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Engaging With Customer Experience While Visiting A Shopping Centre

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Master in, Management

Supervisor:
Invited Auxiliary Professor Vitor Santos, Department of Marketing, Operation and Management,
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October, 2020

BUSINESS SCHOOL

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For my family

Acknowledgments

More than a master's thesis, this project represents a hallmark of my academic path. The latter has included a bachelor's degree in economics, then a professional experience at Sonae Sierra, and afterwards a master's in management with the opportunity to develop a project with the same company, which welcomed me again with open arms. All of this deeply influenced the result of this project.

I reckon my entire path as privileged due to the presence and support from some people, to whom I would like to specially thank.

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Resumo

Este projeto tem como objetivo aferir qual a perceção dos clientes do Centro Colombo face às diferentes experiências promovidas neste centro comercial.
Com um conhecimento mais aprofundado sobre as preferências dos seus clientes, os gestores da Sonae Sierra poderão direcionar os seus esforços, através de uma estratégia experiencial, para conseguir clientes mais satisfeitos.
Este projeto exigiu uma revisão de literatura extensa, assim como analises externa, interna e competitiva. Esta revisão e analises foram os pilares para a criação do questionário deste projeto. Através dos resultados deste questionário foi possível aferir, entre as várias dimensões de experiências do consumidor, quais as mais relevantes para os clientes e aquelas as que devem ser melhoradas. Adicionalmente, foi também testado e confirmado que existe relação entre o cliente deparar-se no centro com uma experiência positiva e se sentir comprometido com o mesmo.
Este projeto termina com uma proposta de melhorias, face a novas experiências do consumidor que apresentam características promissoras tanto para os consumidores como para os gestores do Centro Colombo.

Palavras-Chave: Experiência Do Consumidor, Multi-dimensões Da Experiência Do Consumidor, Comportamento do Consumidor, Centro Comercial Português.

Abstract

This project aims to assess the perception of Centro Colombo customers regarding the different experiences promoted by this shopping centre.
With a deeper knowledge about customers preferences, Sonae Sierra managers hope to channel their efforts on experiential strategy for attaining satisfied customers.
The project entails an extensive literature review, along with external, internal and competitive analyses. This reviews and analyses were the foundations for the creation of this project' survey. By examining customer's responses to this survey, it was possible to identify the dimensions of customer experience which are the most esteemed by consumers and which should be improved. In addition, a statistical analysis was performed, and confirmed the existing relationship between a customer encounter with a positive experience in the shopping centre and consumers feeling engaged towards it.
This project includes an improvement proposal gathering new experiences that seem promising both for customers and Centro Colombo's managers.

Keywords: Customer Experience, Multi-Dimensions Of Customer Experience, Consumer Behaviour, Portuguese Shopping Centre.

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Glossary

APCC: Associação Portuguesa de Centros Comerciais

AML (Área Metropolitana de Lisboa): Lisbon metropolitan área, Portugal

AMP (Área Metropolitana do Porto): Porto metropolitan area, Portugal

CC (Centro Colombo): shopping centre Colombo, in Lisbon

DGS (Direção Geral de Saúde): central service from Portuguese Health Ministry

MLR (Multiple Linear Regression): statistical technique to model the linear relation between independent variable and dependent variable.

PESTEL analysis: Political, Economic, Social and Cultural, Technological, Environmental and Legal factors analysis

SWOT analysis: Strengths, Weaknesses, Opportunities and Threats analysis

CHAPTER 1

Introduction

1.1 Problem Definition

Perceptions about Shopping Centres Industry and Customer Experience

The evolution of shopping centres was a transition from simply offering a convenient one stop shopping establishment to a new concept of shopping as leisure. In this new strategy, shopping centres fuse retail with entertainment, social interaction, service and events, all under one roof. Shopping centres became a "lifestyle destination", which could provide more than functional utilitarian facilities for shoppers (Strafford, Crowther & Schofield, 2018). In this line, the involvement of diverse and high standards products with the capacity of promoting appealing customer experience became competitive advantages within shopping centres.

Customer experience has been referred as a tool to attain customer loyalty (Schmitt, 1999). Consequently, it should be consciously and purposefully designed and incorporated into every company's marketing strategy (Verhoef, Lemon, Parasuraman, Roggeveen, Tsiros & Schlesinger, 2009). Previous researches established that experience-generating strategies offer shoppers simultaneous hedonic and utilitarian values. Assuring shopping centres differentiation against competitors (Rosenbaum, Otalora & Ramírez, 2016).

Perceptions about Sonae Sierra

Sonae Sierra, one of the major players of shopping centre managers and a recognizable competitor, is constantly seeking to develop new strategies for enhancing visitor's engagement, encourage them to extend their time in the shopping centre and increase their intention to return. Being fully aware of the challenges they are facing - intense competition, online shopping trend, new consumer expectations, as experiences seeking over the product itself – Sonae Sierra wanted to explore deeply the customer experience strategy and apply it at one of theirs shopping centres.

To explore this, it was required to uncover customer's expectations regarding experiences inside a shopping centre and examine if already promoted experiences were having the desirable effect. Considering the different dimensions of customer experience, Sonae Sierra managers wanted to identify which are preferred and valued by their customers. With these findings they hope to keep their position as leaders in this industry.

1.2. Objectives of the Study

After acknowledging the importance and powerful influence of customer experience in the retail sector, Sonae Sierra wishes to understand its impact on their own shopping centres. Considering the customer experience already offered on Centro Colombo (CC), one of their own shopping centres, Sonae Sierra's managers hope to analyse experience strategy and its relationship with consumers' behaviour.

The main objective of this thesis is to study how CC's customers perceive the customer experience encountered in the shopping centre. In addition, it will also be test if different dimensions of customer experience are relatable with consumers engagement, willingness to extend their visit time or with their intention to return in the future.

Based on the literature review, the published papers and empirical studies, and in line with the main objective of the in-company project, the specific objectives to achieve are:

RQ1: Which customer experience dimension is most appreciated by Centro Colombo´s customers?

RQ2: Would Centro Colombo´s customers like to have new experiences in the shopping centre?

RQ3: Are favourable perceptions of customer experience dimensions positively related to consumer's engagement, wanting to extend visit time or to their intention to return to the shopping centre?

1.3. Importance of the Study

As evidenced by previous researches, customer experience is a successful strategy to captivate customer loyalty (Schmitt, 1999). It has been implemented in several areas and industries, however not strongly in Portuguese shopping centres. This research have theoretical and practical contribution, however its main contribute was solving Sonae Sierra's need, which gave origin to this project. Acknowledging everything that has been studied regarding customer experience, an empirical study was applied at a Portuguese shopping centre, managed by the biggest Portuguese player of shopping centre management, Sonae Sierra.

The current study can be presented as an attempt to bridge existing gaps in academic knowledge related to customer experience. It will enlarge the scope of study and establishing a link between customer experience strategy, in a Portuguese shopping centre, and desirable consumer behaviours.

This project will not only bring value to Sonae Sierra but to other shopping centre managers as well, helping them to understand the benefits of promoting a customer experience strategy.

It should be pointed out that, given the current world pandemic caused by covid-19 virus, this study became further necessary and valuable to shopping centre industry. With lockdowns and social distancing, customers were advice to avoid any public spaces. Now it is important to get customer´s confidence back by proving how secure shopping centres are and by enhancing the new and special opportunities available inside.

CHAPTER 2

Literature Review

This section of literature review, introduces the concepts of experiential marketing and customer experience, including its dimensions and key definitions. Special attention is given to digital experience, as it has become an important factor in today´s digital era. In addition, the relation between customer experience and consumer behaviour is reviewed. Lastly, the existing literature about customer experience in shopping centres is presented.

2.1. Experiential Marketing and Customer Experience

Experiential Marketing, also identified as Customer Experience Management, has emerged as an innovative marketing concept targeted at creating unique, pleasurable and memorable experiences for customers (Schmitt, 1999; Verhoef et al., 2009; Liu, 2016; Chuang & Hu, 2017). In contrast with traditional marketing, which views consumers as rational decision-makers, who focus on product's functionality and efficiency (Schmitt, 1999; Liu, 2016), this new marketing approach views them as rational and emotional human beings, whose desire is to discover unique and unrepeatable experiences. The specialness of experiences is triggering consumers' excitement and leave unforgettable joyful memories in their mind (Schmitt, 1999; Liu, 2016; Cachero & Vázquez, 2018). Scholars and marketers describe customer experience as a strategic process for creating holistic customer value, achieving differentiation and sustainable competitive advantage (Carbone & Haeckel, 1994; Pine & Gilmore, 1998; Gentile, Spiller & Noci, 2007). In an effort to explore this strategy, is important to understand the beginning of customer experience creation.

Holbrook and Hirschman (1982) were the early pioneers in arguing that consumer behaviour had an experiential dimension. They theorized that consumption process had experiential aspects, in addition to the rational ones, with an irrational and emotional side, "a phenomenon directed toward the pursuit of fantasies, feelings, and fun" (Holbrook & Hirschman, 1982, p.132). Holbrook and Hirschman (1982) described customer experience as involving leisure activities, sensory pleasures, daydream, esthetical enjoyment and emotional responses. Later Carbone and Haeckel (1994) started by defining customer experience as a perception created by customers while, learning, acquiring, using, maintaining and disposing of a product or service. They further explained this concept as a feeling created by the customers interaction with firm´s goods, services and atmospheric stimuli. Continuously, more researches tried to explain these concepts, in 1998, Pine and Gilmore (1998) described experiences as personal responses occurring only in the mind of an individual who has been engaged on an intellectual, physical, emotional or spiritual level. In 1999, Schmitt (1999) explained how experiences are a result of living through things which provide sensory, emotional, cognitive, behavioural and relational values.

