

A review on recreation management orientation of Sri Lankan shopping Malls: An empirical study in Sri Lankan shopping Malls focusing on developing the Cinema sector in Sri Lanka

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Abstract

The main purpose of this concept paper is to propose a definition of the concept of “recreation management” for shopping malls and to provide some kind of an insight for analysis of the main antecedents and performance outcomes related to its entertainment orientation. The entertainment orientation is claimed as a notion found within the recreational activities born by individual perceptions of humans and approached from the perspective of external recreational services

This paper mainly review about the empirical indications about the core factors influence the adoption of recreation management in shopping malls and finds a positive link between entertainment orientation and performance outcomes.

In Sri Lankan context the modern trade and traditional retail stores are using all the strategies to sell their products and services to the target market but not to see beyond that to create a shopping experience or rather stores experience with varieties of stimulations. This review will emphasize on to find a way to provide shopping malls and other organizations with very crystal guidance in developing strategies for incorporating recreation management into the traditional retail operations with event marketing. The reviewer is trying to address some gaps in the academic literature by aiming on the managerial issues related to the convergence of recreation activities in the Sri Lankan Context.

Keywords- Retail, Entertainment, Shopping malls, gaps, Event Marketing, Orientation, Traditional

1. Introduction

In today's highly competitive markets, the recreational aspect of retailing is increasingly being recognized as a powerful competitive tool (Berry, 1996; Jones, 1999; Kozinets et al., 2002; Arnold and Reynolds, 2003). To secure their futures, retailers must do more than compete on value; they must also provide consumers with a bundle of benefits that provide enjoyable experiences in a pleasant shopping environment (Berry, 1996). Transforming shopping into a pleasurable experience in entertainment-oriented settings has thus become a most needed strategy among shopping malls in today's context. (Jones, 1999). In today's world Shopping Malls are increasingly adding entertainment services to the traditional retail mix. Various services – such as events, cinemas, and outdoor dining– have been upgraded from bonus activities into core components of the overall offering (Castaldo and Botti, 2001) by providing pleasurable and entertaining shopping experiences. (Jones, 1999). These extra services aim to provide extra value to customers (Berry, 1996; Kumar and Karande, 2000; Napolitano et al., 2003). The ability to generate these experiences under one roof is a competitive advantage for shopping malls because the recreation entertainment is associated with several important outcomes – such as spending levels of consumer, time spent in malls, impulse buying behaviors, and willingness to revisit the Mall. (Kotler, 1973; Donovan and Rossiter, 1982; Donovan et al., 1994; Wakefield and Baker, 1998; Bertozzi, 2001; Castaldo and Botti, 2001). By adding recreation to the traditional shopping environment, can thus differentiate themselves from their many value-oriented competitors (Jones, 1999; Beyard et al., 2001; Kumar and Karande, 2000; Turley and Chebat, 2002).

In Sri Lankan context the economic and socio-cultural statutory forces have shown a growing potential in amalgamating of the shopping sector and the entertainment industry (Beyard et al., 2001; Napolitano et al., 2003; Resciniti, 2004), especially in large shopping centres (Shopping Malls) (Block et al., 1991; Guy, 1994). Shopping centres are attractive relaxation locations because of the wide variety of stimuli available to visitors, and because the increasing emphasis on entertainment and recreational elements are providing shoppers with even greater sensory stimulation and recreational benefits (Block et al., 1991; Bloch et al., 1994).

Sri Lankan shopping and leisure centres represents one of the main state-of-the-art forces in Socio-Cultural activities. Many of these shopping malls have become people attraction and community centres as a result of spectacular architectural features and Blueprints. ***Interactions among retailing, eating, and entertaining the so-called “trinity of synergy”*** (Beyard et al., 2001) is the base concept of recreation. Cinemas, restaurants, live performances, art exhibitions, themed areas, spa's and fitness spaces offer visitors the opportunity to spend free & leisure time, take a walk, meet friends, and relax with their families in a safe and weatherproof environment. Researcher indicate that a recent survey has confirmed the creation of multifunctional, leisure-oriented shopping malls and the increasing presence of entertainment facilities in traditional shopping malls (Napolitano et al., 2003) will lead to grab the competitive edge. Despite the increase of entertainment-oriented recreation projects, there has been little academic study of the managerial issues related to these developments. The majority of previous studies have had a consumer focus, linking environmental stimuli and shoppers' reactions towards to recreational activities. (Turley and Chebat, 2002). Although many of these studies have commented on managerial implications,

