburbs of large municipal towns.

In Ghana, shopping malls has provided state-of-the-art amenities with a comprehensive commercial, service, entertainment, and cultural offer and has attracted many people, independently of their social and economic status, and preferences and needs. For instance, Ghana, like in Poland, Heffner and Twardzik (2014) argue that shopping malls became an inseparable element of modern agglomerations and large cities. Similarly to modern shopping malls have become significant centres of social life, serving commercial, entertaining, recreational, cultural, educational, integrational and socializing purposes like Silverbird. The comprehensive trading landscape of shopping malls in Ghana makes it easier to shop, cafés are a place to meet friends, cinemas, discos, entertainment and playgrounds for children constitute a response for the needs of the youngest visitors, fitness clubs and restaurants to satisfy the need of recreation.

Some modern retail stores such as, Kwartsons, Lava, A-Life, Opoku Trading, Ababio Express and others still do business in Kumasi with only one major shop. The shopping mall concept is now gaining popularity among Ghanaians especially with introduction of Jubilee Shopping Mall and the Ark. Currently, two additional shopping malls are under construction at Suame Roundabout and Asokwa in Kumasi with each at various stages of completion. It is expected that when they are completed, they will change the shopping and retail landscape in Kumasi.

It is obvious that the future of organized retailing in Ghana is principally in the hands of shopping malls where the shoppers get quality, quantity, aspirational appeal, recreation facilities and ambience.

2.3 Definition and overview of Shopping Malls

The word shopping mall has been developing since its first presence in 1920s (Reikli, 2012). The author also observes that as the shopping mall industry has developed and changed, more types of malls have evolved and the content of the term has been enriched. Like many concepts, shopping malls have not been spared with the controversy of definition that is usually associated with conceptions which have many forms. However, an attempt has been made to present the most widely known definitions. Firstly, the study presents the definitions framed by the two most recognized organizations in the industry, namely the International Council of Shopping Centres [ICSC] and Urban Land Institute [ULI].

According to the International Council of Shopping Centres (2015), a shopping mall is a collection of retail and other profit making establishments that is prearranged, established, owned and managed as a single property, with on-site parking provided. The ICSC continued that the size of the mall and location are normally determined by the characteristics of the market of the trade area served by the centre. The Urban Land Institute (ULI) also defined shopping mall as a building or set of buildings that holds an assortment of retail units, with interconnecting walkways enabling visitors to easily walk from unit to unit.

A shopping mall is professed as commercial development and encompasses multi-levels for retailing and its supporting amenities such as leisure, restaurant, hotel, medical, office and residential units (Reikli, 2012). Again, Heffner and Twardzik (2014) posit that shopping malls which are commercial firms consisting of a carefully landscaped multifaceted of shops that represents leading merchandisers; usually includes restaurants, a convenient parking area and

entertainment enterprises; a modern version of the traditional marketplace designed to serve the surrounding region. In order for a shopping mall to be successful, the authors argue that it must be at the right location, easy to access, highly visible, have good management and marketing and must have the right tenant mix for the demographic profile of the population it serves.

Apart from the definitions provided by ICSC and ULI, there are other notable definitions that need to be recognized. Haque (2012) defined a shopping mall (or simply mall), shopping centre, or shopping arcade as a structure or set of buildings that contain stores, and has interrelating walkways (which may be may or may not be closed) that allows visitors to easily walk from store to store. Reikli (2012) also defined a shopping mall or shopping centre as a building or set of buildings that comprise retail units, with interconnecting walkways enabling visitors to easily walk from unit to unit. Wing-man (2008) also contends that shopping mall is generally used to refer to a large shopping area usually composed of a solitary building which contains multiple shops and usually attached by one or more department stores surrounded by a parking lot. The author therefore referred to a shopping mall as a place where a group of shops all connects a pedestrian area that allows shoppers to walk without interference from vehicle traffic. Finally, Juan (2004) defined a shopping mall as a cluster of mercantile establishments, planned, developed, owned, and managed as a unit related in location, size, and type of shops to the trade area that the unit serves; it provides onsite parking in definite relationship to the types and sizes of stores.

From the definitions above, it is clear that some common characteristics of shopping mall stand out. First, it can be ascertained that a shopping mall is the same as a shopping centre, shopping arcade or simply a mall. Again, shopping mall is typically, a shopping complex connected by walkways. It delivers shopping as well as entertainment options to the target consumers. Again, a shopping mall generally, contains one anchor store, which consumes a large portion of its

retail space. Further, a mall contains specialty stores for goods and services like clothes, accessories, home needs, books, as well as food court, financial service, service multiplexes and entertainment zones. From these characteristics of a shopping mall, there is no doubt that the Jubilee Mall at KNUST fits perfectly into the category of a shopping mall.

2.4 Concept of Shopping Mall

A scan through literature has revealed that there are many imperfections in the use of concepts from the field of shopping centres, the most frequent being the different interpretation, the different meanings given to the same notions and the variety of their definitions. The concept of Retail as entertainment came to India with the advent of malls. Mall fever has touched every facet of Indian society. Whatever is the income stratum of consumers, malls make no distinction in proffering most-revered national and global brands.

As found in the definition, a shopping mall is a set of standardized and dissimilar shops adjoining a pedestrian, or an exclusive pedestrian street, that make it easygoing for shopper to walk from store to store without interference from vehicular traffic. Typically, Twardzik (2013) asserts that malls are located in proximity to urban outskirts, and ranges from 60,000 sq ft to 70,000 sq ft and above. Under a single roof, the author contends that the flashy malls assures just about everything under the sun, from foreign devices to the very local, which virtually acts as an airbus full of national and international brands, to say the least. Thomas and Bromley (2002) also explain that malls offer a plethora of attractions which comprise high profile shopping, impulse eating establishment, a glitzy and glamorous environment that offers discerning shoppers more advanced tastes. The authors argued that mall discloses six factors namely comfort diversity, luxury, mall essence, entertainment, and convenience which are a source of admiration and cynosure.

According to Asadifard et al. (2015), on the occasion of shopping, it is also likely to go to hairdresser, laundry, handle financial issues at the bank, plan holidays in a travel agency, meet friends at a café, get more fit in a fitness club or check one's health condition in a healthcare establishment. Apart from that, Heffner and Twardzik (2014) assert that modern shopping malls are perceived as a sightseeing attraction and often are the main goal of a trip. For instance, the authors contend that half of American tourists indicated shopping as the first or the second purpose of tourist trips. This suggests that shopping malls play a role of a sheltered market in a city, where it is possible to walk, meet friends, shop or relax in a pleasant atmosphere and interesting surroundings, in warmth, and listening to the music. It however suggests that shopping malls are increasingly becoming competition for the city centres whose offer no longer encourages clients to stay there for longer.

The most recent investments in shopping malls are becoming elements of municipal infrastructure even more as they integrate offices, and hotel and residential premises within their area (Chung-Yim and Hing, 2010). Similarly, Gorter et al. (2003) observe that entertainment parks, theme parks, galleries or theatres represents an intimate part of a new shopping mall, and growth of entertainment, and cultural and commercial offer is one of the ways of competing with a traditional city centre and developing e-trade, because it offers experience that is inaccessible in the virtual world and constitutes an additional incentive to go out. In this way, Allard et al. (2009) is of the opinion that shopping malls has become a place where the entire family spend their free time. Francois et al. (2005) also opines that modern shopping malls are the response to the needs of present-day clients who have less and less time but additional information and requirements as regards to shopping, who expect an all-inclusive offer in a pleasing surroundings, and seamlessly combine shopping with other activities.

It is obvious that shopping centres are planned and developed for a reason: profit for the investor and profit for the merchants. Accordingly, Christoph (2008) contends that in order for profits to be increased, there must be available in equal measure a lot of many factors that must be odd to the complex business of merchandising. The author further adds that some of these factors, such as financing, shape, size, and rental agreements, may be adjusted, added, deleted, or extended. However, one factor must always be existing and vigorous. That factor is the purchasing power. Kaul (2007) also observes that there must always be a concentration of people nearby who have money or credit available which will enable them to purchase goods and services.

2.5 Theories of Shopping Mall Development

Literature on the theories of shopping mall development are scanty and sparse. The following are however, the notable theories of shopping mall development.

2.5.1 Central Place Theory

Walter Christaller formulated the central place theory in 1933 (Reikli, 2012). It is argued that the central place theory is the most established theory of retail location. According to (Reikli, 2012), the central place theory models the relationship of retail trade between towns. The strength of the central development theory is drawn from its general structure and its ability to evaluate complex problems associated with location under highly simplified conditions (Haque, 2012). The author further maintained that the theory was an effort to explain the size, nature and spacing of cities as central places that provides goods and services to the surrounding population.

Since this study is related to shopping mall development, it is important that some terms related to this area are covered. The first term that needs clarity is the threshold which means to the minimum population required to support a given function. Range is the second term which is

the maximum distance a consumer will travel to purchase a good. Under the central development theory, goods are classified on a relative scale from lower order to higher order goods (Wing-man, 2008). The lower order goods are goods which consumers need regularly and thus are prepared to travel only short distances for them. On the other hand, the higher order goods are the goods that are required less frequently and thus consumers are willing to travel further for them. These longer trips are usually undertaken for not only purchasing purposes but other activities as well.

According to Arentze et al. (2005), one reason for these consumer preferences is that a scheme of centres of different sizes will emerge over space. Each centre supplies specific types of goods according to its level on the hierarchy. Similarly, Arentze et al. (2001) opines that the design of shopping malls do not follow exactly to the predictions of the theory. The author contends that many factors influences the positioning and functions of shopping malls. Asadifard et al. (2015) in their study on mall patronage determinants in Malaysia found that age, purchasing power, and density affect the spacing of centres and hierarchical arrangements. Chung-Yim et al. (2008) also posit that adequate concentrations allow, for instance, a grocery store, a lower order function, to survive in an isolated location.

It is also argued that consumers of higher economic status are inclined to be more mobile and, therefore, avoid malls providing only lower order goods (Chung-Yim & Sherry, 2012). The authors were quick to add that the application of central place theory must be strengthened by an awareness of such factors when planning shopping centre space location. The central place theory posits that if consumer has only one purpose of shopping then this consumer is likely going to select the closest appropriate shopping mall and retail destination to do the shopping. This theory has defined and clarified how the retail market and retail centres have formed up and what economic theory they have based on.

2.5.2 Congener Conglomeration Theory

Rintamaki et al. (2006) found out what fascinate consumer a lot is when two stores competing who sell similar products in the same shopping centre/area. The authors maintained that this also explains why there are a lot of stores with similar concepts existing at the same time in a shopping mall. Gorter et al. (2003) referred to this as congener conglomeration theory. The congener conglomeration theory emphasizes on the customer needs (Francois et al., 2005). The congener conglomeration theory provides effective retail choices to customers and reduces the risks of consumer when they shop in a shopping mall. Allard et al. (2009) submit that consumer can match, choose and avoid missed information on the market because there is more than one similar offer available front of them. In reality, Maclaran and Brown (2005) argue that developers of shopping malls select, through active centralized management, a suitable set of anchor and non-anchor tenants for a given market profile.

2.5.3 The Bid Rent Theory

Nzilani (2014) reports that the bid rent theory was developed by Alonso in 1960. The theory posits that users of land, whether they are for retail, office, or residential, all compete for the most accessible land within the central business district (CBD). The amount the land users are prepared to pay is called bid rent. According to Nzilani (2014), this can generally be depicted in a "bid rent curve", founded on the rationale that the most accessible land which are usually located in the centre, is the most expensive land. This theory that asserts that land users will fight more and pay more for land and real estate that is nearby to the part of the city that is most important or brings in the most profit (Haque, 2012). The part of the city referred to in this context is the central business district.

The theory contends that those who are willing and able to pay the most for the land will be in the best position to make it profitable for those involved (Chung-Yim & Yung, 2006). According to the author, land rents payable by different users differ with distance from some point in the market, usually the CBD. In the opinion of the author, since transport costs increase with distance from the market, rents generally are likely to fall correspondingly, but different forms of land use (i.e. retail, service, industrial, housing, and agricultural) generate different land rents. Bid-rent theory suggests that each land-user will outbid the others at certain points. At that point, the successful, highest competing land use will dominate, and the theory posits a series of land-use rings around the CBD.

2.6 Evolution of Shopping Malls

There are numerous different perspectives regarding the first emergence of shopping malls. Shopping malls have been in existence in some form for over 1,000 years as ancient market squares, bazaars and seaport commercial districts (Nzilani, 2014). However, Chung-Yim (2007) also accounts that the modern shopping centre, which comprises everything from small residential strip centres to the million-square-foot super regional mall had its genesis in the 1920s.

A vivid and chronological account on the development of shopping malls has been given by Feinberg and Meoli (1991). According to the authors, the Al-Hamidiyah Souq in Damascus or the Grand Bazaar of Istanbul are regarded as the medieval predecessors of shopping malls. The authors narrated that the Gostiny Dvor which houses 100 stores on 53,000 square meters which was built in 1785 at Saint Petersburg can be regarded as the first planned shopping centre predecessor. Following this, the Burlington Arcade was built in London, while the Arcade was built in Rhode Island, in the United States of America. However, in Europe,

Feinberg and Meoli (1991) account that many see the Galleria Vittorio Emanuele II, built in 1870 in Milan, as the first shopping mall. In consonance with the presence of automobiles, the first shopping centres at the outskirts of cities were built in the United States of America, for instance, Market Square, in the city of Lake Forest, Illinois, in 1916, or the Country Club Plaza in Kansas City, Missouri, in 1922 (Feinberg and Meoli, 1991). Again, the authors contend that the first open-air suburb shopping centre named Northgate Mall was opened to the general public in 1950, in Seattle, Washington, housing 80 stores and one anchor tenant.

Williams (1994) also accounted that shopping malls/centres emerged in the United States around 1915. The malls were initially located in the eastern cities and were noticeably different from the shopping centres we know in present day. The early centres were not big, had small number of stores, and lacked parking areas due to the fact that most of the buyers either walked or rode streetcars. In simple terms, there were not many cars available and thus cars were not the main medium of transportation. In a different account, Carter (2009) reported that the concept of suburban shopping malls of the "modern type" was developed in the USA only after World War II. Northgate which was opened in 1950 in Seattle, WA, is one of the first post-war shopping malls and has become a pioneer in greenfield construction.