He explored how companies can develop experience marketing strategy by having customers sense, feel, think, act and relate to a company and its brands. His study of categorizing experiences into different types is known as Strategic Experiential Modules (SEMs). Gentile et al. (2007) gave a conceptual definition for customer experience describing it as "a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction. This experience is strictly personal and implies the customer's involvement at different levels (rational, emotional, sensorial, physical and spiritual). Its evaluation depends on the comparison between a customer's expectations and the stimuli coming from the interaction with the company and its offering in correspondence of the different moments of contact or touch-points." (Gentile et al., 2007, p.397). In 2009, Verhoef et al. presented customer experience as holistic in nature, involving customer's cognitive, affective, emotional, social and physical responses to the retailers. The author also alerts for the fact that customer experience is created not only by the experiences which the retailer can control (such as retail atmosphere, assortment, tenant-mix, price) but also by other elements which are out of retailer´s control (for example: influence of others, the purpose of shopping) (Verhoef et al., 2009)

The development of experiential marketing or customer experience management came as response to the gradual shift from the simple consumption of commodities, then to goods and services, and now to experiences. As Pine and Gilmore (1999) presented a new economy emerged to which they have named "Experience Economy". In this economy, traditional goods and services' value proposition is no longer enough for targeting customers, neither to create differentiation against other competitors. Now, new competencies have to be created and managed in order to offer great customer experience that will provide pleasurable experiential memories to customer. Researchers believe that managing each customer experience is the most precious ingredient for having customer loyalty (Crosby & Johnson, 2007)

2.2. Customer Experience as multi-dimensional

When exploring customer experience existing literature, it is possible to recognized that many efforts have been made to conceptualize and define customer experience. In fact many authors have acknowledged the concept as multi-dimensional. However, it is easily identified that research on customer experience dimensions is fragmented and lacks a structured direction and replication (Rather, 2018). Until this day, there is no consensus about the definitions or the construct of the different dimensions involving customer experience. Many authors have offered diverse conceptualizations of customer experience since the work of Holbrook and Hirschman (1982). Several have adopted and adapted the five dimensions of customer experience built by Schmitt (1999)- Sense, Feel, Think, Act, Relate- and others have opted for new dimensions. For example, Dubé and Le Bel (2003) adopted customer experience as a four "pleasure dimensions": emotional, intellectual, physical and social pleasures. Gentile et al. (2007) acknowledge six dimensions: sensorial, emotional, cognitive, pragmatic, lifestyle and relational. Brakus, Schmitt and Zarantonello (2009) studied brand experience as five dimensions: sensorial, affective, behavioural and intellectual. Verhoef et al. (2009) build a conceptual model of customer experience and identify four dimensions of experience: cognitive, affective, social, physical. Keiningham, Ball, Bruce, Buoye, Dzenkovska, Nasr, Ou and Zaki (2017) stated customer experience is composed by cognitive elements, emotional elements, physical and sensorial elements, and social elements.

In fact, researches have started to specify different structure and dimensions for characterizing customer experience to each industry or sector. Each one has adopted a unique strategy for customer experience management for their specific area. Just in retail sector, which is the sector being studied in this project, there are different authors who used different dimensions. Lee and Lim (2017) in fashion retail sector, expressed customer experience as the interaction on the hedonic, economic, symbolic and relational experiences. Cachero and Vázquez (2017) presented customer experience in retail sector as composed by five dimensions: sensorial experience, intellectual experience, pragmatic experience, social experience and emotional experience; Bustamante and Rubio (2017) divided customer experience in physical retail environments into three first-order dimensions (cognitive, affective and physical experience) and one second-order dimensions (social experience).

Given the literature review in retail sector customer experience these are the most suitable dimensions for the industry studied in this project, shopping centres sector: Sensorial, Intellectual, Pragmatic, Social and Emotional.

2.2.1. Sensorial Experience

Sensorial experience is defined as an engagement of the consumer's senses and which affects their perception, judgments and behaviours, ultimately encouraging customers to purchase (Cachero & Vázquez, 2017; Chen & Lin, 2018). Fresh and unique experiences are detected by consumer's senses: sight, sound, smell, taste and touch. It is a useful tool in differentiating companies, motivating its customers and adding value to product (Schmitt, 1999). The empowerment of consumer senses has been a marketing strategy in retail sector for a very long time. At the beginning this strategy was not a conscious act, but now retailers are fully aware of its benefit and plan to use it at its full potential. Sensory-based stores work with different environmental factors as lights, layouts, design, scents, colours, music, and others. In these stores the brand is played, smelled and listened. (Cachero & Vázquez, 2018). For most consumers the sense of belonging in a store atmosphere, to be able to touch and see the product in real life in their hands, are crucial factors to the final purchase decision and for creating engagement thoughts the retailer.

2.2.2. Intellectual Experience

Intellectual experience, also known as Cognitive, emerges from the acquisition of knowledge and mental responses to stimuli in the environment that engages customers' curiosity and imagination with brands and stores. Marketing seeks to appeal to customer's thinking through elements of surprise, intrigue, provocation and mystery (Schmitt, 1999). The purpose is to awaken the customers' creative thinking about the information received while immersed in the shopping or consumption context (Gentile et al., 2007). Consumers' curiosity may be stimulated by direct experience with the object, for example learning about new trends, new products or new brands, or by having surprising opportunities (concerts, workshops, etc.) that were not part of the initial reason for shopping.

2.2.3. Pragmatic Experience

Pragmatic experience is focused on the utilitarian activity of the retailer. It tries to motivate the customer by the monetary value and the utility of products or services (Cachero & Vázquez, 2017). Pragmatic experience requires physical behaviours form the customer (Gentile et al., 2007). It also implies consumer's interest in functional purchases and experiences that involve physical action (Altschwager, Bounzdine-Chameeva & Goodman, 2016). Consumers are motivated by shopping utility, efficiency and convenience, or even by the simple act of getting a good deal. Retailers can promote pragmatic experiences by offering good prices and promotions, or by having an interesting assortment of brands and a convenient stores distribution, in the case of shopping centres (Cachero & Vázquez, 2018). The "hands on" nature of a pragmatic experience immerses the customer, contributing to customer brand engagement (Altschwager et al., 2016). Retailers' factors as location, safety, accessibility, entertainment offers, sales, easiness for finding the products are all opportunities to develop pragmatic experiences.

2.2.4. Social Experience

Social or relational experience is the one that emphasizes the social context, the relationship with others or the expression of one's "ideal self" (Gentile et al., 2007). It refers to the consumer himself and relationships with others, consumer or employees, these relationships will influence customer emotions and behaviours. Going shopping today is perceived as a social activity, is time to enjoy the company of family and friends while being entertained (Cachero & Vázquez, 2018). This dimension include aspects of all the others customer experience dimensions, having a stronger impact on the consumers behaviour (Schmitt, 1999; Chuang & Hu, 2017).

2.2.5. Emotional Experience

In 1982, Holbrook and Hirschman (1982) were the first authors presenting Emotional Experience as essential aspect of consumption. Then Schmitt (1999) presented it as "Feel" marketing strategy, explaining that this strategy appeals to customers inner feelings and emotions. Emotions, as happiness and enjoyment, are important dimensions of experience construction. Is true that buying a good, or a service, has a deep purpose of fulfilment of a deeper emotional experience and hedonic aspiration (Alba & Williams, 2013). Emotions arising from shopping experiences create affective responses, which consumers process and then integrate it to develop post-shopping satisfaction (Ali, Amin & Cobanoglu, 2016). Emotional experience is stimulated by other customer experience dimensions and is more persuasive in transforming consumer behaviour than just cognitive messages. From recent studies, retailers are invited to develop experience-marketing strategies as a way to express the values that represent their company. By generating emotions, the relation between customer and retailer is strengthened and customer's engagement is encouraged (Johnson, Sivadas & Garbarino, 2008).

2.2.6. Digital Experience

This last dimension is a new addition to the precious models of customer experience.

Given the internet´s ability to support many marketplaces for goods and services, including information services, it became necessary for organizations to leverage digital technologies, responding to market dynamics effectively and in a timely manner. Many organizations started adopting innovative digital technologies such as mobile location-based, virtual reality, artificial intelligence, wearable technologies, neuroscience and business process automation (Bolton, Mccoll-Kennedy, Cheing, Gallan, Orsingher, Witell & Zaki, 2018).

According to Richardson (2010) to retain a successful business it should be incorporated digital experiences, retail customer experience and services processes, which will promote the customers' engagement with the retailers. It is true that customers are constantly using their smartphone while in store, viewing online content and searching for items in store, as they see them online. Digital experience became an incredible opportunity both for retailers and customers. Retailers can now interact with customers by sending promotions and sharing new products directly to customers' phones, while in the store. Customers' interaction with digital components during an encounter with retailer, plays a big role in the customer experience, making it easier and more convenient and interesting (Stein & Ramaseshan, 2016).

A study about the current "crisis of immediacy" describes today's customers as subjects who look for receiving content, expertise and personalized solution in real time during their shopping experience. For supporting these customers' immediate needs, Parise, Guinan and Kfka (2016) studied how digital stimuli, by personalization and interactivity, impacted positively customer experience, which leads to customer behaviours and attitudes such as satisfaction, learning, retention, engagement and purchases. According to the authors the remote expert and the digital assistant help delivering a rich customer experience in an increasingly competitive digital and physical retail space. These two agents interact with consumers answering their questions or by providing recommendations, at any place, time of format (Parise et al., 2016).

Given the digital era we live in, digital experience is without a doubt a competitive opportunity for retailers to fascinate customers and improve user' experience. As a consequence, in this study digital experience will also be consider as one customer experience dimension presented in shopping centres.

An important remark on customer experience dimensions is that independently each dimension is not as powerful as when applied jointly. They are connected and interact between them, bringing each one to its full potential. For this reason, many retailers employ “experiential hybrids” (Schmitt, 1999, p.62) which combine two or more customer experience aiming for a broaden and effective experiential appeal. In order to achieve the ideal experiential marketing strategy, marketers should combine all dimensions of customer experience and adapt it to the respective sector and customers (Schmitt, 1999).

2.3. Customer Experience impact on Consumer Behaviour

Different empirical studies have been performed to analyse customer experience impact on customers behaviours. The sectors being studies are diverse, from retail, hospitality, theme parks to others. The fact that so many areas want to explore and apply this strategy proves its potential. Here are some examples of these studies and its results:

In 2012, Yoon (2012) examined the effect of consumers´ in-store shopping experiences on the their online word-of-mouth (e-WOM) by using Schmitt´s (1999) five strategic experiential modules (SEMs): sense, feel, think, act, relate. By employing a survey to undergraduate students from a major university in Korea, Yoon (2012) concluded that act and relate factors were more likely to facilitate e-WOM. Some years after, in a completely different sector, Liu (2016) explored if the five experience marketing strategy (sense, emotional, think, action, relevance marketing) affected consumption willingness, revisit willingness and recommendation willingness of a target theme park consumers. The researcher used the interview method and resulted in interesting findings: action, emotion, relevance, sense and thinking marketing influence tourist´s revisit willingness; action, relevance and sense marketing influence consumption willingness; relevance, emotion, action and sense influence tourists´ recommendation willingness. Furthermore, an interesting finding from this study is that for different demographics clusters, it was possible to find a preferred marketing strategy: sense marketing strategy was preferred by consumers who were married, relatively older, higher education background with higher family income; emotion marketing strategy was recognized by people with higher education background and family income; thinking marketing strategy was recognized as preferable by people who were married, younger with higher education background; and finally, action marketing strategy was preferred by people with higher education background and higher income (Liu, 2016).