in-depth studies of the role of recreation as a strategic management tool, and the related strategic issues, have largely been ignored. This study attempts to address this gap in the research by proposing a definition of the concept of “recreation orientation” for shopping malls, and by providing a framework for analysis of the main antecedents and performance outcomes related to the involvement of Cinema as a part and partial fulfillment in Sri Lankan context.

1.1 Objective of the study.

Effective recreational activities influence consumer to engage with their preferred life style and create enthusiasm to embrace more experiences. In recent past, the shopping mall industry in Sri Lanka has had an emerging growth and this change was embraced by the people with great extent. In response to the above-mentioned concerns, some malls have positioned mall shopping as an opportunity for combining shopping with entertainment and lifestyle, leisure activities through the addition of specialty restaurants, mini Cinema-theaters, amphitheaters, museums, and other special attractions within the mall setting (Field, 2009; Reda, 2009). These malls have been gradually termed to “entertainment malls” with full of recreational activities. (Finn et al., 1994; Talpade and Haynes, 1997). The main purpose of this study is to examine shopping motives and behavior in shopping Malls provided through the recreation management strategies in Sri Lanka, which has seen rapid and recent development in its socio-cultural context. And also to explore the possibility of developing the Cinema sector by amalgamating it into the shopping Mall recreation management concept which lead the value proposition derived by consumers in more developed market economies, and to develop a taxonomy of patterns of shopping behavior which may establish a baseline for future research in the country.

1.2 Brief history of the Entertainment industry in Sri Lanka (Cinema Sector)

Sri Lankan cinema comprises the films made in Sri Lanka. It is a fledgling industry that has struggled to find a footing since its inauguration in 1947 with *Kadawunu Poronduwa* produced by S. M. Nayagam of Chitra Kala Movietone. Sri Lankan films are usually made in the Sinhalese language, as well as in Tamil Language.

In the first nine years most films were made in South India and followed the conventions of Indian cinema. Studio shooting was the norm, with Indian style sets erected in film studios. Even though it is popularly held that *Rekava*, made in 1956 by pioneer director Lester James Peries, was the first Sinhala film to be shot completely out of studio, it was really the film "Gambada Sundari", starring Kingsley Jayasekera and Sheela Peiris in 1950, which was the first film shot outside studios. It was also the first Sri Lankan film where, like in "Rekawa", the dialog was recorded on the spot. This was because the film was shot on 16mm, using an Auricon sound-on-film camera which recorded the sound on the 16mm film optically, unlike in the case of where the sound was recorded on a Kinevox 35mm magnetic recorder. The film was later 'blown-up' to 35mm and was screened in Colombo in 1950.

During the 1970s several talents came to the forefront while commercial cinema continued to copy storylines and plots from Indian films.

During Sri Lankan Civil War several films have begun to tackle gritty subjects such as family relationships, abortion and results of the conflict between the military and brutal Tamil Tigers in the north.

1901 marked the introduction of film to Sri Lanka (then called Ceylon) when a film was shown for the first time in the country at a private screening for the British governor West Ridgeway and prisoners of the Second Boer War. It was a short film that documented the British victory in the Boer War, the burial of Queen Victoria and the coronation of Edward VII. More English screenings followed and attracted British settlers and Anglicized Sinhalese.

Cinema in Sri Lanka became a public affair due to the efforts of Warwick Major, an Englishman who developed "**bioscope" showings**". These were films screened out in open areas and makeshift tents. The first permanent theaters were built by Madan Theaters in 1903. The company showed Indian films and achieved success, prompting the development of theaters by the rival Olympia.