According to Eppli and Benjamin (1994), shopping malls appeared in Europe about 10 years later than in the USA. The authors furthered that in the 1960s, the Western Europe saw the construction of greenfield shopping malls close to a big motorway intersections. These shopping malls were single-story buildings. In the Scandinavian countries, significant construction of shopping malls occurred mostly in the form of roofless pedestrian streets flanked by buildings and near subway stations. In this shopping mall, ground-floor parking lots were provided to customers. These were two-story shopping malls with hotels, leisure time zones and other facilities inside, which could also be used for different purposes than only as sales units (Chung-Yim, 2007).

The above discussion have underlined historical inconsistencies regarding the evolution of shopping mall in the world. However, many consider Highland Park Shopping Village in Dallas, Texas, developed in 1931, to be the first planned shopping centre (John & Mark, 1994). Its stores were constructed with an integrated image and was managed under the control of a single owner. Highland Park Mall occupied a single site and was not crossed by public streets. In spite of all these, Carter (2009) argues that the most generally recognized and cited breakthrough in shopping centre development is the Southdale Centre, which was inaugurated in 1956, in Twin Cities, Minnesota. The author reported that this is the first, completely closed, regional-sized shopping centre, which was constructed based on the plans of the Austrian-born Victor Gruen. This type of shopping mall proved to be so successful in the United States that other enclosed malls followed in line: Harundale Mall in Maryland, Big Town Mall in Texas, Chris-Town Mall in Arizona and Randhurst Centre in Illinois.

2.7 Categories and types of Shopping Malls

To categorize shopping malls may seem rather problematic as there is no undisputed agreement on either classification criteria or categories. However, they can be classified based on several criteria, including size, type of ownership and purpose of visits to the shopping mall, or according to the classification based on centrality within the service functions. The actual location of the shopping malls also represents a very important classification feature. The following are however the various categories as found in literature is discussed below.

2.7.1 Regional Malls

According to International Council of Shopping Centres (2004), a regional mall is a shopping mall which is planned to service a wider geographical area than a conventional shopping mall.

Typically a regional shopping mall is larger than 400,000 square feet to 800,000 square feet with a gross leasable area with at least two anchors and offers a wider selection of stores (Chung-Yim & Sherry, 2012). Thompson and Walker (2005) assert that regional shopping mall provides almost a comprehensive range of consumer goods and services. Levy and Weitz (2008) also explain that regional shopping mall is usually designed in strip (mall) fashion with one or both ends anchored by a major department store and smaller shops located along the mall. This type of shopping mall offers equivalent goods and services as many commercial core areas in major cities.

2.7.2 Super Regional Malls

According to Cheba et al. (2009), super regional shopping malls are malls which are almost similar to a regional mall, but it is larger in size than a regional mall. This can also be called metropolitan stores. Super regional shopping malls have more connected stores, a deeper selection of merchandise and draws from a larger population base across wider area. According to International Council of Shopping Centres (2004), super regional mall is a shopping mall which has assize of over 800,000 square feet (74000m) of gross leasable area and which serves as the leading shopping venue for the region in which it is located. A superregional centre is one containing over 1,000,000 square feet of leasable area, and over 6,000 parking spaces. It offers the complete spectrum of goods and services to consumers. The ICSC (2015) reports that this type of shopping malls are relatively new in in the world today and few are presently in existence.

2.7.3 Outlet Malls

Typically, an outlet mall is a type of shopping mall where manufacturers sell their own products directly to the public through their own branded stores and outlets part to other tenants (Juan, 2004). The other stores in the outlet malls are managed by retailers who sell returned goods

and discontinued products often at reduced price. The items that are sold at outlet malls includes clothing, sporting goods, electrical products, cosmetics and toys. An outlet mall places many such outlets under a single roof in a convenient location, usually an out of town site.

2.7.4 Vertical Malls

Des Rosiers and Lagana (1995) explain that vertical malls are the malls that are normally situated in multistory building. The vertical mall is more popular due to the high price of land in densely populated and the higher yield on retail property. The concept of the vertical mall deviates from the common western model of the flat shopping mall in which space allocated to retail is organized over a number of storey buildings that are accessible by escalators linking the different levels of the mall. One major challenge associated with this type of mall is to overcome the natural tendency of shoppers to move horizontally and encourage shoppers to move upwards and downwards.

2.7.5 Lifestyle Centres

Lifestyle shopping mall is a new label that has a loose definition (Lowe, 2000). Normally, a lifestyle shopping mall is a centre that does not have on anchor tenant in the typical sense. Typically, a lifestyle centre has a cinema as its major tenant.

2.7.6 Strip Mall

Tillmann and Rudolph (2010) indicated that strip mall is also referred to as shopping plaza or mini mall. Strip malls are exposed shopping area where the stores are arranged in a row with a sidewalk in front. The authors further maintained that strip malls are typically developed as a unit and have large parking lots in front. Strip malls normally face major traffic routes and tend to be self-contained with few pedestrian connections that environs the neighbourhoods.

2.7.7 Luxury Malls

Luxury mall is a mall which only stocks luxury brands. The goods are typically for a certain class of people, usually the rich and celebrities. The goods in the luxury malls are normally higher than can be found in a different mall. Most of the tenants are supposed to be the best brands in the world such as Louis Vuitton, Dunhill Fendi, Mont Blanc, Van Clef and Apple, Rolex, Omega etc.

2.8 Financing of Shopping Mall Projects

According to Trivedi (2011), most of the larger shopping malls are normally funded by banks, insurance companies, pension trusts, and other lending institutions. In many cases, the building of shopping malls are done through the pulling of resources by an investment consortium or through partnership. In some cases, the financing of a shopping mall projects involves not more than one lender (Maclaran & Brown, 2005). In the case of neighbourhood centres, Nzilani (2014) explains that the local banks or savings and loan companies may be capable of meeting the financial requirements. Robertson and Fennell (2007) also observe that ground leases are increasingly becoming more and more important in the financial structure of shopping centres. The authors posit that if the ground lease can be subordinated, a very large percentage of the total investment can be financed.

Reikli (2012) also contends that lenders usually consider guaranteed minimum rents when appraising financing of a shopping mall. This is because, shopping malls overages are believed to be too speculative, especially with new developments. The financing variables such as loan terms, conditions, and interest rates differ with lending institution, the money market, the project, and the developer (Carter & Vandell, 2005). According to the authors, the appraiser however need to examine the prevailing lending conditions appropriate to the local area and also study the terms and conditions of financing common to shopping mall.

2.9 The Players of Shopping Mall Development and Facility Management

The individuals and institutions that are involved in the development and management of shopping malls are called the players or actors of the shopping centre industry. These individuals and institutions are grouped into six different categories. These are investors, developers, facility managers, tenants, customers and the community (Nzilani, 2014).

2.9.1 Investors

Investors supplies the needed capital to fund the shopping mall. Based on the capital invested, investors they expect profits or returns from the given project. The investors can be private investors, enterprises, sometimes banks or investment funds.

2.9.2 Developers

The developers the individuals and institutions that engage in the development and construction of the shopping mall. Their main duties include: selecting the location, the site, gaining the permits required for the project, the architectural and commercial planning of the shopping centre, carrying out/ supervising/ coordinating the construction, the first stage of leasing etc.

2.9.3 Facility Managers

After the to the opening of the shopping mall, the development tasks reduce and their place are taken over by routine-like tasks concerned with ensuring of the daily course of business, which are carried out by the facility managers. These kind of day to day activities includes: security related tasks, cleanliness, the supervision of the parking area, rent collection and the marketing activities to promote the shopping mall.

According to Nzilani (2014), many recognize the functions performed by investors, developers and facility mangers as one. Indeed, the author opines that these three players have to cooperate very closely in order to achieve the success of a shopping centre. In some cases, it is possible

that all the three categories of actors, or all these three categories of functions are carried out by the same company. In spite of this, it is very relevant to differentiate between these three groups of actors because of they perform varied goals and functions. Mostly, these three functions are undertaken by a different firm.

2.9.4 Tenants

Tenants are a very significant group of actors in the shopping mall industry because they epitomize the income source of a shopping centre, on one hand, and they attract the customers, on the other hand. Tenants form the supply within the given shopping mall and they comprise the retailers, service and entertainment providers. The tenants can further be grouped into three types: anchor tenants, preferential tenants and fill-up tenants (Chung-Yim, 2007). Anchor tenants occupy big retail areas for a relatively small rent, however they produce most of the customer traffic and often undertake independent marketing activities. Preferential tenants are located at the middle of the mall and often represent brand names, around which the shopping centre builds its own image and adjusts the standards of its offerings. Lastly, the fill-up type of tenants operates on small trade areas, however, they pay high rents and generate little customer traffic.

2.9.5 Customers

According to Asadifard et al. (2015), customers are the strictest faultfinders of the shopping mall. Customers are the ones who are encouraged by the shopping mall, and tenants, to visit the shopping mall. Customers purchase products and services at the shopping mall and are the direct source of income to tenants, and the indirect income sources for the shopping centre. Robertson and Fennell (2007) argue that 60% of the customer base of shopping malls usually comes from the direct catchment area of the respective malls. This suggests that customers can be regarded as a spatial feature fixed from the moment of site selection. Naturally, this does

not suggest that these customers purchase only in the given catchment area, encounter cross-shopping (purchases outside the catchment area) are also quite often (Dallen, 2005). It is however a normal practice for shopping mall operators to pursue to win over a certain customer group, irrespective of the catchment area.

2.9.6 Community

The community represents a group of the players of shopping mall which includes the inhabitants living around the environment of the shopping mall (Minakshi, 2011). The institutions and authorities which regulate the development and functioning of the shopping centre also form part of the community. For these actors, the shopping centre mean workplaces, which fetches economic progress, in the best case without any harmful effects on the environment. The community see shopping mall as a new shopping, entertainment and leisure facilities which if used properly, can help both the economic, cultural and spiritual development of the community. Recently, companies take social responsibility very seriously and shopping malls are no immune to this rule and they endeavour to take part in community developing activities too.

2.10 Factors that affect the success of Shopping Mall

The success or failure of a shopping mall project largely depends on many factors. The commonest ones are discussed below.

2.10.1 Location

Location is the most important characteristic of a shopping mall. Location is a critical factor in the real estate business. Arnold and Reynolds (2003) pointed out that location was not just the most important feature but the most important properties of a retail store. Babin et al. (1994) described, the relevance of store location by arguing that it is through location that goods and

services are made available to potential customers. Good locations allow ready access, attract large number of customers and increase the potential sales of retail outlets. In the exceptionally competitive retailing environment, even small differences in location can have a substantial effect on market share and profitability. Most importantly, Rintamaki et al. (2006) argue that since the location of a mall is a long-term fixed investment, the weaknesses of a poor location are difficult to overcome.

The eventual success of any shopping mall is directly proportional to the number of shoppers who pass through the mall (Richins & Dawson, 1992). The ideal shopping malls are those that are located closer to public transportation, enjoy all-day-traffic, and have a big catchment population (Richins & Dawson, 1992). The location of a shopping mall is therefore a key determinant of obtaining a strong shopper flow. The shopping mall must be easily visible from all major circulation points to increase the flow potential of pedestrians. There is an old notion that if a shopping mall in an estate where its customers are mostly estate tenants, it should best be located at the middle of the estate because the closer of it to the residential blocks or shorter the distance, the more attractive it is.

2.10.2 Size

The size of a shopping mall refers to its total floor area. Juan (2004) argues that the size of the shopping mall must be related to the size of the market that it intends to serve. The author maintained that the size and quality of the shopping mall facilities are also relevant to retail patronage to the extent that design characteristics that are unfavorable may negate the attractions of an accessible and visible site.

2.10.3 Accessibility

In planning the establishment of a shopping mall, it is crucial to assess whether it will be able to attract pedestrian to pass through the shopping mall (Arentze et al., 2001). The availability

of covered footbridge linking all shopping outlets is an example of linking the pedestrian flow from the ground level to the group of shopping centres in the area. In the opinion of Allard et al. (2009), the concentration of customers (pedestrian are potential shoppers) can entice businesses to establish shops in shopping centres. The authors maintained that the superior the absorption, the better the shops will be attracted. The ideal design is to inspire high flow of pedestrians to all the parts of the mall and to produce the maximum rent potential and sparkling atmosphere within the mall. High accessibility of shopping mall, such as the one closer to near roadside and transportation may benefit from a higher volume of traffic passing through.

2.10.4 Design and Layout

It is asserted that it is important to keep the design of the shopping mall simple (Twardzik, 2013). According to the author, all the attractions in the mall must be easily located by the shoppers and must have a shorter traveling distance from one major focal point to another such that shoppers may not feel tired and lose their interest. It is good design for the pedestrians to visit all parts of the mall on one trip without having to walk through the same area more than once.

2.10.5 Anchor Tenants

According to Heffner and Twardzik (2014), an anchor tenant is a successful large retail brand with the essential know-how and offering to fascinate a critical quantity of shoppers to its store. Anchor tenants also assist as a major power to draw customers to a retail mall. According to the authors, mall developers should be attentive not just in profits of an individual stores, but also in the customer traffic it generates, since more traffic generates greater spillover benefits (and hence profits) for other types of stores. The presence of these businesses can enhance the atmosphere of the mall and bring along trade prospects to other shops in the mall. Because of

the value to the mall, these well-known firms are in good bargaining position in the negotiation of rent.

Trade Mix: Trade mix is vital to a shopping mall success, much greater than in an office building or an apartment complex (Dawson & Taylor, 2003). This is because retail renters need customer traffic to create the sales that are the measure of their success. The authors maintained that in order for it to be successful, shopping malls must have modern stores that can enhance the attraction to its potential customers. Similarly, Tillmann and Rudolph (2010) affirm that the right mix of tenants for a particular mall depends on many factors including, the type of mall being built, readiness of specific tenant types in the area, economic and other factors related to the leasing terms, etc. Tillmann and Rudolph (2010) further explained that the choice of store types is dependent on the features of the marketplace.