In the same year 2016, in two completely different regions, Australia and France, a study was made to examine the impact of the five customer experience dimensions (cognitive, emotional, sensorial, pragmatic) on customer brand engagement, produced in branded marketing events (BMEs). Through a survey in ten wine BMEs, researchers found that Australian customers were influenced by cognitive, sensorial and relational experiences and that their increased customer brand engagement actually strongly influences their brand purchase intention. However, French customer required for pragmatic or physical experiences. An important note form this study is that the impact on customer brand engagement is culture-specific and is important to consider the nature of the consumers and the context of the industry environment (Altschwager et al., 2016).

In sequential years, two studies on coffeehouse chains have analysed the outcomes of customer experience in this industry. In 2017, Chuang and Hu , based on Schmitt (1999) SMEs, explored customers experiences when consuming in 85º bakery Café. Using depth interviews method, the researchers found out the most perceived experiences are sense, feeling and action. On the following year, in the popular and very well-known Starbucks coffeehouse chain, a more specific study was place in order to explore the effects of sensorial experience (sight, sound, taste, touch and smell), on consumer emotions and buying behaviour. Using a questionnaire methodology, the researchers found out that sensorial experiences can strengthen behavioural intentions through emotions. In other words, they verify that emotion is key link between sensorial experience and purchasing decision (Chen & Lin, 2018).

In 2018, Rather (2018) investigated if there was customer experience influence on customer memories and loyalty, hospitality sector. The author assumed Pine and Gilmore (1998, as cited in Rather, 2018, p. 38) four reals of customer experience (esthetics, entertainment, education and escapism), which are not the most uses parameters when studying customer experience. This study evidenced how research on customer experience does not have a stablish structure. It can be easily spotted different parameters and frameworks used by different authors, depending on their study interest. Despite the unusual parameters for customer experience, the results form Rather's work is interesting. Using a survey methodology, the study provided empirical evidence for the influence of customer experience on memory and loyalty.

Lastly, a recent and interesting research on several retail sectors (clothing, shoes, cosmetic, sports, decoration, etc.) studied the relationship between shopping experience dimensions (sensorial, intellectual through design and through employees, social, pragmatic and emotional), consumer engagement and their willingness to spend more time at the retailer. Using a survey methodology on Spanish consumers, researchers found out: the dimensions of experience that increase consumer engagement are the intellectual through employee, the social, the pragmatic and the emotional; the dimensions of experience that lead to the predisposition to extend shopping time are the sensorial, the intellectual through design, the pragmatic and the emotional. Furthermore, additional findings form this research are: emotional experiences act as an indirect effect on consumer engagement when emotions are stimulated from sensorial, intellectual by design, social and pragmatic experience; and the existence of a moderating effect of visit frequency: positive emotion experience, social experience and pragmatic experience have a stronger influence on engagement for consumers who visit more often the establishment (Cachero & Vázquez, 2018).

All of these studies prove how important is to identify which type of experiences involve the desired consumer behaviours for each specific sector. It is known that the consumer of today is constantly seeking to enjoy himself during shopping and is someone who may not even have time to do their shopping due to the rapid pace of life nowadays. For these reasons, retailers became "escape makers", allowing consumers to escape from their daily routine and enjoy the shopping time. The creation of a unique shopping process, through the generation of experiences, encourage the development of a special bond with consumer, which leads to more loyal and engaged customers and encourages them to extend their visit time, as well as increase return intention. Therefore, in order to achieve these types of customer's behaviours is first necessary to identify, in each specific sector or industry, which type of experiences stimulate them (Brun, Rajobelin, Ricard & Beerthiaum, 2017).

2.4. Customer experience strategy in Shopping centres

In the 1980s, shopping centres were the most popular shopping destination. However, in more recent years there was a decline in shopping centre patronage. Industry experts expressed that the existence of many shopping centres that look alike and today's busy consumers, who make fewer trips to the shopping centre, are the reasons for such patronage decline. To combat this tendency and create competitive advantage, Wakefield and Baker (1998) studied how alternative methods as tenant variety, mall environment and shopping involvement, could build shoppers' excitement and desire to stay at the centre. The results of these study showed that the emotional experience of excitement in a shopping centre is influenced by the mall environment and tenant variety stimulus and by the involvement with shopping organism factor. These finding is encouraging to shopping centre managers because the first two excitement-generating factors are under theirs' control and the last one can be reinforce by special promotions or adding variety in temporary basis as car shows, fashion events or toy manufacturer exhibitions, etc. Regarding to desire to stay at the centre, results show that variety has the strongest effect, followed by mall environment, and customers involvement. For shopping centre managers these results are important because evidence shows that spending is likely to increase as consumers stay longer and spending is positively associated with mood. Therefore, if managers promote exciting shopping experience it will lead to competitive advantage in this industry (Wakefield & Baker, 1998).

Lucia-Palacios, Pérez-López and Polo-Redondo (2016) explored customer experience as a concept of cognitive and affective responses and identified its behaviour outcomes. Based on a content analysis technique, the data for this study were obtain through in-dept interviews. Results identified efficiency and confusion as cognitive responses and peacefulness and excitement as affective responses experienced during the shopping trip. Regarding to behaviour outcomes form these responses: efficiency could lead to higher patronage intentions while confusion could reduce buying intentions, and both peacefulness and excitement could lead to increased buying intentions, time spent at the mall and intentions to return.

Strafford et al. (2018) emphasized how is no longer enough for shopping centres to provide only functional utilitarian facilities and goods. Especially for millennials, who constantly seek for experiences over product. In a modern world, were shopping centres have become destinations due to their uniqueness and experientiality, the researchers investigate the role of events as providers of customer experience in the mall. Using survey methodology, the study revealed that efficaciously designed customer experience events lead to future visitation, increased customers dwell time by animating and entertaining visits, boosted footfall and sales for tenants.

In a recent search, Elmashhara and Soares (2020), investigated the relation between entertainment experiences inside the shopping centre and the shopper behaviour. The study proved that permanent entertainment (cinema, food court, arcade or video gaming area, amusement park or bowling, internet bars, fountain shows or aquariums, lottery shops, areas for hosting events and playground zones for kids, etc.) and temporary or event-based entrainment (musical performances, sports and radio station events, charity events, temporary art galleries, fashion shows, etc.) can both enhance desirable shopper behaviour (satisfaction and desire to stay at the mall) directly and indirectly by mediation of shopper emotional experiences.

Resnick (2015) presented real examples of how shopping centres are responding to the changes in the retail market and to compete against big box stores (e.g. Target) and online shopping, by refocusing some of their space on improving customer experience. According to the author, shopping centres started by promoting live music concerts, using kiosk retail experiments in corridors to provide goods that are not offered online on in big box store. Some started to provide healthcare services, as medical centres or dentists, and new entertainment activities as roller coasters. Resnick (2015) case study also present newer models of innovation that shopping centres are trying in order to develop new customer experience and meet customers demand. The first, new model was integrating on-line retailers, enabling customer to order online and pick up the item at a retailer. This option is good for customers who cannot be at home for receiving the packages. The second was repurposing vacated spaces in the shopping centre into co-working spaces. Shopping centres are ideal venue for coworking because are open during evening hours and provide services are food court, bathrooms, printers shops, that worker may need. The third new model was new product exhibits. Spaces where technical experts could demonstrate the use of new products and shoppers could try them out interactively, creating a social, intellectual and pragmatic experiences. The fourth model was pop-up retail, used special for seasonal goods, that may not need space for more than a few weeks, and for apparel and restaurant concepts. The last model promoting the biological and healthier-life trend by incorporating seasonal farmer markets inside shopping centre.

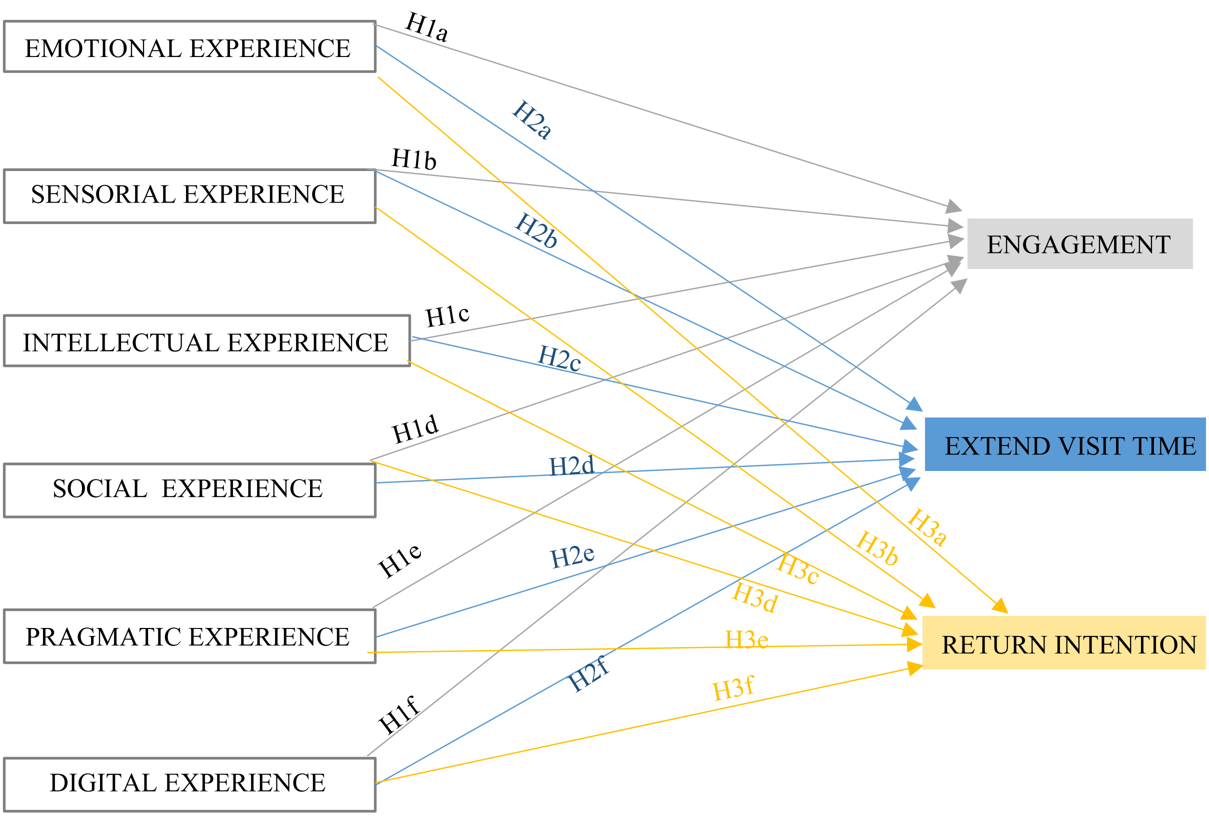
Concluding the Literature Review chapter, it was created Table 2.1, which is in Annex A. This table contain a clear view over the empirical studies presented on this chapter. It includes a content summary of each study regarding: research context, sample design, main variables and data treatment approach.