The beginnings of cinemas spread was seen when the Indian Madan circuit established Elphinstone cinema in Colombo as a part of its extensive cinema chain in Asia. Empire cinema, which became the longest functioning cinema in Sri Lanka was established in 1915 and continued to function till 2003 when it was demolished to make way for a commercial building in Colombo (Profiling Sri Lankan Cinema Prof. Wimal Dissanayake and Ashley Ratnavibhushana)

1.3 Methodology

This concept paper will follow deductive style and the arguments and explanations are uniquely supported by empirical and associated theoretical contents. Alongside, the researcher reviewed journal articles, books, paper articles, industry articles and publications to elaborate the concepts and applications pertaining to recreational management in Sri Lankan Shopping malls with a positive of developing the Cinema sector in our context. Thus, literature review being taken as the main research tool while extracting the empirical evidence through real examples. This paper is elaborating the potential of developing the recreational activities in Sri Lankan shopping Malls along with enriching the Cinema sector stimulation to understand the practice related insights to the readers. Many authors have highlighted some specific issues as to how this is to be done with some empirical evidence concerning industry practices in Sri Lanka. Arguments pointed out in the concept paper is rigorously supported by the empirical studies and the author proposing future research guidance in line with amalgamated discussions.

2 Empirical Review on recreational factors in Shopping malls

So many marketing research and empirical studies emphasis especially that using the so-called "*environmental psychology*" approach, has investigated the relationship between shopping recreational environment and consumer behavior time to time. These studies have demonstrated that the "*atmosphere*" and "*activities*" inside a shopping mall determine emotions that influence consumer behavior – such as time spent in a store, impulse buying, and willingness to visit a store again (Donovan and Rossiter, 1982; Weinberg and Gottwald, 1982; Dawson et al., 1990; Donovan et al., 1994; Turley and Milliman, 2000; Bertozzi, 2001). However, as noted above, in their efforts to investigate the relationship between recreation "atmosphere" and shopping attitude, these studies

have adopted a consumer perspective, and high emphasis has been placed on the recreation managerial and strategic issues associated with shopping mall design. Other issues – such as the relationship between store “atmosphere” and marketing objectives, the use of design to attract a particular segment of retail shoppers and the significance of a particular “atmosphere” in creating a differential advantage – are discussed in this literature (Turley and Chebat, 2002). Similarly, inadequate attention has been paid to the importance of the “*services cape*” (Bitner, 1992) and to differentiation strategies based on recreational services (Aubert-Gamet and Cova, 1999). More research is thus needed to investigate successful differentiation strategies and the competitive positioning of such recreational facilities in shopping mall context (Aubert-Gamet and Cova, 1999; Jones, 1999; Kumar and Karande, 2000). Furthermore, the retailing literature has not monitored the totality of the environmental stimuli that are capable of affecting shopping behavior (Wakefield and Baker, 1998), and “there are no articles which take a more global or macro-view of recreation atmosphere creation and discuss how shopping mall managers can use this tool strategically” (Turley and Chebat, 2002, p. 126). Similarly, research is lacking on a systematic approach to the classification of environmental stimuli that make a shopping mall more competitive and the shopping experience more exciting (Castaldo and Botti, 2001). The increasing relevance of entertainment as a strategic tool is also underlined by the experiential view proposed by Holbrook and Hirschman (1982). According to this view, the criteria for successful consumption are essentially aesthetic in nature, and the consumption experience is understood as the pursuit of fantasies, feelings, and fun (Holbrook and Hirschman, 1982; Hirschman and Holbrook, 1982). Furthermore such experiences involve the individual “at the emotional, physical, intellectual and spiritual level” (Holbrook and Hirschman, 1982) and provide an opportunity to add new dimensions to products and services (Lasalle and Britton, 2003). In accordance with the experiential view of consumer behavior, other studies have recognized that experiences constitute an innovative source of value for shopping malls (Pine and Gilmore, 1999) that should be planned and managed through an integrated marketing approach (Carbone and Haekel, 1994; Berry et al., 2002). The overall experience has been said to consist of “*three magical ingredients*” (Lasalle and Britton, 2003, p. 84): **(1) the product** (goods, service or set of goods); **(2) the service** (interactions among the firm, staff, and customers); and **(3) the environment** (the external elements that surround the product).