According to Christoph (2008), to create a proper trade mix for a shopping mall, it is important to study the population of potential customers to determine what they are likely to buy. Data relating to the size of the population, age, and family or household composition; levels of education, income, and homeownership or renting; and ethnic considerations must be obtained by the shopping mall through research, from numerous governmental agencies and private commercial sources. The tenant mix of a shopping centre must be the outcome of cautious evaluation and planning with the main aim of providing the widest range of goods and services consistent with the buying habits and income levels of the people in its trade area. Likewise, Minakshi (2011) contends that the key elements in the establishment of an optimum mix of tenants are the statistic profile of the trade area population, the already established competition in the trade area, and the size and location of individual store spaces in the centre.

2.10.6 Shopping Environment

Koo et al. (2008) observe that to entice more people to shop, a shopping mall must be updated by varying designs regularly in order to provide a fashionable outlook to entice shoppers. The authors posit that special features like sculptures, fountains and landscaping can generate a luxurious atmosphere and relax the construction forms of the shopping mall. The relaxed and expansive location can entice people to walk around freely. It is also argued that mechanical ventilation can yield a comfortable shopping environment especially in excess of temperature (Curren & Harich, 1994). The authors further opined that shopping malls must be present in an aesthetically pleasing atmosphere and excessive brightness must be reduced. However, Nzilani (2014) explains that attractive lighting for a surrounded shopping mall is important so as not to give a feeling of depression.

2.10.7 Promotion

Marketing is progressively becoming important in the shopping mall industry. Zeithaml (1988) explains that shopping malls are recognized based on their location and/or their anchor tenants. However, the author contends that marketing is also necessary and important. Rintamaki et al. (2006) defined marketing as the leasing, advertising and promotion, and public relations activities. The authors posit that a substantial amount of budget will fund for the advertising and promotional campaigns. The publicity for the shopping malls are gained through advertising and promotion (Wakefield & Inman, 2003). Promotion is the practice of creating awareness in the target market. It is thus necessary for shopping malls to maximize the profitability of the mall, generate traffic flow and increase sale. Examples of promotional activities include advertising and program, e.g. lucky draw, pop singer performance, etc.

2.10.8 Visibility

Levy and Weitz (2004) argue that shopping malls should be noticeable to vehicular and foot traffic because shopping is impulse-based. The authors maintained that shoppers need to be activated by incentives. Good visibility develops the accessibility of a shopping mall. Items like the signage of the shopping mall is necessary for providing visual prompts to the shoppers.

2.11 Challenges of Mall Management

Reikli (2012) contends that the management of shopping malls are faced with many challenges. The following are the various challenges facing the management of shopping malls.

2.11.1 Lack of Research Resources

Shopping mall construction requires huge investment outlay. When management of shopping mall solicits for such a huge investment, the developers or financiers need to evaluate the various factors so that enough information should be available for effective appraisal and decision making. This is because, the success or failure of a mall development starts from this point. However, Reikli (2012) notes that the status of retail research is not up to required standards especially in developing countries.

2.11.2 Tenant Mix

An appropriate mix of tenant contributes hugely to the success of a mall. Wing-man (2008) observes that the developers of a shopping mall face challenges of upholding these tenant mix, where they can attract maximum traffic. Due to the practice where developers lease out retail space on a first come first served basis, it creates a sub optimal tenant mix like a food and beverage outlet next to a designer apparel shop instead of an accessories or a footwear shop. It is thus advice that if the developers intend to make a tenant mix as per logical requirement of the mall, then the rending of some stores may have to be delayed.

High costs of land and construction: In modern business world, the traffic in malls can be seen maximum in metro towns where the costs of land and construction are very expensive. Consequently, Haque (2012) opines that if the developers of shopping malls do not obtain tenants in time, it becomes very difficult for the developers. This however leads to cost overrun and this rise in cost significantly increase the rents and ultimately discourages retailers to rent a space.

2.11.3 Facility Management and Parking

In the opinion of Nzilani (2014), good infrastructure or facility management has become a problem in the management of malls where retail outlets are sold as strata title. The author noted that due to constraints of space, shopping malls are built in the city. Because of this phenomenon, shopping malls do not have adequate parking as the developers provide basement parking facilities, where parking spaces are disorganized due to low ceiling heights, bad lighting and single entry and exit points (Carter, 2009).

2.11.4 Inadequate Promotional activities

Yiu and Yau (2006) argue that promotional activities are very necessary to communicate about shopping malls to give them a brand. Similarly, Christoph and Thomas (2008) posit that promotional activities are not intensive in majority of malls. Developers however perceive that these events mostly help increase foot traffic and not revenues, however this is supportive and effective for the future perspective.

2.12 Criticism and Negative effects of Shopping Mall

Every shopping mall manager feels that they are not to be criticize. Arentze et al. (2005) observe that shopping malls have really reformed patterns of retailing, however everything in the world has two sides: the positives and negatives. Shopping malls afford a great shopping experience but there are notable limitations and criticisms of malls which are as follows:

2.12.1 Limited to Metro Cities

From the economic point, shopping malls do not contribute in balanced economic growth (Gorter et al., 2003). The authors observed that shopping malls are also clustered in metropolitan and big cities. It is however observing that customers of rural and semi urban areas are still miles away from the shopping mall revolutions.

2.12.2 Loss of personal touch with shop owners

Chebat et al. (2009a) argue that the emergence of shopping malls has resulted in the development of certain feeling among customers. Customers claim that they have lost a personal touch with the shop owners and a special relationship which was existing with the local stores are lost. In shopping malls, the customers do get good services but they lack after sales services. The authors argued that customers who visit shopping malls lack personal touch with shop owners. Due to this, they even if they visit the malls regularly they still are treated like any other customer, whereas in the local stores they are treated special and are known by their names, their tastes and preferences, buying habits, etc.

2.12.3 Unplanned Expenditure

Thomas and Bromley (2002) argue that shopping malls have become a battlefield where the brands, small, medium and big, the known and the not so well known compete for the attention of customers. Thomas and Bromley (2002) observe that when customer are offered more, there is the tendency to ask for more. This considerably increases the unplanned expenditure of the customers.

2.12.4 Prices

Many sellers observe that customers who shop in the shopping malls have a feeling that apart from certain products, the prices of others are highly inflated (Chebat et al., 2009b). Customers

also feel that while selecting a variety of products they end up in paying more. Again, customers also complain that they are very much limited to negotiations, which they enjoy at the local store on every single product.

Convenience: Allard et al. (2009) noted that shopping from shopping malls takes more time and consumers have to take out time to shop. However, Thomas and Bromley (2002) contend that shopping in malls gives convenience experiences, but while going to shop in mall, consumer must first design a plan and make a separate adjustment in the schedule.

2.13 Empirical Review

The effects of shopping malls to the various stakeholders have received attention in recent years. Literature is thus awash with many empirical studies on the effects and significance of shaping mall to stakeholders. As in every new business venture, this is not surprising in anyway.

A study was conducted in 2012 by Heffner and Twardzik (2013) among 600 inhabitants of the outer area of Upper Silesian Agglomeration and the area of influence of Bielsko-Biala, Rybnik, and Czestochowa. A face-to-face interview was conducted among a group of respondents (purposeful selection). The objective of the study was to ascertain the effects of operation of shopping malls in the Silesian Voivodeship. The study also aimed to identify reasons for choosing modern shopping malls and evaluated their accessibility. The study revealed that customers do buy from shopping malls for various reasons and a large number of respondents indicated such choice is determined by the wide offer of products (64.8%).

Again, the respondents also indicated that the likelihood of shopping “under one roof (49%), low prices of products (46.5%) and convenient opening hours of commercial centres (46%) were reasons for shopping in a shopping mall.

It was further ascertained from the study that over (42%) of respondents pointed out the possibility to do shopping for a longer period of time, for 33.33% of them, the main selection factor was the prospects to shop on Saturdays and Sundays, 25% of the respondents appreciates the possibility of paying with debit/credit card, and for every 25% of the respondent, what counted was the free-of-charge parking and convenient access from the city centre. Negative opinions on shopping malls are more often expressed by men (Heffner & Twardzik, 2013) with people aged 50-64 (51%) with stating sufficient (33.1%) and difficult (43.6%) financial situation. The respondents further claimed they did not like to shop at shopping malls because of: queues at the cash desks (65.5%), crowd (51.7%), absence of information about products (40.5%) and prices stated wrongly (40%). More than 33.33% of the respondents indicated the purchase needless items on impulse, wastage of too much time for shopping while 20% respondents pointed out that the products at shopping malls happened to be past the expiration date, and prices on products are showed in a poorly legible way.

A literature scan also revealed that shopping malls have many impacts on the various stakeholders and these include:

2.13.1 Capital Investment

According to Wing-man (2008), the construction of shopping malls often bring considerable capital investment from the private sector to areas that had previously attracted little. The author asserts that investment do not only means new buildings but also major improvements to an area's infrastructure. For instance, Nzilani (2014) reports that the construction of Cribbs Causeway Mall, brought an initial £200m of capital investment, £20m more in the adjoining venue leisure facility, and another £10m to upgrade junction 17 of the M5 motorway and construct a dual carriageway linking it with the A38. Likewise, about £500m was invested in the development of the Braehead Centre and associated facilities, including a new M8 junction,

improvements to nearby roads, a new public park and riverside walkway. Such investment is common in recent times as the shopping malls are expanded or refurbished, enhancement and refitting of shop units, or surrounding infrastructures are upgraded.

2.13.2 Employment Effects

Turning to more other perpetual effects, there is little doubt that shopping malls are major creators of employment. For instance, Wang (2011) observes that total job numbers based on site range from 4,300 at Braehead to almost 11,000 at the MetroCentre in Gateshead while Merry Hill is estimated to support 6,000 jobs. The author further maintained that these numbers discount significant levels of extra cyclical employment, mostly over the Christmas/New Year period which can increase normal employment levels by up to 35 per cent.

Apart from the seasonal available jobs, almost all the jobs based in these shopping malls are perpetual. In common with the retail sector, relatively a high percentage are part-time and the proportion of permanent employees who work part-time ranges from 57 to 65 per cent (Tegner, 2009). According to the author, the types of employment provided are significant since shopping malls provide flexible working arrangements. The significance of these types of jobs is also confirmed by a survey conducted in 1997, which found that 79 per cent of parttime employees who were female would not wish to work full-time (Reikli, 2012). Similarly, Hague (2012) observes that experience at most of the regional malls has been such that flexible jobs are chiefly important to and sought by: students and others who wish to mix work with training or education; those taking care of children, especially single parents or where one parent is already in full-time employment; those looking for second jobs as an additional source of income; early retirees who wish some part-time work for social rather than income reasons and

those looking for a diverse balance between work and family life or other personal commitments.

Again, International Council of Shopping Centres, (2015) argues that the impact of shopping malls on employment spreads further than the number of people employed directly by the industry. The author explained that some of the other less noticeable effects include the employment impact through the supply-chain linkages. For instance, growth in retail employment or activity necessitates other industries to support this growth and produce more goods and services. An increase in sales of clothing and textiles for instance will need manufacturers to increase production to meet a stronger demand. In turn, demand more raw materials from their suppliers will be needed by manufacturers to enable them to increase production, and so on. Each of these relations are associated with an increase in employment in industries other than retail (Carter, 2009).

2.13.3 Contribution to Regeneration

It was in the expectation of inspiring regeneration that several shopping malls were permitted in the first place, even at a time when the wave had commenced to turn against out-of-centre retail developments (Chung-Yim, 2007). For instance, Howard and Davies (1993) reports that at Metro Centre, authorities in London supported a major shopping mall scheme specifically because it would create more than 4,000 jobs and act as a catalyst for the regeneration of the area. For Braehead, one of the explanations given by the Secretary of State in allowing the mall was its role in restoring and making progressive use of a large unused site, principally through private investment, that would otherwise have been difficult to achieve in the near future without considerable public investment (Carter and Vandell, 2005).

In this context, Nzilani (2014) asserts that a key feature of a number of shopping malls was that they were constructed on unappealing brownfield land in locations that had for a long period

failed to attract new investment or regeneration and often had high remediation and development costs. To a large extent it was the high land values generated by retail uses that made development of these shopping malls worthwhile and attractive when no interest had been shown by other land uses (Chung-Yim, 2007). Such elevation in value were important where very high site remediation was necessary and at the same time where development costs and developer risk were generally high and where extensive new transport infrastructure had to be funded (Njau, 2011).

2.13.4 Effects on Tourism

Asadifard et al. (2015) observe that shopping is recognized as one of Malaysia's most popular leisure activities and its significance in tourism terms is reflected in the numbers of domestic and foreign day trips to which it gives rise. According to Regeneris Consulting (2006), about 16 per cent of day trips out of the UK are to go on non-regular or nonconvenience shopping trips, and form the highest leisure activity after lunch or visiting friends and relatives. Again, a study of tourists to Essex found that shopping malls were the most popular destination that visitors planned to visit by far, with 42% of all visitors compared to 26% for seaside attractions (Centre for the Study of Retailing in Scotland, 2004). The Centre reports that the average amount spend per tourism day trip is almost £28 per head of which 24% is spent on food, 19% on clothes and 11% on gifts/souvenirs.

According to Thomson and Walker (2005), the role of shopping malls to tourism is supported by the fact that many shoppers have leisure features or visitor attractions within or immediately adjoining them which often includes facilities that have been established to draw on the large numbers of shoppers visiting the site. For instance, the Accra Mall contains one multiplex cinema while the Lakeside and Cribbs Causeway, both in the UK have the Venue leisure complex beside it (Lichfield & Partners Ltd (2005). Likewise, Braehead has an ice skating

complex and conference facility and has a Snowdome indoor skiing facility and museum immediately beside it. The MetroCentre in the UK also contains an indoor theme park, a cinema and bowling venue.

2.13.5 Impacts on other Shopping Centres

It has long been a worry that the retail success of shopping malls has adversely affected town centres in the surrounding area (Kwame, 2010). Accordingly, Juan (2004) notes that new out-of-centre shopping malls have a significant impact over a wide area and can harm the vitality and viability of existing centres within their catchments. Conversely, Twardzik (2013) argues that there are signs that shopping malls have stimulated major improvements within some surrounding town centres, leading to increased competitiveness or redefining of their role. The author posts that this include new retail investment in addition to public realm improvements. Lichfield and Partners Ltd (2006) observe that this appears to have been the case with Newcastle and Bristol city centres in response to the MetroCentre and Cribbs Causeway Mall respectively.