CHAPTER 3

Conceptual Framework of Reference

This next chapter presents a conceptual framework, which came upon in the literature review process. This framework seemed helpful in responding to the project's objective of exploring customer experience dimensions relation with consumer behaviour. Therefore, it was considered a reference for the study development. This framework was based on a positive philosophy, which goes accordingly to previous researchers (Cachero & Vázquez, 2018; Elmashhara & Soares, 2020).

This section presents the key research variables and their relationships' hypotheses, as showed in Figure 3.1 and Table 3.1.



Source: Own elaboration based on Literature Review

Figure 3.1- Conceptual framework exploring customer experience dimensions, consumer's engagement, consumer's intention to extent visit time and consumer's return intention.

Table 3.1 - Research Hypotheses

Hypotheses
H1.Relation of customer's experience dimensions with consumer's engagement
H1a: Favourable perceptions of Emotional experience have a positive influence on consumers engagement
H1b: Favourable perceptions of Sensorial experience have a positive influence on consumers engagement
H1c: Favourable perceptions of Intellectual experience have a positive influence on consumers engagement
H1d: Favourable perceptions of Social experience have a positive influence on consumers engagement
H1e: Favourable perceptions of Pragmatic experience have a positive influence on consumers engagement
H1f: Favourable perceptions of Digital experience have a positive influence on consumers engagement
H2.Relation of customer's experience dimensions with consumer's intention to extend visit time
H2a: Favourable perceptions of Emotional experience have a positive influence on consumer's intention to extend visit time
H2b: Favourable perceptions of Sensorial experience have a positive influence on consumer's intention to extend visit time
H2c: Favourable perceptions of Intellectual experience have a positive influence on consumer's intention to extend visit time
H2d: Favourable perceptions of Social experience have a positive influence on consumer's intention to extend visit time
H2e: Favourable perceptions of Pragmatic experience have a positive influence on consumer's intention to extend visit time
H2f: Favourable perceptions of Digital experience have a positive influence on consumer's intention to extend visit time
H3.Relation of customer's experience dimensions with consumer's return intention
H3a: Favourable perceptions of Emotional experience have a positive influence on consumer's return intention
H3b: Favourable perceptions of Sensorial experience have a positive influence on consumer's return intention
H3c: Favourable perceptions of Intellectual experience have a positive influence on consumer's return intention
H3d: Favourable perceptions of Social experience have a positive influence on consumer's return intention
H3e: Favourable perceptions of Pragmatic experience have a positive influence on consumer's return intention
H3f: Favourable perceptions of Digital experience have a positive influence on consumer's return intention

Source: Own elaboration based on Literature Review

CHAPTER 4

Methodology

In line with the project objectives and the revised concepts on customer experience dimensions and its relationship with consumer behaviours, the methodology chapter summarizes the research strategy guiding this study. A general description of the research context is first presented, followed by the research design and measurement scales. Afterwards is presented the process of data collection and lastly the data treatment and analyse techniques.

4.1 Research Context

Shopping centres have been subjects of studies for many years. In fact, many researchers have been exploiting shopping centres factors and their impact on customers perceptions in terms of functionality and efficiency. The focus has been on the quality and attractiveness of factors inside a shopping centre as, for example, the cleanness of the establishment, safety, number of stores, the architecture, etc.

This study differs from previous shopping centres' researches because it explores, in an emotional and rational level, the experiential perceptions of customers and if they actually affect their behaviour. As previously presented in the literature review chapter, the customer experience strategy comes as a competitive response for providing unique experiences which capture customers hearts and minds. Sonae Sierra, as leader in shopping centres management industry, desires to explore the contributions of developing customer experience in the shopping centre Centro Colombo (CC) in Lisbon, Portugal.

4.2 Research Design and Measurement Scales

This project has a descriptive research design, which identifies, describes and explains the relation between CC's customer experience and their behaviours towards the shopping centre. (Saunders, Lewis & Thornhill, 2016). For this descriptive study, a quantitative research is performed using a survey instrument. In fact, this study features two types of data sources: primary data as quantitative data by using a survey and secondary data which was collected in the literature review, the market research and in the in-company information.

Regarding to the sampling design process, the target population are CC's customers. The sampling frame was within researcher's network, individuals who usually visit CC or have had visit it in the past. For this reason, this study had a nonprobability sampling technique. The sampling process was therefore based on sending an email to all researcher's contacts asking them to participant in this study. In case the participant verifies as being a CC's customer or had been, then a password to unlock the survey was send, in order to start responding to the questionnaire. Important to state that the initial plan was to perform a presential questionnaire to CC's customers who were inside the shopping centre. However, an online survey seamed the most adequate method of data collection given the safety measures for studying the population given the current pandemic situation with Covid-19.

Concerning the survey, this instrument allows us to get the real perception of customers towards customer experience. For this it was necessary to develop a questionnaire with close ended questions directed to CC's customer experience reality.

In order to study customer experience and consumer behaviour, each dimension and behaviour was composed as multivariate measurement, also known as summated scales. For each of them, a group of items was joined and became a concept variable (Emotional_exp, Sensorial_exp, Intellectual_exp, Social_exp, Pragamantic_exp, Digital_exp, Engagement, Extend_visit_time, Return_intention). Furthermore, as the study include a positive philosophy, all items are presented as positive perceptions of experiences and positive consumer behaviours in a shopping centre.

These items were created based on the previous literature review, and from the external and internal analysis. It was revised customer experience literature (Schmitt, 1999; Verhoef et al., 2009; Jain, Aagja & Bagdare, 2017, Keiningham et al., 2017) customer experience in retail and empirical studies to retail industry (Cachero & Vásquez, 2017; Bustamante & Rubio, 2017; Cachero & Vásquez, 2018, Bagdare & Jain, 2013) and finally revised shopping centres literature (Calvo & Lévy, 2018; Elmashhara & Soares, 2020; Pereira, 2017; Cruz, Orts-Escolano, Gomez-Donoso, Rizo, Rangel, Mora & Cazorla, 2018; Wakefield & Baker, 1998). Additionally, from the external and internal analysis, it was possible to benchmark customer experience examples, already being developed in other shopping centres and list the existing customer experience offers in CC.

With this items' technique it become clearer and simpler for customer to evaluate each dimension of customer experience. The items compositing each dimension are presented in Table 4.1 below.

In terms of the format of scales, it was equal to every customer experience dimension and behaviours. The concepts were measured with a 7-points Likert scale from "1- Total Disagreement" to "7- Total Agreement". The selection of this measurements was based on existing scales in the relevant literature: the concepts dimensions of experience (Cachero & Vásquez, 2017; Bustamante & Rubio, 2017) engagement (Cachero & Vásquez, 2018; Vivek, Beatty, Dalela & Morgan 2014) the desire to extend shopping time and intention to return (Elmashhara & Soares (2020); Cachero & Vásquez, 2018).

Before being applied the questionnaire to the sample, a pre-test was be performed. With this safety measure it was possible to evaluate if the questions were well formulated and if the responses were understood. All the customers that could have been part of our study, but were inquire on the pre-test, were no longer part of the study sample, since they have already seen the questionnaire. Otherwise their answers would be biased and could risk the integrity of the study.

After revising all comments for pre-test and in order to minimize the effort of the respondents, the number of questions had to be reduced and some small alterations had to be done to some questions in order to simplify its reading and interpretation. The final result of the questionnaire is presented on Annex B.

Table 4.1 - Dimensions and respective items

Emotional Experience Items
[1. I am happy]
[2. I am excited]
[3. I am entertained]
[4. I am positively surprised]
[5. Visiting Centro Colombo makes me feel better]
Sensorial Experience Items
[6. I visit Centro Colombo because in there I can touch and see all product and brands that I look for]
[7. I like the restaurants selection in Centro Colombo]
[8. I enjoy the environment in Centro Colombo (Natural lighting, corridors' perfume, Decoration and Design inspired in Portuguese Discoveries, background music)]
Intellectual Experience Items
[9. When I visit Centro Colombo, I get curious about the new stores and brands that have opened or will open in a near future]
[10. I usually visit the art exhibitions in Centro Colombo – "A Arte Chegou ao Colombo"]
[11. I have interest in the solidarity and humanitarian events promoted by Centro Colombo – "Café Memória", "Hospital da Bonecada", "Brinquedos que tocam o coração", etc.]
[12. I would like to assist to Live Concerts, or other artistic representation in Centro Colombo]
[13. I would like to participate in sportive activities promoted in Centro Colombo]
[14. I would like to attend to workshops of, for example: culinary, digital influence, Fitness lifestyle, art, etc., promoted in Centro Colombo]
Social Experience Items
[15. Centro Colombo's stores, products and events are in line with my lifestyle]
[16. I usually visit Centro Colombo with my family]
[17. I usually visit Centro Colombo with my friends]
[18. I identify myself with the other clients in Centro Colombo]
[19. I would like to attend family events as, for example: food tasting or treasure hunting game, etc., promoted by Centro Colombo]
Pragmatic Experience Items
[20. I choose Centro Colombo because it is the closest shopping centre from my home / my working place]
[21. I choose Centro Colombo because of having its own subway exit / bus stop near]
[22. I chose Centro Colombo due to its entertainment offer (Cinema, Bowling City, kids' space - Colomboland) and cultural programmes]
[23. Every time there are sales or promotions in Centro Colombo, I visit it]
[24. Centro Colombo has every store and brand that I look for]
Digital Experience Items
[25. While I am visiting Centro Colombo, I use Colombo's mobile app]
[26. When I look for a present to offer, I use Colombo's mobile app or website]
[27. I use Colombo's mobile app, website or its digital directories to find stores or other information as operating hours or services (WC, baby-change stations, etc.).]
[28. I use Colombo's mobile app or website to be discover new events and campaigns, as well as fashion and lifestyle tips]
[29. In the future, I will use the new *Drive-in* service in Centro Colombo, in order to pick up my purchases. (*Drive-in* service allows customers to acquire their previous requested orders, by being safely delivered in their car, inside Colombo's the parking area]
[30. I would use Colombo's *Lockers* service to collect my online shopping. (*Lockers* is drop-off service for customer that cannot receive their online shopping at home. This service allows customers to collect their orders in the shopping centre. By using a unique QR-code the customer unlocks its lockers and pick up its purchase]
Engagement items
[31. I enjoy spending my free time in Centro Colombo]
[32. Centro Colombo is my first-choice shopping centre]
[33. My shopping experience is not as pleasant in other shopping centre as it is in Centro Colombo]
Desire to stay in shopping centre items
[34. The time I spend in Centro Colombo is worthwhile]
[35. If I had more time, I would extend my visits in Centro Colombo]
Intention to return to shopping centre items
[36. I want to revisit Centro Colombo]
[37. My next shopping centre's shopping visit will certainly be in Centro Colombo]

Source: Own elaboration

4.3. Data Collection

In the interest of fully understanding the factors affecting the customer experience in CC, it was necessary to perform a broad analysis on this industry. Therefore, the data collection of this study was composed by four sections – literature review, external and internal information and survey.