The author has addressed the factors that convince entertaining shopping experiences (Jones, 1999), the academic literature is full with studies focusing on consumers’ reactions to recreational stimuli. Such stimuli are found to persuade emotional responses that positively affect the time and money that consumers spend in a Shopping Mall (Donovan and Rossiter, 1982; Donovan et al., 1994; Bertozzi, 2001; Turley and Chebat, 2002), and recreational stimuli strengthen the relational value with a store, thus facilitating the exchange of information, brand interaction, and product testing (Kotler, 1973; Donovan and Rossiter, 1982; Donovan et al., 1994; Wakefield and Baker, 1998; Castaldo and Botti, 2001; Bertozzi, 2001). However, despite the increasing attraction of shopping malls as entertainment destinations, only a limited number of empirical studies have focused on recreational stimuli in a shopping mall environment. Among them, Block et al. (1991) explored the recreational use of shopping malls and provided evidence about the elements that draw consumers to such malls for recreational purposes. Wakefield and Baker (1998) found that mall environment, variety, and involvement influence shoppers’ excitement and play a significant role in determining

consumers' desire to stay. Shopping malls have also been described as a "habitat" in which consumers can experience various activities that are unrelated to acquiring goods – such as talking with other shoppers, looking at mall exhibits, and browsing without any intention of buying (Bloch et al., 1994).

3. Case Review on Recreational activities in Shopping Malls

Last few years have witnessed an accelerating increase in Sri Lankan shopping mall sector. In fact, malls play a major role in consumers' lifestyle (Terblanche, 1999). They have become not only a centre for shopping but also a community centre for social and recreational activities (Ng, 2003). Stores, food courts, restaurants, cinemas, children's play areas, interactive entertainment, social use areas, relaxation spaces, cinemas and promotional areas are now major components of any mall (Terblanche, 1999).

In Sri Lankan context Keels chain has started K-Zone concept which is very similar to the concept what the researcher justifying in this paper. The recreational atmosphere had been created in K Zones up to some extent. These type of business models has tarnished the small retailers in the vicinity and most of the fun loving people have already embraced this concept in Sri Lanka at present. Marino Mall is a good example for this type of recreation oriented shopping complex and followed by the Colombo City center, Kandy City center and the upcoming huge Shangrilla Shopping Mall.

The importance of shopping malls as trading platform has become increasingly remarkable in Sri Lankan context and today the mall culture plays a significant role in consumers' lifestyle. But shopping malls have become more than simply a place to shop, and social factors justify a deeper research on shopping malls, such as the leisure shopping, which is a browsing activity characterized by seeking pleasurable experiences and stimulation of the senses rather than an intent to purchase something (Sinha and Uniyal, 2005; Bäckström, 2011). Today, consumers demand commercial areas not only for purchasing, but also for recreational shopping and to enjoy the company of other people, thus being related to social factors, since one of the key motivations behind shopping was to enjoy the social interaction with family members or friends (Bäckström, 2011). However, shopping malls should meet customers' needs in a satisfactory way, in order to achieve return visits behavior (Anselmsson, 2016) retailing formats (Anselmsson, 2016). So, today the shopping mall must be in reach of sufficient potential customers and should be able to attract customers in order to be profitable (Borgers and Vosters, 2011). However, only a few empirical studies have analyzed what motivates consumer attraction to shopping malls (Dennis et al., 2010; Baker and Wakefield, 2012; Correia-Loureiro and Roschk, 2014). In this context, the present study contributes to the literature on the topic by expanding previous research on shopping mall commercial attractiveness. In first place, this study provides empirical evidence of the main pull factors of shopping malls; thus, contributing to a better understanding of consumers' behavioral response to the factors of commercial attraction of shopping malls. Second, this study examines the variable frequency of visits as a relevant behavioral outcome.

The messages of consumer behavior research seem to be that any kind of shopping may be pleasurable, that certain groups of shoppers are more interested in the pleasurable outcomes of shopping than others, and that certain store environments produce more pleasurable emotions which may relate to different purchasing behaviors. Relevant research falls into three broad areas: that asking questions about shopper traits and characteristics, aiming perhaps to produce shopper segmentations; that investigating shopper motivations, and asking “why do people shop”; and that examining shopper experiences in order better to understand the relationships between various behaviors and their antecedents and outcomes.