2.13.6 Economic Impact

Shopping centres have become a fundamental part of the economic and social fabric of their communities (Tegner, 2009). According to the International Council of Shopping Centres, (2015), shopping centre-inclined sales in 2012, were estimated at \$2.4 trillion, an increase of 2.8% from the previous year. The ICSC further reported that in 2012, sales tax revenue from shopping centre-inclined sales amounted to \$136.2 billion, up from the \$131.6 billion collected in 2011.

2.13.7 Wider Community Roles

Shopping malls also appear to have brought some less tangible economic significance and some assistances to the communities where they are situated. Most obviously, Arentze et al. (2005)

argue that shopping malls provide a variety and mix of shopping and leisure facilities akin to that often found in city centres and give local communities a much higher level of shopping provision than their local area would otherwise have supported. Again, the substantial concentration of shopping malls and leisure facilities which has high visitor numbers, tends to support a higher provision level of public transport for longer hours than would otherwise exist within the local area (Chebat et al., 2009b). The authors reported that some of these shopping malls now contain a high infrastructure level of public transport and have achieved a high degree of modal shift.

2.13.8 Environmental Perspective

Wang (2011) contends that a well-designed shopping mall offers an eco-friendly and sustainable environment in one technically advanced building. The author also indicated that modern shopping malls are designed and built to the state-of-the-art technical and environmental standards. Tegner (2009) also notes that the possibilities to acquire new standards are the use of: geothermal energy, solar energy, sorting and recycling of waste, use of ecologically sustainable materials in the construction process, use of heat exchangers and reuse of rainwater. The author further asserts that a shopping mall reachable through a choice of transport offers environmentally sustainable consumer travel. This means that undertaking many errands in one journey is eco-friendlier than a single item purchase. Tegner (2009) further maintained even when the shopping tour is done by private car, the overall environmental impact is kept to a minimum. Thus, there will be not be heavy load traffic in the town centres and this will result in fewer congestion problems because fewer transporters get into narrow streets in crowded town centres.

CHAPTER 3

METHODOLOGY

3.1 Introduction

The objective of the study is to assess the effects of the Jubilee Mall on the KNUST community. This chapter presents the research methodology. Specifically, the chapter presents the research design, area of study, population of the study, sample size and sampling technique, instrumentation, reliability and validity, data collection procedure, and data analysis and presentation.

3.2 Research Design

This study is a descriptive study. Robson (2002) argues that descriptive study shows a precise profile of persons, events, or situations. The author further explained that descriptive study allows the gathering of large amount of data from a sizable population in a highly economical way. It permits a study to assemble data which are analysed quantitatively using descriptive and inferential statistics (Saunders et al., 2007).

Amin (2005), assert that descriptive research is the most commonly used research method in social sciences and is used to gather data from a sample of a population at a particular time. It is however argued that the descriptive research may however fall short of discovering new insights into a phenomenon, because it does not manipulate the variables concern and it only focuses on explaining what already exist. Notwithstanding these weaknesses, the descriptive research design was considered the most appropriate strategy to fulfil the objectives of this study. The study made use of both qualitative and quantitative research method.

3.3 Sources of Data

The study made use of primary data. The primary data were obtained to help the researcher obtain information to achieve the objectives of the study. According to Saunders, Lewis and

Thornhill (2007), primary data is the data which the researcher assembles directly from the field through various methods like surveys, questionnaires, interviews, telephone and focus groups discussions. The primary data were gathered through questionnaire distributed to customers, employees and managers of the firm.

3.4 Unit of Analysis

The unit of analysis is the KNUST community, which comprise of the students, employees of KNUST and the residents of the community around KNUST. Again, the KNUST (as an institution), spouses and children of resident employees of KNUST, and the tenants within the Jubilee mall were the other category of respondents consulted for the study.

3.5 Population

Population is a group of individuals or people with the same characteristics and in who the researcher is interested (Kusi, 2012). Population may also be defined as a group of elements that are of interest to the study. The population of study consists of the KNUST community, the mangers and tenants of the Jubilee Mall. The total number of population is not known with precision but it is anticipated to be more than fifty thousand (50,000)

3.6 Sample Size

The sample size was three hundred and fifty-eight (358) respondents. The sample size was chosen based on the guidelines of Krejcie and Morgan (1970). The authors argue that a population of 50,000 requires a sample size of between 350 and 381. However, 358 SMEs was chosen. Specifically, this comprised of two hundred (200) students, forty (40) university employees, forty (40) spouses and children of campus residents, sixty-five (65) residents of the community around KNUST, eleven (11) tenants, the Jubilee Mall Manager and the Registrar of KNUST.

3.7 Sampling Technique

The sample size for this study was selected using convenience and purposive sampling techniques. According to Yin (2003), convenience sampling is a type of non-probability sampling which involves the sample being drawn from that part of the population which is available and close to hand. This means a sample population chosen because it is readily available and convenient. This method is used when one is unable to contact a wider population, for example due to time or cost constraints. This method was used to select the students, university employees, residents of the community and the spouses and children of campus residents.

Purposive sampling technique was also used to select the mall manager, the Registrar and the tenants. Amin (2005) asserts that purposive sampling is required in situations where respondents are targeted. Respondents were sampled based on their positions. These positions were considered based on exposure to decision making and management of the mall.

3.8 Data Collection Instruments

According to Yin (2003) there are a number of methods through which data can be collected and their appropriateness depends on many factors. Data collection instruments are the instruments used to obtain applicable data for the study. For the study under review the study employed the use of questionnaire and interview guide.

3.8.1 Questionnaire

According to Malhotra (2010), a questionnaire is a structured technique for data collection which consists of a series of questions. Collis and Hussey (2003) further explain the definition of a questionnaire by stating that a questionnaire consists of a list of structured questions selected and developed with the aim to draw out reliable responses from a chosen sample.

These structured questionnaires was used to address the study objectives. The questionnaires were administered using drop and pick later method. A period of two weeks was given for data collection period after which those who could not complete the forms were given one more week for completion. The structured questionnaire method was used because it facilitates the data collection process and more so, the researcher was able to get respondents to provide appropriate data, both in terms of relevance and depth of the study without much difficulty. The questionnaire was designed for the respondents with open and closed ended questions to elicit relevant information that provided the necessary assistance in gathering the primary data for the study.

The first part of the questionnaire sought for the bio-data of respondents and the subsequent parts sought for information in relation to the objectives of the study. The questionnaires were mainly made up of Likert scale questions. According to Bryman (2004), the Likert scale normally has five or seven categories to show strengths of agreement or disagreement, and it is also argued that the multiple-item scales such as the Likert scale are popular for three reasons. First, a many items has the potential to capture a broad concept than a single question. Again, the use of many items can assist to illustrate finer distinctions items. Thirdly, if any of the question is misunderstood by a respondent and only one question is asked, that response will not be appropriately interpreted. In this study, only five categories were used, for example: Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD).

3.8.2 Interview Guide

The use of interviews helped the researcher to make sure that only the actual facts had been collected. Interview guide was designed for the mall manager and registrar of KNUST because the nature of data required from them borders on facts rather than opinion. These include facts and figures on the performance of the mall. Looking at the key position they occupy, they

would be in the best position to provide such data. The purposive sampling technique was used to select the respondents interviewed. This was because the researcher felt they had knowledge about what she was looking for.

3.9 Pilot Testing of Data Instruments

The questionnaire was pre-tested to find out if the respondents understood the questions and to also find out whether the questionnaire administered answered the research objectives. In order to certify the validity of these instruments, the questions on the questionnaires were constructed in a manner that the responses only provide answers to the research questions. Piloting test was conducted with a sample of 20 respondents who were not part of the final sample respondents for the study. The pilot study was necessary to determine validity of the instruments and to enable the researcher to determine whether the respondents understand the question.

3.10 Ethical Consideration

In conducting the study, certain principles and ethics were observed. The respondents were informed on the purpose of the research and their consent was obtained. Information were obtained from the respondents out of their own will. There was no deceit, coercion, inducement or unethical means of ascertaining data. The confidentiality of the information was received and the anonymity of the respondents were protected. The information obtained from the respondents were used solely for this study.

3.11 Data analysis

Anderson (2011) defines data analysis as the process of bringing order to data and manipulating it. It involves organizing data into patterns, categories and basic descriptive units. For this study, descriptive data analysis was done. The researcher organized the data to ensure that raw data was sorted and coded. Data analysis was done with guidance of a statistician using the Statistical Package for Social Sciences (SPSS) computer software. Findings, which reflect a

high magnitude of problems, were selected from questionnaires, the raw data analysed, presented, and interpreted to give solutions for the research problem. Moreover, most of the data were summarized and presented in tables. Data was analysed using descriptive statistics involving percentages and mean scores to determine varying degrees of response-concentration.

3.11.1 Regression Model

The study employed a linear regression analysis model to test the impact of the Jubilee Mall on the economic, employment and social activities of the KNUST community. The dependent variables of the model are the economic, employment and social activities of the KNUST community. Three measurements, namely economic benefits (measured by average mean of the economic effect of the Jubilee Mall) employment preference for the KNUST community (measured by the percentage of staff employed within the KNUST community) and social effects (measured by average mean of the social and environmental effect of the Jubilee Mall) were considered in this study as proxies for the dependent variables respectively. The independent variables is the presence of the KNUST Jubilee Mall (KJM). The study therefore used the following three linear regression models to analyse the impact of the Jubilee Mall on the economic, employment and social activities of the KNUST community.

$$\text{ECONOMIC} = \beta_0 + \beta_1 \text{KJM} + \varepsilon$$

$$\text{EMPLOYMENT} = \beta_0 + \beta_1 \text{KJM} + \varepsilon$$

$$\text{SE} = \beta_0 + \beta_1 \text{KJM} + \varepsilon$$

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

The main objective of the study is to assess the effects of the Jubilee Mall on the KNUST community. This chapter is dedicated to the presentation and analysis of the data collected through the questionnaires distributed to the respondents. Again, this chapter discusses the results of the study. This chapter is divided into two main sections. The first section presents and analyses the data obtained from the community. In this section, the demographic information of the respondents are analyzed. The second section presents and analyses the data address the objectives of the study. Analysis is done alongside on the research questions.

The data are presented with the aid of tables and figures.

4.2 Demographic Information of Respondents

This section presents the demographic information were of the respondents who took part in the study with regards to their gender, age, educational background, status or the job position of the respondents. The section presents the data relating the KNUST community, comprising of the students, staff of KNUST and other members of the community. Second, the data on the respondents from the tenants of the mall is also presented and analysed. In all, 345 respondents from the community and 11 tenants responded to the questionnaires that were distributed. Table 4.1 presents the result of the demographic information of the respondents.

Table 4.1: Demographic information of the Respondents

	Community and Staff		Tenants of the Mall	
	Frequency	Percentage	Frequency	Percentage
Gender				
Male	155	44.9	7	63.6
Female	190	55.1	4	36.4

Age

Less than 20	70	20.3	2	18.2
20 to 30	175	50.7	5	45.5
31 to 40	80	23.2	3	27.3
41 to 50	20	5.8	1	9.1
More than 50	0	0	0	0

Educational Background

SSSCE/WASCE	35	10.1	2	18.2
Diploma	45	13.0	0	0
First Degree	225	65.2	5	45.5
Masters	35	10.1	4	36.3
Others	5	1.4	0	0

Category of Respondents

Students/Tenants	200	58.0	2	18.2
Staff of KNUST/Staff of Tenants	40	11.6	3	27.3
Spouse and Children of Campus Residents	40	11.6		
Community/Management of Tenants	65	18.8	6	54.5

Source: Field Study, 2016

It is obvious from Table 4.1 that majority (55.1%) of the respondents from the KNUST community that responded to the questionnaires were males whilst 44.9% were females.

Further, 7 (63.6%) of the tenants that took part in the study were females. On the other hand, 4 (36.4%) of the tenants that were chosen for the study were females. It can be observed that both genders had a fair representation in the study. The implication of this result is that the result can be fairly attributed to both males and females.

Table 4.1 further shows that out of a total of 145 respondents chosen from the community, majority (50.7%) were between the ages of 20 and 30. A further 80 (23.2%) of the respondents (community) were aged between 30 and 40 years whilst 70 (20.3%) of the respondents (community) were less than 20 years. On the other hand, 20 (2.8%) of the respondents from

the community were between 41 and 50 years. Obviously and surprisingly, none of the respondents was above 50 years. Nonetheless, this might have little or no impact on the results since the old aged people are noted to not patronise shopping malls compared to the youth.

Again, 5 (45.5%) of the respondents (tenants) were between 20 and 30 years whilst 27.3% were aged between 31 and 40 years. Again, 2 (18.2%) of the respondents were below 20 years whilst only 9.1% of the respondents within the mall were between the ages of 41 and 50 years. Interestingly again, none of the respondents within the mall was more than 50 years. It is also expected that the rate of going to a mall or shopping can be influenced by their age. This result also indicates that majority of the respondents were youthful. Since it is widely held that the youth are the most active when it comes to shopping, it is expected that the respondents will be able to provide the required information needed for the study.

Table 4.1 further shows that almost one-third (65.2%) of the respondents from the community had a minimum qualification of first degree or was pursuing a course leading to the award of a first degree. Again, 45 (13.0%) of the respondents from the community had a diploma qualification whilst 35 (10.1%) of the respondents had a masters qualification. Further, 35 (10.1%) of the respondents had SSSCE/WASSCE certificates. On the other hand, 45.5% of the respondents within the mall had first degree and 36.3% also had a master's certificate. Further, 18.2% of the respondents within the mall had SSSCE/WASSCE qualification. None of the respondents within the mall however had a diploma certificate. Since almost all the respondents had a minimum qualification of SSSCE, it was expected that they could read and write and thus they understood the questions in the questionnaire. In this vein, the expectation was that the answers provided actually reflected their true feelings, observations and the truth.

