

Tenant Mix and Anchor Tenants in Shopping Malls: A Case Study of Viviana Mall, Thane

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Abstract

Shopping malls have evolved into multifunctional spaces that integrate retail, entertainment, and lifestyle services. The success of a mall depends significantly on its tenant mix and anchor tenants, which influence foot traffic, customer engagement, and revenue generation. This research paper analyzes the strategic tenant mix and selection of anchor tenants at Viviana Mall, Thane, one of India's leading shopping destinations. It examines how different retail categories contribute to the mall's success, compares the Indian mall landscape with that of the United States, and highlights best practices for sustainable mall management.

Keywords: Shopping malls, tenant mix, anchor tenants, retail strategy, customer engagement, mall management, India, USA

1. Introduction

Shopping malls have become an integral part of urban commercial infrastructure, offering a diverse range of shopping, dining, and entertainment experiences. A well-planned tenant mix—the strategic allocation of retail, dining, entertainment, and service outlets—plays a crucial role in maximizing customer footfall and increasing overall sales. Additionally, anchor tenants—large, well-known stores that act as crowd pullers—are critical in establishing the mall's identity and drawing consistent visitor traffic.

Viviana Mall, located in Thane, Maharashtra, is a prime example of a well-structured shopping mall with a strong tenant mix and carefully selected anchor tenants. Opened in 2013, it spans approximately one million square feet and houses over 250 retail outlets. The mall is known for its unique customer engagement strategies, innovative branding, and being India's first visually impaired-friendly mall.

This paper explores the impact of tenant mix and anchor tenants on mall success, with a special focus on Viviana Mall. It also compares the Indian shopping mall model with that of the United States, providing insights into global retail strategies.

2. Literature Review

2.1 Importance of Tenant Mix in Shopping Malls

A mall's tenant mix is its most significant success factor. Studies by Kotler (2017) and Levy & Weitz (2018) suggest that an effective mix of retail stores, food and beverage outlets, and entertainment spaces

can enhance customer experience and increase dwell time. Tenant mix must align with the demographics of the catchment area and changing consumer preferences.

2.2 Role of Anchor Tenants in Driving Footfall

According to a report by the International Council of Shopping Centers (ICSC, 2020), anchor tenants typically occupy 30-40% of the total retail space in a mall. Their role is to generate sustained customer traffic that benefits smaller stores through spillover effects. Popular anchor tenants include department stores, hypermarkets, fast fashion brands, and multiplexes.

2.3 Indian vs. International Mall Strategies

While malls in Western countries, particularly in the USA, focus on luxury retail and experiential shopping, Indian malls cater to a broader consumer base by integrating hypermarkets, fast-fashion brands, and entertainment options. Studies by Deloitte (2021) highlight that Indian malls rely more on value-driven retail, whereas American malls prioritize high-end brands and premium services.

3. Research Methodology

This study employs a qualitative and comparative research methodology, including:

1. Case Study Approach – Analysis of Viviana Mall's tenant mix and anchor tenants.
2. Observational Study – On-site analysis of store layouts, customer footfall, and shopping patterns.
3. Comparative Analysis – Studying mall structures and consumer behavior in India and the USA.
4. Secondary Data Analysis – Reviewing retail industry reports, journal articles, and market surveys.

4. Case Study: Tenant Mix at Viviana Mall

Viviana Mall's tenant mix is strategically designed to maximize foot traffic and enhance the shopping experience. The major categories of stores are detailed below:

4.1 Fashion and Lifestyle (20-25%)

- Fashion brands attract a significant number of shoppers. Viviana Mall includes:
- Fast Fashion: H&M, Zara, Levi's, Marks & Spencer
- Sportswear: Nike, Adidas, Puma
- Eyewear & Accessories: Ray-Ban, Titan, Fastrack

4.2 Food and Beverages (10-15%)

- Dining options help increase customer dwell time. The mall features:
- Fast Food: McDonald's, KFC, Domino's, Burger King
- Cafés: Starbucks, Café Coffee Day, Barista
- Fine Dining: Global and Indian cuisine restaurants

4.3 Entertainment and Multiplexes (10-15%)

- Entertainment hubs drive weekend and evening traffic.
- PVR IMAX – India's largest IMAX screen within a shopping mall.