4. Entertainment Industry revolution in Sri Lanka.

The entertainment industry in Sri Lanka had a rapid boom after concluding almost 30 years of civil war in year 2009. Since then the people who involves with producing and directing movies had some kind of a stimulation and enthusiasm to add value to the industry by identifying the value gap then in the industry.

Every major industry was once a growth industry. But some that are now riding a wave of growth enthusiasm are very much in the shadow of decline. Others which are thought of as seasoned growth industries have actually stopped growing, or stopped is not because of the market is saturated but it is because of the industry has not identified their co-competences or their co-business models. Hollywood barely escaped being totally ravished by television. Actually, all the established film companies went through a drastic reorganization. Some simply disappeared. All of them got in to trouble not because of TV’s inroads but because of their own Myopia. Hollywood defined its business incorrectly in the past. It thought it was in the movie business when it was actually in the entertainment business. This is the concept we need to emphasis in the Sri Lankan entertainment industry too. Most of the people in Sri Lanka think Cinema is an industry but the truth is Cinema is one of the sectors in the entertainment industry, so we need to improve the entertainment activities via recreational strategies and create the stimuli towards to the cinema sector in order to develop and enrich the cinema in Sri Lanka.

4.1 Recreations for the wellbeing of people in Sri Lanka

In today’s highly competitive markets, the recreational aspect of entertainment is increasingly being recognized as a powerful competitive tool. To secure their futures, cinema sector must do more than compete on value; they must also provide consumers with a bundle of benefits that provide enjoyable experiences in a pleasant movie environment. Human’s wellbeing is always backed by staying happy. Therefore to make people happy in their day to day life, the entertainment surrounding has to be innovatively created in the market.

4.2 Conceptual frame of the propose Cinema sector development through shopping mall concept.

The empirical studies indicates that the cinema sector in Sri Lanka is mainly depending on the 5 circuits operating in the country. The maintenance of the theaters of these five circuits are not up to the expectation of the industry where the benchmarking is also doubtful. All this time theater owners mainly focused on the development of their theaters but did not think about upgrading the surrounding facilities such as events, cinemas, retailers, shopping and outdoor dining.

Economic, socio-cultural, and legislative forces have led to a growing amalgamation of the cinema sector and the entertainment industry especially in shopping centers. Shopping centers are attractive leisure sites because of the wide variety of stimuli available to visitors, and because the increasing emphasis on entertainment and recreational elements is providing consumers with even greater sensory stimulation.

The Cinema audience for any type of film in Sri Lanka will be 600,000 and its 2.5% of the population of Sri Lanka (National Film Corporation) It means only 600,000 or less people is having a habit of enjoying a movie in a Cinema theater."Siri Parakum" is the movie had 600,000 audience in the recent past and that is why the cinema sector in Sri Lanka is not a profit making industry at present. The quality of the Cinema theaters in Sri Lanka is the main variable factor for this current situation and there is no concrete plan is being implemented to upgrade the existing Cinema theaters at present. Thus it gives a clear indication of a requirement of good movie theaters in order to attract non users to the theaters to watch movies. Hence the aforesaid development through shopping mall concept would be an ideal solution to enrich the standard of the Sri Lankan Cinema.

5. Conclusion and further research directions.

Based on the discussion, the paper succeeded in examining the impact of the recreation management orientation of Shopping Malls on patronage loyalty. In addition, we examine the different impact of commercial attraction variables through recreational activities in attracting customers to the mall, the tenant variety at the shopping mall, as well as the internal environment created via recreational activities could be considered as pull factors; followed by the slight influence of the leisure mix. So, our review confirm the great importance of a good balance between the variety of shops and the presence of renowned retailers and franchises and the recreation management strategies influence to attract potential customers to the shopping malls, being in line with previous research (Chebat et al., 2010)

This is the first study to provide a definition of the concept of “Recreation orientation” for shopping Malls and to assess the factors that determine the adoption of entertainment orientation and the related performance outcomes. The literature has previously focused on the behavioral reaction to retail “atmospherics” (such as music, merchandise, and layout) and on the recreational motives related to shopping. Very few studies have emphasized the managerial issues associated with the use of recreational facilities in retail destinations and even fewer have focused on the services that offer recreational benefits not related to traditional retailing core business (Botti, 2001). Consequently, the findings of this study provide significant insights for both practitioners and researchers.

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