The first research stage entails a collection an in-depth analysis of existing literature on the project related topics – experiential marketing, customer experience, customer experience dimensions, consumer behaviours in retail and shopping centres. Scientific articles, referenced books, academic papers, and others, were the source for the development of this conceptual model.

The second stage was developing an external and internal information analysis in order to deeply access Sonae Sierra's and CC's competitive position. For the external analysis, market studies were important tool to draw conclusions. Data was extracted from INE Statistics Portugal, Banco Portugal, Pordata, Marktest, Portuguese Association of Shopping Centre (APCC), CBRE, Cushman and Wakefield, and other institutions. For the internal analysis, was collected the public data about the company and the shopping centre. This data was available from the company directly to this thesis or released by Sonae Sierra's and CC's official communication channels.

Finally, the third stage was the gathering responses by an emailed survey. The survey data was collected after distributing the questionnaire for two weeks, stating on the 12th of June 2020. The purpose of the survey was providing insights on customers' opinions regarding CC's customer experience and on their behaviours towards this shopping centre. Besides these questions the anonymous survey personal information about the respondent as demographics (sex, age and residence district) and respondents' visiting habits to CC (visit frequency, usual day in week and time during the day to visit). The sample technique for this survey was non-probabilistic. The participants responses were received with total confidentiality and anonymity.

4.4. Data Treatment and Analysis Techniques

For examining each experience dimension (Emotional, Sensorial, Intellectual, Social, Pragmatic and Digital) and behaviours (engagement, intention to extend visit time and return intention) a quantitative research was implemented using a survey tool.

A total of 182 valid responses were considered, representing 97,8% valid response rate. After downloading the questionnaire responses, all collected data was exported to Excel to be adjusted, in order to become suitable for the chosen statistical program IBM SPSS Statistics 26 version.

The first step of data treatment, after excluding the invalided responses, was translate all data from the Portuguese questionnaires to English. The selected language for the questionnaire was different form the main language of this study due to the fact that the sample nationality was Portuguese.

The second step, for preparing the analysis in IBM SPSS statistics, was defining the type of variables present in the study. Sociodemographic variables as Sex, Age group and District of Residence were denominated as nominal. In the same way, the questions "How often do you visit Centro

Colombo?”, “In which days of the week do you usually visit Centro Colombo?” and “In which time of the day do you usually visit Centro Colombo?”, were designated as nominal variables. Concerning the measurement scales used, all items from customer experience and consumer behaviours were considered as ordinal (following a Likert scale from 1 to 7) while the new variables, representing dimensions, were generated as scale variables and treated as interval data (Sullivan & Artino, 2013).

With all variables properly computed, study’s data could now be analyses and study’s hypothesis tested. For the purpose of ensuring the internal consistency of measurements, a reliability analysis was performed, based Cronbach´s Alpha coefficients. Subsequently, descriptive and frequencies statistics were conducted, as well as Multiple Linear Regression (MLR) Analysis.

CHAPTER 5

Information Analysis

5.1. External Analysis

This external analysis consists on an objective assessment of the changing world, in which shopping centres operate in. With this analysis is possible to identify potential threats and opportunities in this sector. For a clear presentation of the external factors three major areas were identified: PESTEL analysis, shopping centres external context and customer experience in Portuguese retail and in Portuguese shopping centres.

5.1.1. PESTEL Analysis

Political Factors

Portugal is a member of the European Union (EU) (1986) and belongs to the euro area since its beginning in 1999. This relationship and its trade agreements and rules directly influence Portuguese government policies and economy.

Affected by the public debt crisis on the eurozone, Portugal faced a terrible economic crisis and was forced to enter in a bailout plan, where Troika implemented strict and austere measures in order to prevent more economic deficit. Portugal officially exited the bailout plan (Financial and Economic Adjustment Programme with Financial assistance) in June 2014. With Troika's exit, Portugal perceived a hopeful future with economic growth and ideal conditions to success.

By February 2020, the political framework in Portugal was undergoing a phase of stability. By the second time in a row the socialist party won the September's 2019 legislatives, which lead to believe that no drastic change would take place during this year. In fact, for shopping centres' sector, the Government National Budget for 2020 did not contained any new regulations, pointing to a smooth and promising year.

However, in March 2020, the world faced a drastic pandemic, which affected everyone and everything, leading to an unstable environment in all sectors. As a security measure to avoid the spread of the Covid-19 virus, Portuguese government implemented a political regulation prohibiting the usual operation of shopping centres or any other commercial surface.

In order to help the government analysing and taking actions in all matters and situations affecting the shopping centre industry, an association called Associação Portuguesa de Centros Comerciais – APCC – was founded in 1984. It is a national scope and non-profit association which objectives include the protection of the legitimate interests and rights of the owner, developer, and managers of shopping centres, as well as mediate with the Public Portuguese Administration entities in the preparation of legislation which affect the industry of shopping centres (APCC, 2017).

Legal Factors

Influencing the shopping centres sector in Portugal, the Ministry of Economy established on *Diário da República* the decree-law nº10/2015, which approves the legal scheme for the access and exercise of trade, services and catering activities (regime jurídico de acesso e exercício de atividades de comércio, serviços e restauração - RJACSR). RJACSR covers activities as trade establishments (examples: wholesale and retail trade of food products), services provision establishments (example: reparation workshops of vehicles), catering and drinks establishments and warehouses. These activities are subject to common procedure, offering more safety to economic operators (Diário da República, 2015).

Shopping centres within national territory are also subject to the compliance of the Construction and Building Legal Scheme (RJUE) and other important decree-laws as: decree-law nº220/2008, settled by the Minister of Internal Administration, stablishing safety against fires in buildings and law nº46/2019, settled by Assembly of the Portuguese Republic, which implement the regime of performing activities of private security and auto-protection, essential for protection of people and assets within the shopping centre and prevent practices of felonies (Diário da República, 2008; Diário da República, 2019).

In sustainability terms, undeniably the entire world wants to see immediate responses and actions that lead to environmental sustainability. All sectors, including shopping centres, already have to include sustainable management policies, being a significant business objective and a competitive advantage tool. Nowadays, since the first step when planning a new building or refurbishment, is already required the implementation of sustainable solutions that will lead to minimize the environmental impact. Efficient use of renewable resources and energies, as well as efficient water and waste management, complemented with creating green spaces. Although there are not specific regulations for sustainability management in Portugal, the European Union revises the patterns of buildings in order to reduce greenhouse gas emissions, since European building represent 40% of energy consumption and produce 36% of the greenhouse effect. In two years, new legislation aligned with *Green New Deal for Europe* will be applied in order to achieve a reduction the impact on the environment. Until there shopping centres follow international patterns as ISO 14001:2015, which will sooner or later become part of Portuguese rules (APCC, 2020b). ISO 14001:2015 is a certificate which recognizes the centre's proactive efforts to implement policies and procedures that are sympathetic to the environment. It specifies the requirements for an environmental management system, which provide value for the environment, the organization itself and interest parties as customer, who are becoming more aware and demanding regarding sustainability shopping centres (ISO, 2015).

The latest regulations regarding shopping centres are implemented for reducing the exponential spread of Covid-19 Virus. These measures ensure the safety of all customers and workers. The Ministry of Economy publish a restriction on the access to commercial, restaurants and drinking spaces. At 15 of August of 2020, the regulations stipulated that all spaces that are accessible to the public, as shopping centres, had a maximum occupation of 0,05 persons per square meter (sq.m) and as minimum safety distance of 2 meters between two persons. (Diário da República, 2020).

Economic Factors

During 2019 Portuguese economy continued its positive momentum as experienced in previous years. Everything lead to believe that 2020 was going be the continuation of this positive economic growth, only with a slower pace.

The real growth rate of 2019 Portuguese GDP was 0,2 percentage points less than previous year. This evolution was driven by the less intensive but positive contribution of domestic demand and investment. The domestic demand increase reflected the growth of private consumption at a slower pace, in line with the rose of purchasing power and the fall of the unemployment rate. Investment increased 6.4% in 2019, thanks to the growth in construction sector and retail sector (Cushman & Wakefield, 2019b). Regarding net external demand, it presented a slightly less negative contribution than in 2018, with a deceleration of both exports and imports of goods and services (Banco Portugal, 2020a) (see Annex C – Table 5.18).

Comparing Portugal with euro area, the GDP of euro area grew 1.8% in 2018 and 1.3% in 2019, while Portugal grew 2,4% and 2,2%, respectively. These values positioned Portugal economic growth slightly above Eurozone Countries (Banco Portugal, 2020a) (see Annex C – Table 5.18).

Harmonized Indices of Consumer Price (HICP) is designed for international comparison of consumer price inflation. HIPC is used by the European Central Bank for monitoring of inflation in the Economic and Monetary Union. Portugal had a decrease in prices from 2017 to 2018 of 0,4% and higher decrease from 2018 to 2019 of 0,9% (Eurostat, 2020). With an annual average rate of 0.3% in 2019, Portugal position is below average of euro area inflation (euro area average 2019=1,2%) (see Annex C-Table 5.19).