Data involving to the category of the correspondents in the community were also established. First, the category of the respondents in the KNUST community was ascertained. As shown in Table 4.2, 200 (58.0%) of the respondents were students. Again, 40 (11.6%) of the respondents were the members of the KNUST community who were neither students nor staff. They comprised of spouses and children of campus residents. It was further ascertained that 40 (11.6%) of the respondents were staff of KNUST. In addition, 65 (18.8%) of the respondents were residents of the communities around KNUST. This result also presents fairly the various groups within the KNUST community. As expected, students are the major stakeholders within the KNUST and the primary target of the mall. This was corroborated by the management of the mall during an interview. The manager of the mall indicated that students were the main targets of the mall, followed by the other members of the community.

The analysis in Table 4.1 further indicates that majority (54.5%) of the respondents within the mall were either managers or management members of one of the shops or offices in the mall. On the other hand, 3 (27.3%) of the respondents were staff or workers within the mall whilst only 18.2% of the respondents were either owners or directors of one of the shops or offices in the mall. Since all the respondents were directly involved in the day to day operations or management of businesses in the mall, it is anticipated that they could provide accurate information regarding the effect of the mall on the KNUST community. Especially, information on the level of patronage and significance of the mall is expected to be accurate since these individuals are deemed to be the best people to provide information on the activities of the mall.

4.2.1 Background information of the businesses within the Mall

This section also presents the data on the background information of the businesses within the mall. The data obtained on the background information of the businesses within the mall include the years spent in the mall, the types of businesses within the mall, the number of full-

time and part-time staff employed by the tenants. Table 4.2 presents the data on the background information of the businesses within the mall.

Table 4.2: Background information of the businesses within the Mall

	Frequency	Percentage (%)
Period within the Mall		
Less than 1 year	3	27.3
Since the establishment of the Mall	8	72.7
Type of Business		
Banking and Service Business	6	54.5
Entertainment and Leisure	2	18.2
Trading: Retail	3	27.3
Number of full-time staff		
Less than 5	5	45.5
5 to 10	4	36.3
More than 10	2	18.2
Number of part-time staff		
None	4	36.3
Less than 5	6	54.5
5 to 10	1	9.2

Source: Field Study, 2016

Table 4.2 indicates that 8 (72.7%) of the tenants had done business within the mall since it was opened for business. On the other hand, 3 (27.3%) of the tenants had been doing business within the mall for less than one year. This result is not surprising because the mall is relatively new (around two years) and thus it would have been interesting if majority of the tenants had been in the mall less than the period of its opening. This results is also interesting because it is anticipated that majority of tenants would be able to provide enough and accurate data regarding the conduct of business within mall. Thus the level of patronage of the mall and the factors that affected business activities within the mall could be provided comprehensively by

the tenants. The various types of business activities in the mall were also ascertained. The study found that 6 of the businesses were either a bank or other service provision company. Specifically, some of the businesses under this category were banking, finance and investment institutions, laundry and dry cleaning business and information technology. Similarly, 2 (18.2%) businesses (e.g. photo studio) were into leisure and entertainment whilst 3 (27.3%) of the tenants were involved in the business of buying and selling. Mainly, the supermarkets dominated this category of business. A careful observation of the kind of businesses within the mall indicates that these businesses are the ones mostly patronised by these category of respondents everywhere. The products and services were therefore designed for, especially the students and the staff.

Table 4.2 further indicates that 5 (45.5%) of the tenants had less than 5 full-time employees whilst 4 tenants had a total number of full-time employees ranging between 5 and 10. On the other hand, only 2 (18.2%) of the tenants had more than 10 full-time employees. This result is disappointing but not surprising. Looking at the kind of businesses within the mall, few hands were needed for such businesses. For instance, on a typical boutique, photo studio or supermarket, a maximum of five staff are needed for such a business. The businesses that had more than 10 full-time staff were the commercial banks within the mall.

Similarly, the number of part-time staff engaged by these businesses were also ascertained. From Table 4.2, it can be ascertained that 6 businesses engaged less than 5 part-time employees whilst only one (1) business employed between 5 and 10 part-time employees. A further look at Table 4.2 indicates that 4 businesses did not engage a single part-time staff in their business. Predominantly, these businesses were the banks within the mall. Again, this result is also surprising and unsatisfactory. Since these businesses are located within the campus, it was expected that these businesses would engage more students on part-time business to offer them livelihood and experience. A further probe revealed that the owners of these businesses

demanded a higher level of concentration and commitment and thus noted that students could not be relied to offer such services to their clients.

4.3 The Economic Benefit of the KNUST Jubilee to the KNUST Community

It is expected that the establishment of the KNUST Jubilee Mall would come with some economic benefits especially to the community. In this regard, the respondents were asked to indicate the economic benefits of the KNUST Jubilee Mall to them. The responses provided by the respondents from the KNUST community on the economic benefits of the KNUST

Jubilee Mall are presented in Table 4.2.

Table 4.3: Economic Benefit of the KNUST Jubilee to the KNUST Community

	SA	A	NS	D	SD	Mean
	Percentages (%)					
Low prices	2.9	4.3	36.2	39.1	17.4	2.36
Low transportation cost	7.2	42.0	33.3	15.9	1.4	3.38
Free of charge parking	17.4	58.0	21.7	1.4	1.4	3.88
Increased capital investment	4.3	39.1	40.6	13.0	2.9	3.29
Increase tourism	8.7	53.6	30.4	5.8	1.4	3.62
Saved transportation costs	15.9	55.1	20.3	8.7	0	3.78
Provision of Part-time job	4.4	10.1	66.7	10.1	8.7	2.32
Average Mean						3.233

Source: Field Study, 2016

Key: SA = Strongly Agreed; A = Agree; NS = Not Sure; D = Disagree; SD = Strongly Disagree

Mean: 5 = Strongly Agreed; 4 = Agree; 3 = Not Sure; 2 = Disagree; 1 = Strongly Disagree

The prices of goods and services is one of the main reason why a customer buys goods or services from a particular business. This is because lower price is an incentive or a financial benefit to customers as it saves them money. To this end, the respondents were asked to indicate

whether the prices of goods and services at the KNUST Jubilee Mall were cheaper compared to other shopping malls, supermarkets and shops. Table 4.3 shows that majority (39.1%) of the respondents disagreed that prices of goods and services at the KNUST Jubilee Mall were cheaper compared to other shopping malls, super markets and shops.

Again, 17.4% strongly disagreed with the assertion that the prices of goods and services at the KNUST Jubilee Mall were cheaper relative to other shops. Only 4.3% and 2.9% of the respondents agreed and strongly agreed respectively that prices of goods and services at the KNUST Jubilee Mall were cheaper compared to other shopping malls, super markets and shops. It can also be observed from Table 4.3 that a large number (36.2%) of the respondents were not sure whether the prices of goods and services at the KNUST Jubilee Mall were cheaper compared to other shopping malls, super markets and shops. Nonetheless, with a mean of 2.36, it suggests that majority of the respondents disagreed that the prices of goods and services at the KNUST Jubilee Mall were cheaper compared to other shopping malls, super markets and shops.

Transportation is another activity that takes makes an expenditure item of an individual. Thus, if an individual can obtain an alternative item without incurring extra transportation cost, it is fair to then say that there is a financial benefit accrued to the perfume. Owing to this, the respondents were asked if shopping at the jubilee mall comes with low transportation cost compared to other shops. Table 4.3 clearly shows that almost half (42.0%) of the respondents agreed that there was a low transportation cost associated with shopping at the Jubilee Mall.

Again, another 7.2% of the respondents strongly agreed that shopping at KNUST Jubilee mall offered lower transportation cost whilst 15.9% disagreed. The mean value of the respondents that indicated that shopping at KNUST Jubilee mall offered lower transportation cost was 3.38. This clearly indicates that the community has come to realise that shopping at KNUST Jubilee

mall offered lower transportation cost. It was further realised that the savings in transportation cost were only associated with particular kind of items which were not available at their various grocery shops at their hostels. Particularly, there were savings associated with the purchase of large quantity of item and expensive items like electrical gadgets. The respondents noted that the KNUST Jubilee Mall offers them a wide range of items, which hitherto would have been obtained from Adum, Melcom, Ababio Express, and Shoprite.

The respondents further indicated that the free of charge parking facilities at the mall offered them a lot of financial savings. Table 4.3 shows that majority (58.0%) of the respondents agreed that the free parking compound at the mall offered them a huge financial savings. Again, 17% of the respondents also strongly agreed that the free parking compound at the mall offered them a huge financial savings. As can be seen in Table 4.3, the respondents that indicated that the free parking compound at the mall offered them a huge financial savings obtained a mean value of 3.88, which obviously shows that the respondents acknowledged the financial benefits gained from the free parking lot at the KNUST Jubilee Mall. Some of the respondents elatedly remarked that it was hectic to buy goods from Adum.

Parking at Adum attracted a ticket of between 2 cedis and 10 cedis depending on the hours spend. *“If luck eludes you, your car will be towed away and you have to pay huge sums before it can be released to you”*, one respondent remarked.

Further, the respondents indicated that the KNUST Jubilee Mall has increased capital investment in the KNUST community. From Table 4.3, it can be seen that 39.1% of the respondents agreed that the Jubilee Mall has increased capital investment in the KNUST community. On the other hand, 40.6% could not indicate whether the Jubilee Mall has increased capital investment in the KNUST community. However, few (13.0%) respondents disagreed with the assertion that the Jubilee Mall has increased capital investment in the KNUST

community. Table 4.3 further shows the level of agreeability with this assertion judging from the fact that a large mean value (3.29) was obtained.

The respondents that indicated that the Jubilee Mall has increased capital investment in the KNUST community were asked to indicate they gained directly from the increased capital investment. The respondents argued that it offered them a business opportunity. Some of the respondents indicated that the increased capital investment meant that more people would be attracted to the place and thus will eventually increase the sales of goods and services sold. For instance, one book seller indicated that the people coming to the jubilee mall had been the individuals who had been buying his books. Some of the food vendors also observed that the emergence of the Jubilee mall has boosted their sales and clients base.

Table 4.3 also indicates that the KNUST Jubilee Mall has boosted tourism in the area. Majority (53.6%) of the respondents agreed that the KNUST Jubilee Mall has increased tourism in the area and another 5.8% of the respondents disagreed that the KNUST Jubilee Mall has increased tourism in the area. Again, 30.4% of the respondents could not indicate whether the KNUST Jubilee Mall has increased tourism in the area or not. However, the mean mark (3.62) obtained indicate that majority of the respondents were in agreement that the KNUST Jubilee Mall has increased tourism in the area. When the respondents were pressed to show how the increased in tourism affected them financially, they indicated that it increased the goods and services they sold. The licensed taxi drivers were the happiest group.

The respondents were further asked to indicate whether the KNUST Jubilee Mall had provided part-time job to the community. As seen in Table 4.3, majority (66.7%) of the respondents had no idea whether the KNUST Jubilee Mall had provided part-time job to the community. Nonetheless, majority (mean = 2.32) of the respondents disagreed that the KNUST Jubilee Mall had provided part-time job to the community. This result is not surprising since the respondents

would not be in a position to know whether the KNUST Jubilee Mall had provided part-time job to the community. This result corroborate what had earlier been established in Table 4.2 that the businesses within the KNUST Jubilee Mall had provided few part-time jobs.

In view of the above observation, the tenants were also asked to indicate whether employment were offered to staff with due preference to the citizens within and around the KNUST community. The response provided by the respondents regarding whether employment were offered to staff with due preference to the citizens within and around the KNUST community is presented in Table 4.4.

Table 4.4: Employment with due preference to the community

Variables	Frequency	Percentages
Yes	2	18.2
No	9	81.8

Source: Field Study, 2016

As seen in Table 4.4, majority (81.80%) of the tenants did not employ their staff with due preference to the citizens within and around the KNUST community. On the other hand, only 18.2% of the tenants did employ their staff with due preference to the citizens within and around the KNUST community. The presentation and discussion above suggests that there are some financial benefits that the KNUST Jubilee Mall has offered to the KNUST community. However, the level of financial benefits of the KNUST Jubilee Mall is below expectations especially with regards to employment.

With regard to the financial benefit of the mall to the KNUST institution, it was realised that the KNUST gave the land to HFC bank on build, operate and transfer agreement. An interview with the KNUST authorities revealed that HFC will manage the mall for forty years and then

transfer it to KNUST after the forty year period. No rental payment arrangement thus existed between KNUST and HFC bank because the bank made an upfront payment for the land. The manager of the mall in an interview stated that: *‘the management of the mall acquired the land from KNUST with some huge sum of money which I cannot disclose and extra huge money was used to raise the structure’*. This was corroborated by the authorities of KNUST who stated that: *“HFC paid some amount of money to KNUST for acquisition of the land, I am not privy to that amount”*.

In all, it can be argued that the establishment of the KNUST mall has provided financial benefits to all the stakeholders of the mall: KNUST, the students, staff and the community. However, HFC is the only stakeholder yet to obtain financial benefits from the mall because an interview with the managers of the mall revealed that cost of the mall offices or shops were yet to be occupied. The interviewee stated that: *“...and as you can see, most of the spaces of the mall are empty and so for a fact, we have not made any profit. Maybe in the longer term to come but as it stands now, we have not made any profit”*. When the researcher suggested to the managers that this might have arisen as a result of the high prices of the halls, the manger stated that: *“I do not think they are expensive. If you compare ours with others, you would know that our prices are very cheap”*.

4.4 The social and environmental effects of the Jubilee Mall of the Community

The social and environmental effects of the Jubilee Mall on the KNUST community was also ascertained. The responses provided by the respondents on the social and environmental effects of the Jubilee Mall are presented in Table 4.5.