4.4 Electronics and Home Décor (5-10%)

- High-value purchases contribute to revenue growth.
- Consumer Electronics: Croma, Samsung, OnePlus
- Home Furnishing: IKEA, Home Centre

4.5 Essential Services and Amenities (5-10%)

- These outlets enhance customer convenience.
- Salons & Spas: Jean-Claude Biguine, Enrich Salon
- Fitness Centers: Gold's Gym
- Financial Services: ATMs, co-working spaces

5. Role of Anchor Tenants at Viviana Mall

Anchor tenants at Viviana Mall include:

1. Shoppers Stop – A department store drawing consistent footfall.
2. H&M, Zara – International fashion brands attracting young consumers.
3. PVR IMAX – A major entertainment anchor driving family visits.
4. Croma – A consumer electronics retailer encouraging high-value shopping.

These anchor stores ensure sustained customer flow, benefiting smaller stores through increased visibility and impulse purchases.

6. Comparative Analysis: Shopping Malls in India vs. USA

Shopping malls in India and the USA differ significantly in terms of structure, retail strategy, consumer behavior, and the role of anchor tenants.

In terms of size and structure, malls in the USA, such as the Mall of America, are significantly larger, often featuring theme parks, luxury zones, and entertainment hubs. In contrast, Indian malls like Viviana Mall are medium-sized but designed to cater to a mix of retail, dining, and entertainment needs within a compact space.

The retail strategy also differs between the two regions. American malls focus more on high-end luxury brands and flagship stores, aiming at brand-conscious shoppers who prioritize exclusivity. Indian malls, on the other hand, provide a balanced mix of premium and budget-friendly brands, catering to a more diverse customer base that includes price-sensitive yet aspirational consumers.

Consumer behavior in both countries plays a vital role in shaping the mall experience. In the USA, shoppers are more inclined towards experience-based shopping and brand loyalty, often visiting malls for premium lifestyle products and leisure activities. In India, while brand consciousness is growing, affordability remains a key factor, with shoppers looking for deals, discounts, and a variety of choices under one roof.

Anchor tenants in both countries serve the purpose of drawing foot traffic, but their nature differs. In the USA, major department stores like Macy's, Nordstrom, and Target act as anchor tenants, attracting a steady flow of customers. In Indian malls, anchor tenants include a combination of international fashion brands like H&M and Zara, local department stores like Shoppers Stop, and entertainment hubs like PVR IMAX, which ensure consistent visitor engagement.

Overall, while malls in both regions are designed to maximize footfall and revenue, Indian malls prioritize accessibility, affordability, and a family-oriented shopping experience, whereas American malls emphasize exclusivity, brand value, and premium services.

7. Findings and Discussion

A strong tenant mix strategy ensures that Viviana Mall caters to a diverse customer base.

The presence of anchor tenants such as H&M, Zara, and PVR IMAX creates a sustainable business model. Hypermarkets and entertainment hubs play a larger role in Indian malls compared to luxury shopping destinations in the USA.

Comparative analysis shows that Indian malls focus on affordability and accessibility, whereas Western malls prioritize exclusivity and premium branding.

8. Conclusion and Recommendations

8.1 Conclusion

Viviana Mall's success is driven by its strategic tenant mix and selection of anchor tenants, ensuring high footfall and strong revenue streams. By balancing retail, dining, and entertainment, the mall effectively meets the needs of Indian consumers.

8.2 Recommendations

1. Continuous Retail Upgradation: Introducing new brands to keep up with changing consumer trends.
2. Experiential Shopping Elements: Expanding interactive shopping experiences, pop-up stores, and live events.
3. Digital Integration: Enhancing customer engagement through digital kiosks, mobile apps, and AR/VR experiences.

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