In recent years Portuguese and euro area consumers have been growing their confidence thankfully to countries actual economic recovery. Although, by the end of 2019, consumer confidence indicator deceased starting 2020 with lower consumer confidence (Banco Portugal, 2020b). As indicated by the Portuguese national institute of statistics (INE, 2020a), starting the year with this low evolution, resulted from the negative perspectives of a slowing down of the positive country's economic situation. Decreases on major purchases, on Portuguese household financial situation and on saving expectations (see annex C- Figure 5.8)

As previously referred, in the beginning of this year every economic factor leaded to believe in a moderate growth of Portuguese economy during 2020 and future years. However, all these projections became useless on March 2020, as the world was faced with a devastating pandemic, resulted from Covid-19 virus. This pandemic leaded to a global economic breakdown affecting the well-being of its citizens and all companies' activities. The 2020 projections expect a reduction of Portuguese real GDP of 9,5% due to the disruption in the global supply chains, the high uncertainty and disturbances in the international financial markets. In the two following years, Portuguese economy presents a notorious rise of 5,2% in 2021 and then a growth of 3,8% in 2022. Relevant to say the pandemic impact has a very persistent nature, which makes impossible to the PIB return to the original path, projected in December 2019 (Banco Portugal, 2020a) (see annex C – Table 5.18).

HICP inflation has high associated uncertainty due to the crises' nature, affecting the aggregated supply and demand, leading to relative prices alterations. Therefore, Portuguese HICP inflation is expected to increase in the following year, from 0,1% in 2020 to 0,8% in 2021 and 1,1% in 2022 (Eurostat, 2020) (see Annex C- Table 5.18).

Also affected by the pandemic are other economic factors as private consumption (-8,9%), gross fixed capital formation (-11,1), exports (-25,3), imports (-22,4) and employment (-4.5%), all expected to decrease exponentially, which is a signal of uncertainty and recession for future times (Banco Portugal, 2020a) (see Annex C- Table 5.18).

When analysing economic forecasts is important to refer the impact of uncertainty and complexity of the effects of this pandemic. The fact that this crisis is synchronized and generalized to all around the world, lead to an exponential breakdown of the economic activity due to the collapse of worldly commercial flows, the political instability and risk tensions of financial markets, all of these can impact directly the fluctuations of these projections.

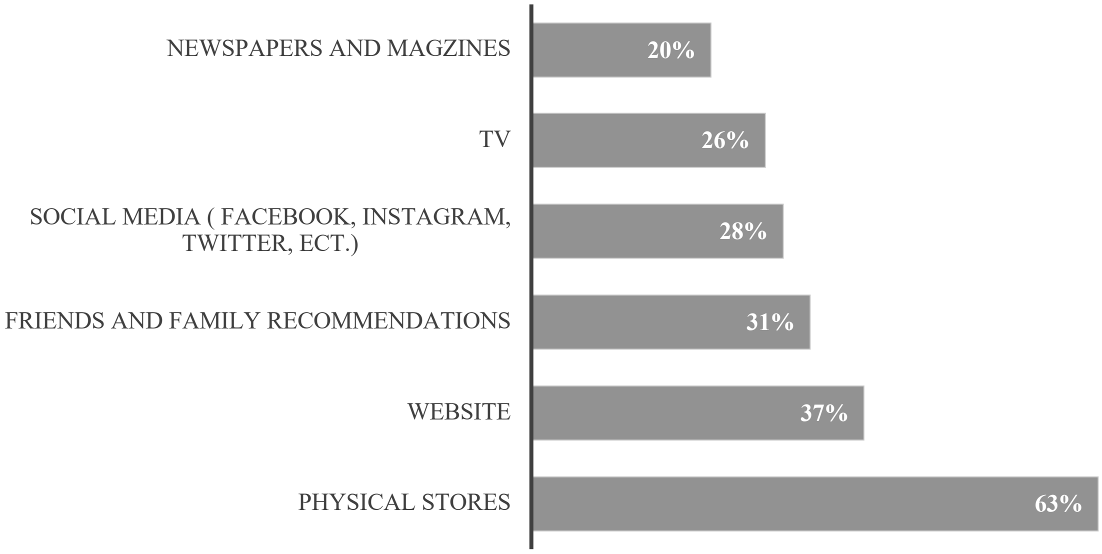
Social & Cultural Factors

According to INE (National Institute of Statistics) (2019), the resident population in Portugal on 31st December 2018 was estimated at 10.279 million persons. Within these inhabitants, 47,22% are men and 52,78% are woman. For these 10.279 inhabitants the unemployment rate is one of the most important factors to guarantee a positive or negative view about their future. Portuguese unemployment rate breaks the reducing tendency of the last few years, increasing to 10,1% in 2020 and projections point to a very gradually decrease over 2021-2022 (see Annex C – Table 5.18). The evolution of the Portuguese unemployment rate will critically depend the measures implemented to support companies and families. These values put at risk the stability and security of Portuguese family's income, which will certainly lead to a pessimist overview of the future and a diminishing purchasing power (Banco Portugal, 2020a) (see annex C - Table 5.18).

Regarding demographic ageing, Portugal presents itself as an old country. In fact, Portugal is at third place of aged eurozone countries, with median age of 44,8 years, only below Italy (46,3) and Germany (46,0). This older age structure has been intensified in the last decades due to low birth rate and increased longevity. In fact, Portuguese population current life expectancy at birth is 77,78 years for men and 83,43 years for woman. These increase in average life expectancy in the last decades has been a consequence of the revolutionary living conditions and technological progresses in science and medicine area. (INE, 2019).

In addition to the social aspects that shape a county, the cultural and consumption patterns are essential to understand the current customer. Portuguese consumption habits, uses and customs are always changing as result of political, economic, social, environmental and technological developments.

When discussing Portuguese shopping centre culture, Deloitte's study (2019) proved that shopping centres are the first choice of Portuguese consumers. 67% of Portuguese consumers within the study choosed shopping centres as the place to shop and also their preferable way to get ideas and advises on their shopping (Deloitte, 2019). With emerging of new and more convenient sources of information, as online stores or websites, it was expected that Portuguese customers would preferer to make a purchase decision based on these new ones, instead of having to dislocate themselves to the actual physical store. However, Deloitte's study proved the opposite. For the Portuguese consumers the first-choice mechanism for getting ideas and advices is actual from physical stores (63%). The online mechanisms as research on websites came in second place (37%), followed by asking friends and family for recommendations (31%) (see Figure 5.1) (Deloitte, 2019).

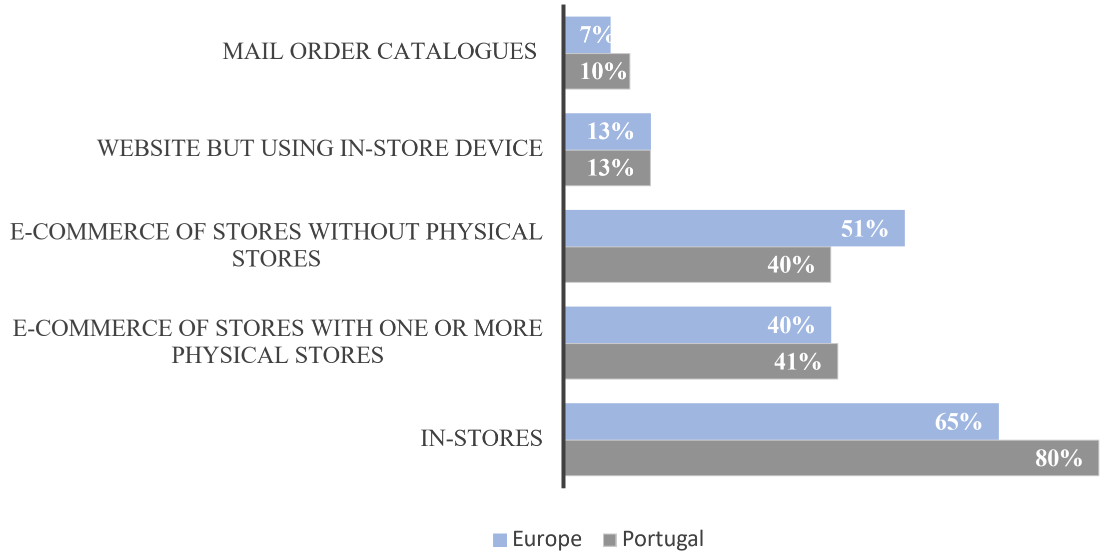


(Own elaboration) Source: Deloitte 2019

Figure 5.1- Deloitte study: Where to search for ideas and advices. Portugal

Regarding shopping centres' competitors, as online shopping or e-commerce (shopping using computer, smartphone or tablet) it is exponentially growing all around the world. However, this current trend did not adjust so rapidly to the Portuguese population. According to CBRE study only 15% of the Portuguese individuals were willing to shop online and the rest 85% still prefer going shopping in physical stores (Monteiro, 2017). In Portuguese culture there is a clear preference of going to physical stores. Deloitte study point this out, when Portuguese customers plan where to make purchases their preference for physical stores is up to 80%, which is still significantly above the European average of buying in-store (65%) (see Figure 5.2).

Is true that online shopping has advantages as, for example, access to other consumer reviews, being easy to compare prices, the convenience of home delivery or the easiness to search for what the consumer need. However, Portuguese consumers are not willing to renounce buying at physical stores. The main reasons for Portuguese preference over physical stores are exchange and return policies, competent and professional advice, after-sale services, protection of personal data and lastly, the actual shopping experience (Deloitte, 2019).



(Own elaboration) Source: Deloitte 2019

Figure 5.2-Deloitte study: Where to buy. Portugal and Europe

In Portuguese culture, going to a shopping centre to shop or to eat is deeply present in its "core". Is a habit passed down from one generation to another. In Portugal they value the experiences that the shopping centre can offer. Firstly, Portuguese culture sees going to shopping centre as an opportunity for socialization experience. For teenagers, who preferably choose shopping with their friends, shopping centres are seen as a place where they can have the best of both worlds, meaning go shopping and spend time with their friends For older generations, being in the shopping centre is not so commonly seen as an opportunity for friend gathering but as a weekend family activity. Secondly, Portuguese consumers agreed it is the best way to be aware of the new trends and a great way to have personalized service in all areas from fashion to gadgets. Thirdly, even the Portuguese who do not enjoy "walking around" the shopping centre, when it has the purpose of "finding a present" it is seen as a positive experience. Is also in this situation that Portuguese consumers most look for help and suggestions from employees. Finally, especially important for Portuguese culture is the "pleasure of bargaining" mainly due to country's low family´s income. For these reason Portuguese customers are known to value deeply sales and promotions on shopping centre (Pereira, 2017).

A study developed by CBRE in 2017, with the participation of 13 thousand consumers of 13 European countries, outstands that 69% of Portuguese consumer prefer shopping in shopping centres, over the small 9% who choose street retail. Comparing with the average European preference, only 55% select shopping centres as destination for shopping (Monteiro, 2017).