Table 4.5: Social and Environmental effects of the Jubilee Mall

SA	A	NS	D	SD	Mean
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	Percentages (%)					
Wide offer of products	8.7	34.8	36.2	20.3	0	3.32
Convenience shopping hours	24.6	62.3	11.6	1.4	0	4.10
Beautification of the community	26.1	60.9	10.1	2.9	0	4.10
The convenience of shopping under one roof	39.1	39.1	14.5	4.3	2.9	4.07
Loss of personal touch with owner	7.2	13.0	62.3	17.4	0	2.10
Absence of product information	0	27.5	33.3	34.8	4.3	2.84
Absence of price negotiation	20.3	20.3	27.5	26.1	5.8	3.23
Provision of leisure facilities	8.7	27.5	43.5	15.9	4.3	3.20
Improved transportation	2.9	27.5	49.3	17.4	2.9	3.10
Industrial Attachment to Students	2.9	13.0	55.1	18.8	10.1	2.80
Average Mean						3.286

Source: Field Study, 2016

Key: SA = Strongly Agreed; A = Agree; NS = Not Sure; D = Disagree; SD = Strongly Disagree

Mean: 5 = Strongly Agreed; 4 = Agree; 3 = Not Sure; 2 = Disagree; 1 = Strongly Disagree

Table 4.5 shows the social and environmental effects of the Jubilee Mall on the KNUST community. One benefit of the mall was the variety of products it offered. Table 4.4 indicates that 34.8% of the respondents agreed that the KNUST Jubilee mall offered a wide variety of products and services. Again, 8.7% of the respondents strongly agreed that the wide variety of products and services offered at the mall was one benefit of the mall. On the other hand, 20.3% of the respondents disagreed that the variety of the products and services offered by the mall was a social benefit to them. Nonetheless, the data (mean = 3.32) shows that majority of the

respondents agreed that the wide offer of products and services at the mall was one of the benefits that was associated with the establishment of the Jubilee Mall.

As expected, the respondents indicated that the KNUST Jubilee mall offered them convenient shopping hours. Table 4.5 illustrates that 62.3% and 24.6% agreed and strongly agreed respectively that the KNUST Jubilee mall offered them convenient shopping hours. On the other hand, only 1.4% disagreed that the KNUST Jubilee mall offered them convenient shopping hours. Further, the mean (4.10) analysis clearly shows that the respondents agreed that the KNUST Jubilee mall offered them convenient shopping hours.

The respondents were further asked to indicate whether the KNUST Jubilee Mall has contributed to the beautification of the area it is located. As shown in Table 4.5, majority (60.9%) of the respondents agreed that the KNUST Jubilee Mall has contributed to the beautification of the KNUST community. Again, 26.1% of the respondents point out that the KNUST Jubilee Mall has contributed to the beautification of the KNUST community. On the other hand, only 2.9% of the respondents disagreed that the KNUST Jubilee Mall has contributed to the beautification of the KNUST community whilst 10.1% could not indicate whether that the KNUST Jubilee Mall has contributed to the beautification of the KNUST community. On the whole, the result (mean = 4.07) presented in Table 4.5 clearly point out that the KNUST Jubilee Mall has contributed to the beautification of the KNUST community.

The Registrar of KNUST alluded to this when he stated that: *“obviously, the Mall has given KNUST a facelift especially around the commercial area. If you had the opportunity to see the commercial area prior to the construction of the Jubilee Mall, you would appreciate the level of impact the mall has made with regards to the beautification of the area”*.

Again, the respondents indicated that the KNUST Jubilee Mall offered them the convenience of shopping under one roof. As shown in Table 4.5, 39.1% of the respondents each agreed and

strongly agreed that the KNUST Jubilee Mall offered them the convenience of shopping under one roof. On the other hand, only 4.3% and 2.9% of the respondents disagreed and strongly disagreed respectively that the Jubilee Mall provided them the convenience of shopping under one roof. This result amply indicates that the respondents enjoyed the benefit of shopping under one roof (mean = 4.07).

There is a notion that customers establish personal touch with shop owners in small shops than in large supermarkets. This assertion was therefore tested by asking the respondents whether there was loss of personal touch shop owners at the KNUST Jubilee Mall. As evidenced in Table 4.5, few respondents (13.0%) agreed that there was loss of personal touch shop owners at the KNUST Jubilee Mall. On the other hand, 17.4% of the respondents disagreed that there was loss of personal touch shop owners at the KNUST Jubilee Mall. Majority (62.3%) of the respondents however were not sure whether there was loss of personal touch shop owners at the KNUST Jubilee Mall. With a mean value of 2.10, it is obvious that the respondents could not indicate whether there was loss of personal touch shop owners at the KNUST Jubilee Mall.

The respondents were further asked to indicate whether there was absence of product information at the mall. It can be ascertained from Table 4.5 that majority (34.8%) of the respondents disagreed that there were absence of product information on the products at the mall. On the other hand, almost a quarter (27.5%) of the respondents indicated that the shops at the mall do not have product information on their products. Nonetheless, majority (mean = 2.84) of the respondents disagreed that the shops at the mall do not have information on their products.

The opportunity to negotiate for the price of goods and services serves as a motivation for a shopper to buy from a particular shop or place. Due to this, the respondents were asked to indicate whether they didn't have the opportunity to negotiate for the prices of goods and

services at the Jubilee mall and how it inconveniences them. As Table 4.5 shows, majority (strongly agree (20.3%) and agree (20.3)) responded that they did not have the opportunity to negotiate for the prices of goods and services at the mall. Another 26.1% also disagreed that they did not have the opportunity to negotiate for the prices of goods and services at the mall. The respondents were further asked why the absence of price negotiation was a concern. The respondents indicated that the absence of price negotiation made them feel that they were cheated.

Perhaps, leisure facilities are one of the major social benefits of a shopping mall. Due to that, the respondents were asked to indicate whether the Jubilee Mall provides leisure facilities.

The respondents' responses indicated that 95 (27.5%) of the respondents agreed that the Jubilee Mall provides leisure facilities whilst 8.7% of the respondents also strongly agreed that they obtained leisure facilities from the jubilee mall. On the other hand, 15.9% of the respondents also disagreed that the KNUST provided them with leisure facilities. From the mean mark (3.20) obtained, it is evidently clear that majority of the respondents agreed that they obtained leisure facilities from the mall. However, majority of the respondents also could not indicate whether the KNUST Jubilee Mall provided leisure facilities to the community. It was ascertained that the KNUST Jubilee Mall actually had some leisure facilities like restaurants and bars.

Further, the respondents were asked to indicate whether transportation in the KNUST community has improved as a result of the Jubilee Mall. Table 4.5 shows that there were mixed observations regarding the improvement of transportation as a result of the mall. It was ascertained that 27.5% of the respondents agreed that there was improved transportation because of the Jubilee Mall whilst 17.4% agreed. Again, 2.9% each strongly agreed and strongly disagreed that transportation in the KNUST community has improved as a result of the Jubilee Mall. As Table 4.5 shows, the mean value for the respondents that indicated that

transportation in the KNUST community has improved as a result of the Jubilee Mall is 3.10 which means that a slight majority of the respondents indicated that transportation in the KNUST community has improved as a result of the Jubilee Mall.

The establishment of the KNUST Jubilee Mall was expected to benefit the students of KNUST especially to undertake industrial attachment. Table 4.5 shows that 13.0% of the respondents agreed that the Jubilee Mall offered the students of KNUST the opportunity to undertake industrial attachment. On the other hand, 18.8% and 10.1% of the respondents disagreed and strongly disagreed that the Jubilee Mall offered the students of KNUST the opportunity to undertake industrial attachment. As expected, more than half (55.1%) of the respondents could not indicate whether the Jubilee Mall offered the students of KNUST the opportunity to undertake industrial attachment. This is because, the respondents had no information on whether the Jubilee Mall offered the students of KNUST the opportunity to undertake industrial attachment.

4.4.1 Correlation Analysis

Prior to the estimation of the coefficients of the variables in the linear regression models, a test for correlation among the variables was done through a Pearson correlation analysis. The result is presented in Table 4.6.

Table 4.6: Correlation Matrix

Variables	JSM	Economic	Employment	SE
JSM	1			
Economic	0.238**	1		
Employment	0.142**	0.135	1	
Social	0.275*	0.336	0.088	1

* = Significant at 0.01 and ** = Significant at 0.05

From Table 4, it can be obtained that the correlation coefficient (r) among majority of the variables are positive and relatively strong. For instance, Jubilee Mall and economic activities are positively and strongly correlated ($r = 0.238$). In addition, there are other significant correlation among the variables. For example, the relationships between Jubilee Mall and ‘employment’ ($r = 0.142$) and social effects ($r = 0.275$) were positive and significant at 5% and 1% respectively. Similarly, a positive significant relationship was observed between economic activities and employment ($r = 0.135$). In addition, a weak and positive relationships were observed between employment and social effects. As can be observed, majority of the cross-correlational coefficients for the independent variables are relatively large and significant thus indicates a positive relationship between the presence of the KNUST Jubilee Mall and economic, employment and social activities of the KNUST community.

4.4.2 The Economic and Social impact of the Jubilee Shopping Mall

This section presents the result on the economic and social impact of the KNUST Jubilee Mall.

Table 4.7 presents the result on the economic and social impact of the KNUST Jubilee Mall.

Table 4.7: The Economic and Social impact of the Jubilee Shopping Mall

Variables	Coefficient	Std. Error	t-statistics	Probability
Constant	27.52	3.0421	9.855	0.0314
Economic	0.113	0.6146	2.456	0.0471
Employment	0.077	0.2451	3.421	0.0615
Social	0.096	0.4372	1.986	0.0578

$\alpha = 0.05$; $R^2 = 0.471$; Adjusted $R^2 = 0.394$; F-Statistics = 116.1; prob. of F-statistic = 0.003

Table 4.7 presents the result on the economic and social impact of the KNUST Jubilee Mall. The result shows a positive and significant impact of Jubilee Mall on the economic activities of the KNUST community. From the table, it can be ascertained that ‘economic activities’ has a coefficient of 0.113 which means that the Jubilee Mall has 11.3 percent impact on the economic activities of the KNUST community, when all variables are held constant. As can be observed, the level of impact of the Jubilee Mall on the economic activities of the KNUST community is again statistically significant ($t = 2.456$ and $p = 0.0471$). This shows that the Jubilee Mall has improved the economic activities and conditions of the KNUST community.

In addition, the evidence shows that the Jubilee Mall has a positive and insignificant ($p = 0.0615$) impact on the employment of the citizens of the KNUST community. The evidence presented in Table 4.7 further shows that ‘employment’ has a coefficient of 0.077, which suggests that the Jubilee Mall has 7.7 percent impact on the employment of the KNUST community. Additionally, the evidence shows that the KNUST Jubilee Mall had a positive and insignificant impact on social activities of the KNUST community. With a coefficient of 0.096, it means that the KNUST Jubilee Mall has a 9.6 percent impact on the social activities of the KNUST community.

It can further be ascertained that the R^2 and Adjusted R^2 of the model are 0.471 and 0.394 respectively. The R^2 of 0.471 means that about 47.1 percent of the variations in the dependent variables is explained by the independent variable. Further, the probability of the F-statistic is 0.003, which is less than the ‘ α ’ of 0.05, suggesting that the model is a good fit.

4.5 The level of patronage to the KNUST Jubilee Mall

This section presents the data obtained on regarding the level of patronage at the Jubilee Mall. The data obtained on the level of patronage at the Jubilee Mall are presented and explained in sub-sections such as the regularity of visiting the mall by respondents, regularity of buying

from the mall, reasons for patronising the mall and the tenants' response on the overall level of patronage at the mall.

4.5.1 Regularity of visiting the Mall

This section presents the result of how regular the respondents visited the Jubilee mall. The responses obtained from the respondents are presented in Table 4.8.

Table 4.8: Regularity of visiting the Mall

Variables	Frequency	Percentage (%)
Daily	45	13.0
Weekly	115	33.4
Monthly	80	23.2
Once a while	80	23.2
Never	25	7.2

Source: Field Study (2016)

As shown in Table 4.8, majority 115 (33.4%) the respondents visited the mall every week whilst 45 (13.0%) also visited the mall weekly. On the other hand, 80 (23.2%) of the respondents visited the mall monthly whilst another 80 (23.2%) also indicated that they visited the mall once in a while. Again, only 25 (7.2%) of the respondents had never visited the mall since its establishment. It can be observed that at least, 46.4% of the respondents visited the mall once every week whilst 69.6% also visited the mall once every month. Based on this result, it can be said that the rate of visit to the mall is encouraging. It is thus curious no know how often the respondents converted these visits to actual purchases.

4.5.2 Regularity of buying from the Mall

This section also presents the data on how regular they purchased goods and services from the Jubilee Mall. Table 4.9 presents the result of how regular the respondents bought goods and services from the Jubilee.

Table 4.9: Regularity of buying from the Mall

Variables	Frequency	Percentage (%)
Daily	51	1.5
Weekly	105	30.4
Monthly	80	23.2
Once a while	94	27.5
Never	60	17.4

Source: Field Study (2016)

From the Table 4.9, it can be ascertained that shows almost one-third 30.4% of the respondent bought goods from the mall every week. Again, 23.2% of the respondents indicated that they purchased goods and services from the mall. On the other hand, 27.5% of the respondents indicated that they bought goods and services from the mall once in a while whilst 17.4% of the respondents had never bought goods and services from the mall. Again, only 1.5% of the respondents indicated that they bought goods and services from the mall daily or every other day. Again, this result appears to suggest an average level of patronage.

More worrying is the number of the respondents that bought goods and services from the mall. This result must also be taken with caution because it does not indicate the amount and the magnitude of the goods and services bought.

4.5.3 Reasons for patronizing the KNUST Jubilee Mall

The study further ascertained the reason(s) why the respondents patronised the goods and services at the Jubilee Mall. Table 4.10 presents the data on the reason(s) why the respondents patronised the goods and services at the Jubilee Mall.

Table 4.10: Reasons for patronizing the KNUST jubilee Mall

	SA	A	NS	D	SD	Mean
	Percentages					
Convenience	36.8	45.6	13.2	2.9	1.5	4.13
Low prices	16.2	25.0	47.1	8.8	2.9	2.57
Accessibility	5.9	20.6	69.1	4.4	0	3.72
Wide range of products	4.4	45.6	33.8	14.7	1.5	3.37
Quality Products	16.2	58.8	19.1	5.9	0	3.85
Friendly Staff	5.9	30.9	55.9	7.4	0	3.35
Proximity	7.4	61.8	19.1	8.8	2.9	3.62
Serene Shopping Environment	26.5	45.6	22.1	5.9	0	3.93

Source: Field Study, 2016

Key: SA = Strongly Agreed; A = Agree; NS = Not Sure; D = Disagree; SD = Strongly Disagree

Mean: 5 = Strongly Agreed; 4 = Agree; 3 = Not Sure; 2 = Disagree; 1 = Strongly Disagree

From Table 4.10, it can be observed that the respondents gave various reasons for patronising the Jubilee Mall. First, 45.6% of the respondents agreed that they visited the mall because of the convenience of the mall. Again, 36.8% of the respondents strongly agreed that they visited the mall because of the convenience of the mall. On the other hand, only 2.9% of the respondents disagreed that they visited the mall because of the convenience of the mall. With a mean value of 4.13, it suggests that a large majority of the respondents visited the mall because of the convenience of the mall.