With these informations we can have a clear view of the consumption habits of Portuguese, and how distinctive they are from the rest of European countries. The fact that in Portuguese culture shopping centres are very valued and requested make this small occidental country great place to the success of shopping centres, making it very attractive for investors in this sector.

Environmental Factors

One of the main concerns of XXI Century is environment sustainability. Nowadays, governments, companies and activist groups are constantly trying to teach society about the need and urgency of protecting and preserving our planet.

In fact, for the shopping centre industry environmental sustainability is a critical factor. Different measures are taken into consideration when planning the construction or refurbishment of a shopping centre in order to promote a sustainable management. Recycling waste, proper saving-water taps, light sensors to reduce energy consumptions, reduction in the consumptions of plastic. These are some of the top measures that are necessary for promoting a more sustainable shopping centre in Portugal.

According to APCC (2017), in shopping centre sector the sustainability principles include waste management policy, which has record an average recycling rate of 60.3% and policies for average water and electricity consumption.

Technological Factors

The changes in the customers patterns have been influenced by technological progress and innovation. The technological developments from the last decades have impact the daily life of every citizen regarding where, how, what and when to satisfy their needs. Everyone is capable of reaching out everything wished or needed by a simple touch on a smartphone or computer. All industries have to readjust to this new way of living and consumption, and learn how take advantages from it.

In the case of shopping centres, managers have to be permanently looking for improvement and innovation, in other to transform their shopping centres in both digital and physical establishments. As Charles Darwin said "It is not the strongest of the species that survives, nor the most intelligent. It is the one that is most adaptable to change". The same happens to shopping centres industry. If Portuguese shopping centres want to survive, they have to adapt and readjust to new realities. According to CBRE (2018), the key tools for success in this sector are the digitalization, seeing online shopping as an ally not as a threat, creating digital experiences, and create convenience services (CBRE, 2018).

Starting to implement touchpoints to interact with shoppers and make a connection, to social media accounts and investments on digital performance which facilitates gathering information about customer preferences and necessities, to even parking systems developments to facilitate the access to the shopping, all of these are responses to the developments of technology.

5.1.2. Shopping Centres External Context

5.1.2.1. Shopping Centres Sector

According to Cushman & Wakefield (2019a), in the majority of European countries, the shopping centre development is approaching its maturity. Looking at shopping centre space's demand and supply they are in relative equilibrium. Although the pace of new developments has been slowing down in the last five years, the total size of the market is still increasing, and shopping centre competition is strengthening. Shopping centre developments are trying to retain their market positions and are focused on redevelopment and refurbishment projects, aimed at creating sophisticated, modern and aesthetically pleasing shopping and leisure places. Opportunities for new developments are presented in two types: strong leisure component type or smaller convenience/community retail type, where distance to the store, presence of food operator and well curated tenant mix are crucial for a success development.

In Portugal specifically, a rising in the tourism sector, a solid economic growth and constant consumer spending have had a positive impact on shopping centres market. Regardless this positive impact, Portuguese shopping centres development has been slower. The reason for this is the maturity of the sector combined with some concern around the rise of e-commerce and the strong growth of high street retail. Similar to other European countries, refurbishment projects and greater investment in leisure facilities are major strategies for Portuguese developers. (Cushman & Wakefield, 2019a).

Expansion and refurbishment projects see consumer experience as leading strategy. They take this opportunity to add new uses and diversify their offer. While renovating food-courts, creating entertainment and leisure areas and co-working spaces, shopping centres are no longer consider "just a place to buy, but instead a place to be" (CBRE, 2020a). As presented by Cushman and Wakefield (2019a), designed experience elements that are footfall generators include: food offerings, new leisure and entrainment concepts as music events, sporting activities, in-store workshops, free parking and late opening hours to encourage evening shopping.

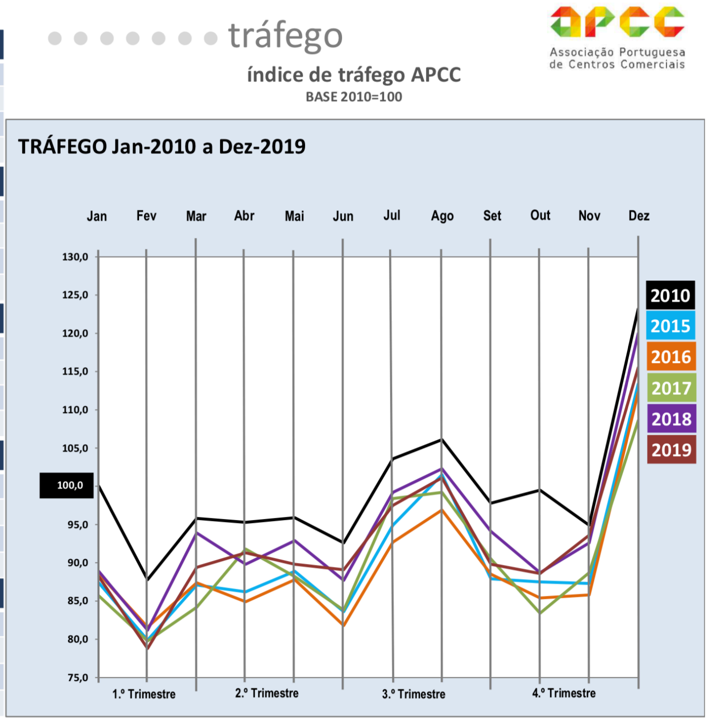
Another opportunity is adapting to an omnichannel retailing. In this new model retailers create experiences to suit both sales platforms, online and physical. By implementing this model shopping centres can accomplish a slight increase in sales, between 2% and 3% according to predictions (CBRE, 2020a).

Having into consideration that shopping centres industry is an integral part of national commerce and retail sector, INE´s Retail Trade Turnover Index evaluates the performance of this industry in Portugal. APCC (2017) presented shopping centres as retail of non-food products (with the exception of fuel) and by evaluating the Retail Trade Turnover Index it can be seen an increase of 5,8% during 2019, more 0,2 pp. comparing to the previous year indicating a good performance by this sector (see Annex C – Table 5.20) (INE, 2020b). According to APCC institutional information, the shopping centre sector in agglomerated in the Portuguese service confederation, which represents around 20% of the national PIB. Estimations point that annual invoicing value regarding APCC shopping centres is about 9 hounded thousand euros (APCC, 2019), which correspond to 0,042% of national GDP (Pordata, 2020)

Each trimester APCC analyses the main operating indicators of shopping centres: Traffic and Sales Indexes. Shopping Centres sector registered during 2019, a decreased of 1,7% (homologous variation) on the Traffic Index, which means a slowdown in the number of visits to shopping centres comparing with the previous year (see Figure 5.3).

Variações Homólogas (%)

2015/2014			
1.º Trimestre	2.º Trimestre	3.º Trimestre	4.º Trimestre
0,2%	-1,9%	0,6%	0,3%
-0,8%		0,5%	
-0,2%			
2016/2015			
1.º Trimestre	2.º Trimestre	3.º Trimestre	4.º Trimestre
1,3%	-1,6%	-2,2%	-1,6%
-0,2%		-1,9%	
-1,1%			
2017/2016			
1.º Trimestre	2.º Trimestre	3.º Trimestre	4.º Trimestre
-3,1%	3,6%	3,6%	-1,0%
0,2%		1,3%	
0,7%			
2018/2017			
1.º Trimestre	2.º Trimestre	3.º Trimestre	4.º Trimestre
5,7%	2,5%	2,6%	7,3%
4,1%		5,0%	
4,5%			
2019/2018			
1.º Trimestre	2.º Trimestre	3.º Trimestre	4.º Trimestre
-2,9%	-0,1%	-2,5%	-1,1%
-1,5%		-1,8%	
-1,7%			



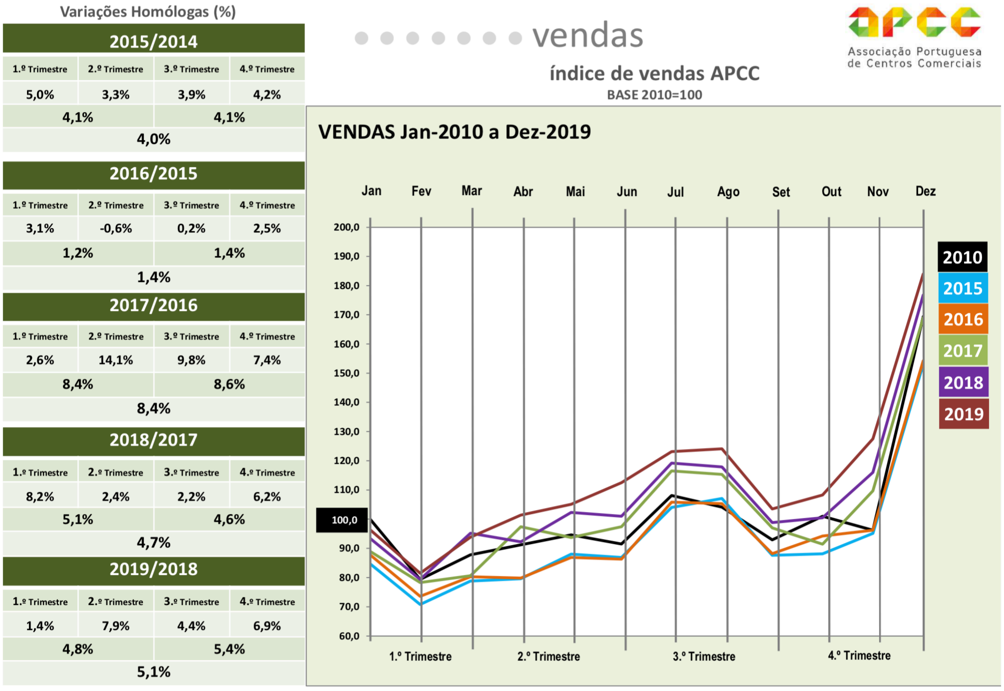
Source: APCC, 2020

Figure 5.3-Traffic Indicator for Portuguese Shopping Centres

Regarding the sales index an increase of 5,1% (homologous variation) was verified, proving that even though the number of actual visits had decreased its productivity continuous (see Figure 5.4) (APCC, 2020a).

As expected, these indexes follow accordingly to the national situation. The lowest footfall is a result of three major factors: first the increasing appeal of street retail supply in the main cities, second the growing development of e-commerce and third the increasing customers' demand for innovation and new shopping experiences. The higher level of sales is due to the increase on consumer private consumption during 2019 (2.3% increase). According to APCC´s members, the average number of visits to shopping centres in Portugal is 550 million per year (APCC, 2019).