Similarly, 25.0% of the respondents agreed that they visited the Jubilee mall because of the relative low prices of the goods and services at the mall. However, majority (47.1%) of the

respondents could not indicate whether they were attracted to the jubilee mall because of the relative low price of the goods and services at the mall. This is further confirmed by the mean value (2.57) that was obtained from the responses obtained from the respondents on whether they visited the Jubilee mall because of the relative low prices of the goods and services at the mall. This means that other factors attracted them to the mall other than the prices of the goods and services at the mall.

The accessibility of the KNUST Jubilee Mall to the public was also observed to be one of the main reasons that attracted shoppers to the mall. As Table 4.10 indicates, 20.6% of the respondents agreed that they shopped at the mall because of the accessibility to the place whilst only 4.4% disagreed with the accessibility assertion. Further, 69.1% of the respondents could not indicate whether they patronised the goods and services at the mall because of its accessibility. This also indicates that more than half of the respondents shopped from the Jubilee Mall because of some reasons other than accessibility.

The respondents were further asked to indicate whether the variety of products and services at the Jubilee Mall was another reason why they patronised the mall. Table 4.10 shows that 45.6% of the respondents agreed that they shopped at the mall because of the availability of a wide range of products whilst 14.7% disagreed. On the other hand, 33.8% could not indicate whether they shopped at the mall because of the availability of a wide range of products.

With a mean value of 3.37, it suggests that majority of the respondents patronised the Jubilee Mall because of the availability of a wide range of products.

Table 4.10 further shows that 58.8% of the respondents indicated (agreed) that they shopped at the Jubilee Mall because of the quality products it offered. Again, 16.2% of the respondents strongly agreed that they shopped at the Jubilee Mall because of the quality products it offered. On the other hand, 5.9% of the respondents disagreed that they patronised the goods and

services at the mall because of the quality of the goods and services at the mall. Only 19.1% of the respondents also could not indicate whether the quality of the products at the mall influenced them to shop at the mall. Nonetheless, the mean value (3.85) obtained suggests that most of the respondents were attracted to the mall because of the quality of the products offered at the mall.

The friendliness of the staff at the mall was also ascertained to be one of the factors that attracted shoppers to the mall. The responses provided by the respondents (see Table 4.10) showed that more than half (55.9%) of the respondents were attracted to the mall because of the friendliness of the staff at the mall. Similarly, 7.4% of the respondents were not attracted to the mall due to the friendliness of the staff at the mall.

It is also expected that the proximity of a shopping mall can be a reason that will attract shoppers to a shopping mall. As expected, when the respondents were asked to indicate whether the proximity of the mall was a reason for shopping at the mall, 61.8% agreed with the assertion. Again, 7.4% of the respondents strongly agreed that the proximity of the mall was a reason why they shopped at the mall whilst 8.8% of the respondents disagreed. On the average (mean = 3.62), majority of the respondents were attracted to the mall because of the proximity of the mall. This is least surprising because majority of the shoppers were students and staff. The distance between the KNUST camps and other similar stores or companies were relatively longer and thus they found it convenient to shop at the mall to get enough time for other activities.

Lastly, the serenity of the shopping mall was another factor that attracted shoppers to the mall. Table 4.8 indicates that almost half (45.6%) of the respondents agreed that the serenity of the shopping mall attracted them to the mall. Again, 26.5% of the respondents strongly agreed that the serenity of the shopping mall attracted them to the mall whilst only 5.9% of

the respondents disagreed. A look at the mean value (3.93) further indicates that a large majority of the respondents indicated that the serenity of the shopping mall attracted them to the mall.

4.5.4 Tenants' response on the Level of Patronage of Business at the Mall

The tenants were also asked to indicate the level patronage of their business at the mall. The responses obtained by the respondents are presented in Table 4.11.

Table 4.11: Level of Patronage of Business at the Mall

Variables	Frequency	Percentage (%)
Very High	1	9.1
High	4	36.3
Normal	5	45.5
Low	1	9.1

Source: Field Study (2016)

As indicated in Table 4.11, majority (45.5%) of the tenants indicated that the level of patronage of their businesses was normal. Again, 36.3% responded that the patronage level of their business was high whilst 9.1% of the respondents also indicated that the level of patronage of their business by the community was very high. On the other hand, only 9.1% of the respondents observed a low level of patronage of their business. Even though, the majority of tenants observed between a high levels of patronage to a normal patronage level.

Relative to the general economic situation in Ghana, it can be argued that the tenants of the mall are enjoying an average level of patronage. The tenants indicated that they would have wished for a higher patronage level, however, they noted a generally good patronage level. However, the tenants decried of the fluctuating level of patronage. The tenants further stated that when the students are on vacation, the patronage level is all time low. On the other hand,

the patronage of their businesses soar to a higher level when the students resume. The businesses also observed normal level of patronage after one month of reopening of school. Similarly, when the students vacate and they are going home, the level of patronage of the businesses of the respondents also increases.

As far as the patronage of the halls or floors of the mall was concerned, it was observed that the expectations of HFC Bank were not met. This was made known when the researcher asked the management of the mall whether their expectations were met. The manager answered in the negative by stating that: *“well, every businessman would want to see his/her business boom and highly patronised and once you have not seen that, you cannot say your expectations are met”*.

4.6 The negative effects of the KNUST Jubilee Mall on the Community

Every activity has negative effect on different spheres of life. From this background, the respondents were asked to indicate whether the establishment of the KNUST Jubilee has any effects on the community. The responses provided by the respondents are presented in Table 4.12.

Table 4.12: The Negative effects of the KNUST Jubilee Mall

	SA	A	NS	D	SD	Mean
Percentages						
Unplanned expenditure	8.7	33.3	33.3	18.8	5.8	3.20
High prices	26.1	47.8	17.4	4.3	4.3	3.87
Waste of time	4.3	26.1	53.6	14.5	1.4	2.83
Noise making	1.4	10.1	30.4	39.1	18.8	2.36
Loitering of prostitutes	1.4	1.4	24.6	39.1	33.3	1.99
Harmful products like alcohol	5.8	26.1	37.7	24.6	5.8	3.01
Traffic congestion	1.4	8.7	46.4	30.4	13.0	2.55

Source: Field Study, 2016

Key: SA = Strongly Agreed; A = Agree; NS = Not Sure; D = Disagree; SD = Strongly Disagree

Mean: 5 = Strongly Agreed; 4 = Agree; 3 = Not Sure; 2 = Disagree; 1 = Strongly Disagree

As shown in Table 4.12, majority (mean = 3.20) the respondents agreed that the establishment of the leads to unplanned expenditure. Specifically, 33.3% of the respondents agreed that the establishment of the leads to unplanned expenditure whilst 18.8% of the respondents disagreed. Similarly, majority (47.8% and mean = 3.87) of the respondents agreed that the prices of goods and services at the mall were high compared to other shops. Again, 26.1% of the respondents strongly agreed that the prices of goods and services at the mall were high compared to other shops. This confirms the findings of a study undertaken by Thomas and Bromley (2002) who observed that argue that shopping malls have become a battlefield where the brands, small, medium and big, the known etc. compete for the attention of customers.

Table 4.12 on the other hand, indicates that majority of the respondents disagreed that the mall caused traffic congestion (mean = 2.55), sells harmful products like alcohol, tobacco etc. (mean = 3.01) and wastes shoppers' time (mean = 2.83). Similarly, the respondents also disagreed that the mall attracts prostitutes (mean = 1.99) and makes excessive noise (mean = 2.36). From this result, it is clear that there are few negative effects that are associated with the establishment of the mall as the respondents disagreed with almost all the potential negative effects of the mall.

The Registrar of KNUST was further asked if there was any negative effects associated with the mall. The Registrar responded by stating that: *"there are no negative effects because we have not recorded anything negative"*. Similarly, the interview granted by the authorities revealed that no known negative effects linked with the mall exists. However, the Registrar stated that: *"we have not had any complains yet so I would say there are no negative effects."*

Our only challenge now is the car park, there is always chaos in front of the mall". The result presented above suggests that the perceived negative effects of the KNUST Jubilee mall were minimal.

4.7 Factors affecting the operations of the tenants of the Mall

The tenants were further asked to indicate the various factors that affected the operations of their businesses at the mall. The factors that affected the business operations of the tenants as provided by the tenants are presented in Table 4.13.

Table 4.13: Factors that affect the operations of businesses within the Mall

	SA	A	NS	D	SD	Mean
	Percentages					
Location	54.5	36.4	0	9.1	0	4.36
Size	18.2	45.5	9.1	27.3	0	3.55
Competition from other retailers	27.3	18.2	27.3	27.3	0	3.45
Price of a Shop within the Mall	54.4	27.3	0	9.1	9.1	4.09
Management Inefficiency	18.2	27.3	36.4	18.2	0	3.45
Publicity	27.3	36.4	0	27.3	9.1	3.45
Policy of KNUST	0	18.2	45.5	36.4	0	2.82
Accessibility	18.2	63.6	18.2	0	0	4.00
Design Layout	36.4	36.4	18.2	9.1	0	4.00
Trade Mix	54.5	36.4	0	9.1	0	4.36
Activities of cotenants	27.3	27.3	18.2	18.2	9.1	3.45
Shopping Environment	27.3	45.5	18.2	9.1	0	3.91
Visibility	27.3	36.4	18.2	9.1	9.1	3.64

Source: Field Study, 2016

Key: SA = Strongly Agreed; A = Agree; NS = Not Sure; D = Disagree; SD = Strongly Disagree

Mean: 5 = Strongly Agreed; 4 = Agree; 3 = Not Sure; 2 = Disagree; 1 = Strongly Disagree

The respondents were asked to indicate whether the location and the size of the mall affected their business. Table 4.13 indicates the respective mean scores of 4.36 and 3.55, depicting strongly agree, hence in favour of the assertion that the location of the mall affected the business of the tenants. These were asserted by the majority of the respondents (54.5%). The tenants alluded and acknowledged the mall was located at the commercial area and also closer and accessible to the community around KNUST. This finding corroborates the findings of earlier studies. For instance, Arnold and Reynolds (2003) pointed out that location was not just the most important feature but the most important properties of a retail store. Similarly, Babin et al. (1994) also described the relevance of store location by arguing that it is through location that goods and services are made available to potential customers. Babin et al. (1994) further argued that good locations allow ready access, attract large number of customers and increase the potential sales of retail outlets. The discussion above clearly indicates that the location of a shopping mall is therefore a key determinant of obtaining a strong shopper flow. The shopping mall must be easily visible from all major circulation points to increase the flow potential of pedestrians. With regards to the size of the mall, Juan (2004) argues that the size of the shopping mall must be related to the size of the market that it intends to serve.

A majority of the tenants were with the observations that their businesses were affected by the competition from other retailers and prices of shops within the mall. These observations were rated with mean scores of 3.345 and 4.09 respectively. These were expected since the almost all the halls of residence in the university had shops within them which sold almost the same kind of items as sold within the mall. Thus, the students, especially preferred buying goods

from their hall of residence. Similarly, the respondents indicated that the amount used to rent the spaces within the mall was very high this somehow affected their ability to have extra money to stock their stores with the required products.

It was also agreed by most of the tenants who responded to the study that, publicity, policies of KNUST and accessibility to the mall affected the operations of the mall. Mean score of 3.45, 3.32 and 4.0 respectively were rated in support of these claims by the tenants. This implies that, majority of the tenants agreed that publicity, policies of KNUST and accessibility of the mall affected the operations of the tenants. On the issue of publicity like radio adverts, bill boards and other promotional activities, the respondents indicated that it has a big impact on their businesses. The respondents observed that the managers of the mall made radio advertisement when the mall was opened. However, the tenants indicated that the level of publicity had gone done, which eventually also affected their business.

With regards to the accessibility and the policies of the mall, the respondents complaint that KNUST does not allow commercial cars to the mall. This however means that residents that do not have personal car could not shop at the mall since they had to walk for a land distance to the mall. Again, after shopping, they also have to carry their items to a place they can get a car. All these were not motivating to the community. The manager of the mall also emphasized the effect of the non-allowance of taxies to the mall during an interview. The manager stated that: *security post not allowing taxies to enter the campus is a major worry to the tenants and managers of the mall. It prevents prospective shoppers and businesses from coming to the mall*". Again, this result confirms the findings of earlier studies particularly that of Arentze et al. (2001) who noted that in planning the establishment of a shopping mall, it is crucial to assess whether it will be able to attract pedestrian to pass through the shopping mall. Thus it can be argued that high accessibility of shopping mall, such as the one closer to near roadside and transportation may benefit from a higher volume of traffic passing through.

The results presented in Table 4.13 indicate that majority of the tenants were in support that the trading mix at the mall (mean = 4.36), design layout of the mall (mean = 4.00) and the activities of other tenants within the mall (mean = 3.45) also had effects on their businesses. The tenants indicated that a good trade mix facilitates and makes it easy for shoppers to buy all their products and services under a single roof without difficulties. It minimises the hopping from one building to the other and thus saves time. Most of the tenants however indicated that the trade mix at the mall did not facilitate the purchase of a variety of goods and services under one roof. The findings of earlier studies have also established these fact. For instance Dawson and Taylor (2003) found that trade mix is vital to a shopping mall success, much greater than in an office building or an apartment complex. This is because retail renters need customer traffic to create the sales that are the measure of their success. The authors maintained that in order for it to be successful, shopping malls must have modern stores that can enhance the attraction to its potential customers. Similarly, Tillmann and Rudolph (2010) affirm that the right mix of tenants for a particular mall depends on many factors including, the type of mall being built, readiness of specific tenant types in the area, economic and other factors related to the leasing terms, etc.

Generally, the management of the mall complaint that factors including policies of KNUST and vacation of students affected the business operations in the mall. The manager of the mall stated that: *“there is low sales obviously because less people patronise the mall due to the policies of the university. Prospective tenants are afraid to acquire the hall because of the three months of vacation. These are very worrying”*.

The mangers further stated that: *“lack of fund is a major factor. The amount at which we give the hall out is small and the service charge too is relatively low. The location of the property*

is a factor, unfavourable policies and regulations eg. Security posts not allowing taxis to enter campus”. The Registrar of KNUST however rebutted the latter factor by stating that:

“it is not true that KNUST do not allow taxis to go the Mall. We have registered taxis that are allowed to move freely around the mall. The non-allowance of non-registered taxis cannot however be a factor that negatively affects the operations of the Mall”.



CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The objective of the study is to assess the effects of the Jubilee Mall on the KNUST community. This chapter presents the summary of the major findings and brings out the conclusion from the findings. Again, the chapter gives recommendations on how the KNUST Jubilee mall can be improved. The chapter ends by suggesting further areas other researchers can research into.

5.2 Summary of Findings

The summary of the major findings of the study are:

The evidence obtained indicated a positive and significant impact of the Jubilee Mall on the economic activities of the KNUST community. The study revealed that there are financial benefits associated with the establishment of the KNUST to the various stakeholders. For instance, the community (staff, students and citizens) indicated that the mall has led to savings in transportation expenses, increased tourism. However, the study revealed that HFC Bank is yet to obtain expected financial benefits because cost of establishing the mall offices has not been recouped since most of the shops were yet to be occupied. Again, the mall has not contributed to the employment of the citizens in the local community because employment are not done with due preference to the citizens in the community.

It was found that the Jubilee Mall has a positive and insignificant impact on the social and employment activities of the KNUST community. Nonetheless, the study further revealed that the KNUST Jubilee Mall offered a variety of products and services to the community and that it also offered the convenient of shopping at favourable hours. The respondents indicated that the KNUST Jubilee Mall has contributed to the beautification of the KNUST community.

Again, the respondents indicated that the KNUST Jubilee Mall offered them the convenience of shopping under one roof. However, it was realised that there was loss of personal touch with shop owners at the KNUST Jubilee Mall and that shoppers had no opportunity to negotiate for the prices of goods and services at the mall.

The study further revealed that majority (33.4%) the respondents visited the mall every week whilst 13.0% also visited the mall weekly. Again, 30.4% of the respondents actually purchased goods and services from the mall weekly. Majority (45.5%) of the tenants indicated that the level of patronage of their businesses was normal whilst 36.3% responded that the patronage level of their business was high. As far as the patronage of the halls or floors of the mall was concerned, it was observed that the expectations of HFC Bank were not met because some of the shops were not occupied.

The respondents indicated that the establishment of the mall leads to unplanned expenditure. Similarly, majority (47.8%) of the respondents agreed that the prices of goods and services at the mall were high compared to other shops.

The study revealed that many factors including the location of the mall, competition from other retailers and the prices of shops within the mall affected the business of the tenants. Further, publicity, policies of KNUST and accessibility to the mall affected the operations of the mall. The manager of the mall complained that the security post not allowing taxis to enter the campus was a major worry to the tenants and managers of the mall. It prevents prospective shoppers and businesses from coming to the mall.

5.3 Conclusion

From the findings of the study, the following are the conclusions of the study. The financial benefits associated with the establishment of the KNUST to the various stakeholders includes: savings in transportation expenses, increased tourism. However, HFC Bank is yet to obtain

expected financial benefits because cost of establishing the mall offices has not being recouped since most of the shops were yet to be occupied. Again, the mall has not contributed to the employment of the citizens in the local community because employment were not done with due preference to the citizens in the community.

The KNUST Jubilee Mall offered a variety of products and services to the community. Again, the mall has also offered the convenient of shopping at favourable hours and has further contributed to the beautification of the KNUST community. The KNUST Jubilee Mall has also offered shoppers the convenience of shopping under one roof. However, there was loss of personal touch between shoppers and with shop owners at the KNUST Jubilee Mall and that shoppers had no opportunity to negotiate for the prices of goods and services at the mall.

Majority of the respondents visited the mall every week whilst majority of the respondents actually purchased goods and services from the mall monthly. Again, the level of patronage of the businesses of tenants within the mall was average. With regards to the patronage of the halls or floors of the mall, it was observed that the expectations of HFC Bank were not met because some of the shops were not occupied.

The factors that affected the businesses of tenants within the mall includes: the location of the mall, competition from other retailers and the prices of shops within the mall. Further, publicity, policies of KNUST and accessibility to the mall affected the operations of the mall.

The security post not allowing taxis to enter the campus was a major worry to the tenants and managers of the mall.

Based on the findings, it can be concluded that the Jubilee Mall has a positive and significant impact on the economic activities of the KNUST community. Similarly, the Jubilee Mall has a positive and insignificant impact on the social and employment activities of the KNUST community.

5.4 Recommendations

The following recommendations are made based on the findings of the study.

- I. The study revealed that the policy of KNUST not allowing commercial cars especially into the vicinity affected the operations of businesses within the mall. It is thus recommended that commercial vehicles, especially taxis should be allowed to take shoppers to the shopping mall for shopping. When this is done, it can boost the business operations within the mall.
- II. It was further found that publicity affected the business activities within the mall. It is therefore recommended that the managers of the mall (HFC Bank) must increase its promotional activities to create public awareness of the existence of the mall.
- III. The study further revealed that the shops or businesses within the mall had no special programme or social responsibility activities for the students of the university. A recommendation is put to the businesses that they must embark on corporate social activism like industrial attachment and part-time jobs for students. When these are done, it will put them in good sight of the whole university community and can increase their business performance considerably.
- IV. The study further revealed that the prices of the shops within the mall were expensive relative to the other shops around and within the university. This has therefore not motivated people and businesses to acquire a floor or shops within the mall. It is therefore recommended that the management of the mall must consider the reduction of the price of the shops and offices within the mall to entice more businesses to the mall. When this is done, it will eventually increase the general operation of the businesses within the mall since it was established that trading mix affected the operation of the mall.

KNUST



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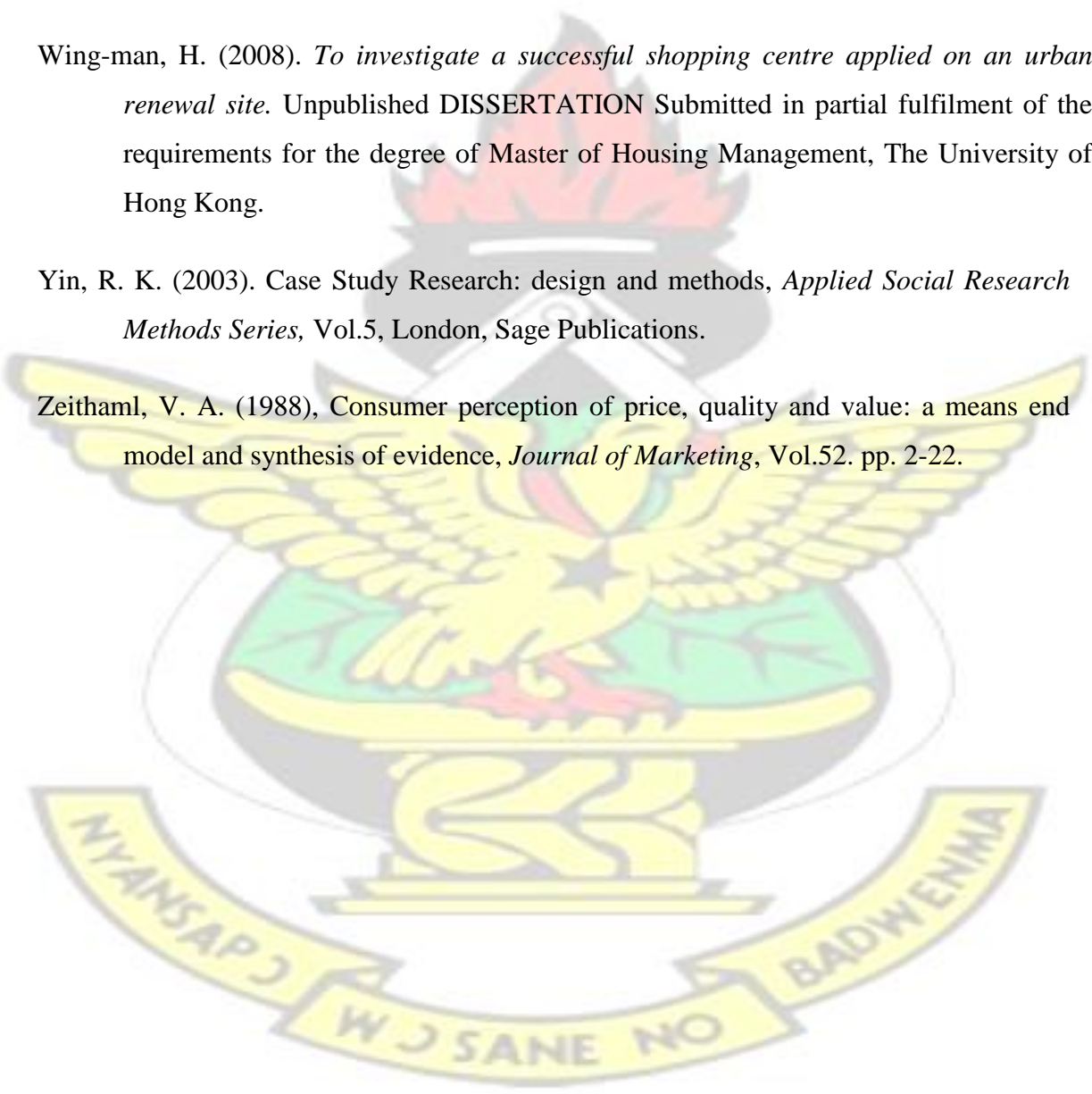
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APPENDIX A

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

SCHOOL OF BUSINESS

QUESTIONNAIRE TO THE KNUST COMMUNITY

This questionnaire is designed to elicit information to enable the researcher undertake a study for academic purpose. Please your time and energy used in responding to this questionnaire are highly appreciated. Please you are assured that any information given shall be treated with confidentiality and anonymity.

Kindly tick/select responses you deem appropriate and provide short and concise answers where necessary.

Section A: Demographic Information

1. Gender. Male Female
2. Age. Less than 20 years 20 to 30 years 31 to 40 years
41 to 50 years More than 50 years
3. Educational qualification SSSCE Diploma First Degree
Post graduate Certificate Others
4. Category of Respondents. Student Staff of KNUST Others

Section B: The level of patronage to the KNUST Jubilee Mall

1. On the average, how often do you visit the KNUST Jubilee Mall for shopping?
Daily weekly monthly once in a while never
2. How often do you buy from the KNUST Jubilee Mall?
Daily Weekly Monthly Once in a while Never

3. Why do you visit KNUST jubilee Mall?

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Convenience					
Low prices					
Accessibility					
Wide range of products					
Quality Products					
Friendly Staff					
Proximity					
Serene Shopping Environment					

Section C: Economic Benefit of the KNUST Jubilee to the KNUST Community

1. To what extent do you agree or disagree that the JNUST Jubilee Mall provides the following financial benefits?

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Low prices					
Low transportation cost					
Provision of Employment					
Free of charge parking					
Increased capital investment					
Increase tourism					
Saved transportation costs					
Provision of Part-time job					

Section D: Social and Environmental effects of the Jubilee Mall

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Wide offer of products					
Convenience shopping hours					
Beautification of the community					
The convenience of shopping under one roof					
Loss of personal touch with owner					
Absence of product information					
Absence of price negotiation					
Provision of leisure facilities					
Improved transportation					
Industrial Attachment to Students					

Section E: The Negative effects of the KNUST Jubilee Mall

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Unplanned expenditure					
High prices					
Waste of time					
Noise making					
Loitering of prostitutes					
Harmful products like alcohol					
Traffic congestion					

APPENDIX B

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

SCHOOL OF BUSINESS

QUESTIONNAIRE TO THE KNUST TENANTS AND MALL MANAGERS

This questionnaire is designed to elicit information to enable the researcher undertake a study for academic purpose. Please your time and energy used in responding to this questionnaire are highly appreciated. Please you are assured that any information given shall be treated with confidentiality and anonymity.

Kindly tick/select responses you deem appropriate and provide short and concise answers where necessary.

1. Gender Male Female
2. Age. Less than 20 years 20 to 30 years 31 to 40 years
41 to 50 years More than 50 years
3. Educational qualification SSSCE Diploma First Degree
Post graduate Certificate Others
4. How long has your business being operating within the jubilee mall.
Less than 6 months 6 months to 1 year Since the establishment of the mall
5. Position.
6. Type of business
7. Number of full-time workers engaged. Less than 5 5 – 10
11 – 15 16 – 20 above 20
8. Number of part-time workers engaged. Less than 5 5 – 10
11 – 15 16 – 20 above 20

9. Are some or all staff employed with due preference to the citizens of the community?

Yes [] No []

10. If yes, how many of the staff are employed from the community? Less than 3 [] 3 – 6

[] 6 – 10 [] Above 10 []

11. What will you say about the level of patronage of your products/services in the jubilee

Mall? Very High [] High [] Normal [] Low [] Very Low []

12. Indicate the level to which you agree or disagree that the following factors affect the operations of the tenants within the Jubilee Mall.

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Location					
Size					
Competition from other retailers					
Price of a Shop within the Mall					
Management Inefficiency					
Publicity					
Policy of KNUST					
Accessibility					
Design Layout					
Trade Mix					
Activities of cotenants					
Shopping Environment					
Promotion					
Visibility					

APPENDIX C

INTERVIEW GUIDE TO THE MALL MANAGER AND MANANEMENT OF KNUST

1. What type of agreement exists between the management of Jubilee Mall and KNUST?
2. The financial benefits of the jubilee Mall to your Institution?
3. The negative effects of the jubilee Mall to your Institution?
4. Are the parties able to observe the contractual agreement regarding the establishment and management of the jubilee Mall?
5. If no, in what ways?
6. Has the expectations regarding the establishment of the jubilee Mall been met?
7. What are the reasons for your assertion?
8. What are the factors that affects the operation and management of the jubilee Mall?
9. In which ways do these factors affect the operation and management of the jubilee Mall?