Regarding employability in this sector, APCC´s reported estimations point near to ¼ of all retail sales in Europe take place in shopping centres and these centres also make a vital contribution to retail employment. In Portugal, the modern industry of shopping centres represented cover almost 100.000 direct jobs and more than 200.000 indirect.



Source: APCC, 2020

Figure 5.4-Sales Index Portuguese Shopping centre Index (Homologous variation)

5.1.2.2. Shopping Centres Market

Definition of shopping centre according to APCC bylaws

According APCC bylaws a shopping centre means any business development meeting all following requirements (APCC, 2017):

- Comprising at least 12 business establishments and a minimum gross area of 500m2, the majority of these business establishments carrying out diversify and specialised business activities.

- All shops must be located in one single building or in interconnected adjoining buildings, with common areas through which the access to the shops will be made.

- The entire business development shall have a management unit, which is responsible for the implementation, management and co-ordination of technical and commercial services, as well as supervision the compliance of all internal regulations.

- The various business establishments must have the same business hours (opening and closing times), with the exceptions of those which activity nature deviates from traditional business hours.

Typology of shopping centres (APCC, 2017)

This typology of shopping centres was developed by ICSC Europe – International Council of Shopping Centres - and adapted by APCC according to the characteristics of Portuguese domestic demand.

APCC defines shopping centres in two main formats: “Traditional” and “Specialized” (see Table 5.1).

“Traditional” shopping centres are considered all-purpose schemes, which can be either closed or open-air and its classification is based on size: “Very Large” (≥80.000 sq.m), “Large” (40.000-79.999 sq.m), “Medium” (20.000-39.999 sq.m), “Small” (5.000-19.999 sq.m) and “Very Small” (500-4.999 sq.m). In the “Traditional Small” Shopping centres there are two sub-types: “Convenience-based” (or “anchor based”) and “Comparison-based” (or “non-anchor based”). The “Convenience-based” centres include retailers selling essential goods (items consumed on a regular basis) and are anchored by a supermarket or hypermarket. The stores found in these centres are usually chemist, convenience stores, household goods stores, flower shop and pet supplies. Typically, “Convenience-based” centres are located at the edge or out of town. “Comparison-based” centres include retailers that sell fashion clothes and shoes, home furnishing or electronics, toys, luxury goods and others discretionary goods. This type of centre is usually found in the city centre.

In case of “Specialized” shopping centres, typically are opened-air and its classification depends on the specific purpose-built retail schemes and size: “Retail Park” (“Large”, “Medium”, “Small”), “Factory Outlet Centre” and “Theme Oriented Centre” (Leisure-based, Non-Leisure-based). “Retail Park” centres are designed to comprise large and medium scale specialist retailers. “Factory outlet” centres have separated store units, where manufactures and retailers sell merchandise at discounted prices that may be prior season stock. “Theme-Oriented centres” when Leisure-based, are usually anchor by a multiplex cinema and includes restaurants, bars, bowling, gym and other leisure concepts. The “Non-Leisure-based” centre gathers a niche of fashion market or home furnishings or can even be targeting specific customers such as passengers at airports. (APCC, 2017)

Table 5.1 - Shopping centres Typology (APCC bylaws)

<table>
<tr><th>Format</th><th colspan="2">Type of Scheme</th><th>GLA sq.m</th></tr>
<tr><td rowspan="6">Traditional</td><td colspan="2">Very Large</td><td>80.000 and above</td></tr>
<tr><td colspan="2">Large</td><td>40.000 - 79.999</td></tr>
<tr><td colspan="2">Medium</td><td>20.000 – 39.999</td></tr>
<tr><td rowspan="2">Small</td><td>Comparison-based (or anchor-based)</td><td>5.000 – 19.999</td></tr>
<tr><td>Convenience-based (or non-anchor-based)</td><td>5.000 – 19.999</td></tr>
<tr><td colspan="2">Very Small</td><td>500 – 4.999</td></tr>
<tr><td rowspan="6">Specialized</td><td rowspan="3">Retail Park</td><td>Large</td><td>20.000 and above</td></tr>
<tr><td>Medium</td><td>10.000 – 19.999</td></tr>
<tr><td>Small</td><td>5.000 – 9.999</td></tr>
<tr><td colspan="2">Factory Outlet Centre</td><td>5.000 and above</td></tr>
<tr><td rowspan="2">Theme-oriented Centre</td><td>Leisure-based</td><td>5.000 and above</td></tr>
<tr><td>Non-Leisure-based</td><td>5.000 and above</td></tr>
</table>

(Own elaboration) Source: APCC 2017

Supply of Shopping Centres in Portugal

According to APCC institutional information (2019), Portugal is one of the European countries with the highest density of shopping centres, reflecting how this format is successful in our country. Portugal has a Gross Lettable Area (GLA) of more than 3 million sq.m, which represents a density of 312 sq. m per 1000 inhabitants. Portugal is currently outperforming the European Average, which has a density 294 sq.m per 1000 inhabitants. (see Annex C - Figure 5.9). In Portugal the highest growth rated for the shopping centre sector was in the first decade of the millennium. 2009 was the year with highest development growth of shopping centres. However, growth has softened considerably since 2010 and currently essentially comprises expansions and refurbishment of existing centres (see Annex C – Figure 5.10).

Regarding shopping centres distribution, in Portugal they are geographically concentrated along the coast, which comprise the largest number of inhabitants and consequently, the highest levels of purchasing power (Cushman and Wakefield, 2017). The metropolitan areas of Lisbon (AML, Area Metropolitana de Lisboa) and Porto (AMP, Area Metropolitana do Porto) are the most populated regions, where 43,9% of the national population live and represent in terms of GLA 63,2% of the overall supply and employ 65,6% of total number of employees in shopping centres (APCC, 2017).

Shopping centre market is evidencing its maturity buy the age average of the centres in the country, with 34% of shopping centres built more than 20 years ago and only 10% in the last 10 years (Cushman & Wakefield, 2017).

In terms of size, shopping centres in Portugal have an average GLA of 24.500 sq.m. 59% of them are relatively small projects with just up to 20.000 sq. m. Only 3% of existing centres are classified very large (meaning 80.000 sq. m or above). These big percentage of small shopping centres is explained by the fact that with the exception of AML (Área Metropolitana de Lisboa) and AMP (Área Metropolitana do Porto), the population number in the majority of Portugal´s cities do not support having medium, large nor very large centres. (Cushman & Wakefield, 2017).

Demand & Commercial Mix in Shopping Centre in Portugal

In Portugal, Fashion, Restaurants and Other Services and Activities, are responsible for a large share of the business, accounting for 70% of demand (Cushman & Wakefield, 2017).

APCC has analysed the commercial mix of Portuguese shopping centres focusing on the tenant mix offered by each centre type. Breaking down per areas of activity the following is registered: "Fashion" is the activity with largest representation among centres, in average records 40,7% of the total stores. Following "Restaurants" (19%) which is expected given the Portuguese cultural dedication for food. Then "Services and Activities" (13,7%) which was an essential tool when the modern shopping centre were being developed. By having health clinics, car services, travel agencies and other services, a shopping centre became a place where customer could find anything not only for shopping. In addition, the tenant mix in Portugal values "Personal Care and Hygiene" (8,4%) as well as "Leisure and

Culture” (7,4%). With lower percentage in the number of stores, but also important are “Home” items (4,6%), “Electrical appliances” (4,0%), and “Food and Beverages” (2,4%). This last segment has a number of stores because is referring to supermarkets, which is usually just one within each shopping centre (see Table 5.2).

Table 5.2 - Trade mix of APCC Shopping centre (%number of stores and GLA sq.m) by type

				Fashion	Home	Electrical Applicances	Leisure and Culture	Personal Care and Hygine	Services and Activities	Food and Beverages	Restaurants
Traditional	Very Large		Nr. stores	44,6%	4,6%	4,5%	8,5%	7,5%	11,3%	1,8%	17,2%
			GLA	42,2%	5,7%	5,2%	18,7%	4,1%	3,2%	15,3%	5,8%
	Large		Nr. stores	43,2%	4,9%	4,1%	8,2%	7,9%	11,0%	2,1%	18,5%
			GLA	38,8%	8,0%	4,2%	12,3%	5,3%	9,2%	15,2%	7,0%
	Medium		Nr. stores	38,4%	4,9%	4,6%	6,7%	9,0%	15,2%	2,7%	18,5%
			GLA	27,3%	10,3%	5,3%	10,5%	4,7%	8,1%	26,5%	7,3%
	Small	Anchor-based	Nr. stores	12,8%	4,3%	1,2%	2,1%	18,1%	38,3%	1,1%	22,3%
			GLA	13,8%	31,4%	3,9%	1,3%	18,2%	21,1%	0,3%	10,0%
		Non-anchor-based	Nr. stores	35,7%	4,0%	4,2%	6,9%	9,2%	15,7%	3,1%	21,1%
			GLA	33,0%	5,9%	5,3%	10,8%	4,9%	11,6%	17,4%	11,1%
	Very small		Nr. stores	9,9%	0,0%	0,6%	8,1%	8,1%	39,1%	3,7%	30,4%
			GLA	6,0%	0,0%	0,3%	4,0%	12,3%	27,4%	16,7%	33,3%
Specilaized	Retail Park & Factory Outlet cente		Nr. stores	63,7%	3,9%	1,0%	4,4%	5,0%	7,0%	0,8%	14,1%
			GLA	60,8%	7,1%	3,1%	5,0%	2,8%	5,2%	11,3%	4,7%
TOTAL			Nr. stores	40,7%	4,6%	4,0%	7,4%	8,4%	13,7%	2,4%	19,0%
			GLA	36,2%	8,3%	4,6%	11,8%	5,1%	8,7%	17,6%	7,6%

(Own elaboration) Source: APCC 2017

5.1.2.3. Shopping Centres Players and Competition

In the Portuguese shopping centre sector, the most powerful business compete in terms of footfall, sales and consumer satisfaction. Having in consideration the number of shopping centres managed by each player of shopping centre management, here are the top 5 players in Portugal: in the first place is Sonae Sierra, managing 23 shopping centres in all Portugal, including Azores and Madeira (Sonae Sierra, 2020). The second player is Ceentrus Portugal with 13 shopping centres (Ceentrus, 2020), the third is Mundicenter managing 9 (Mundicenter, 2020). Both in fourth place are CBRE and Multi Portugal, each one managing 8 shopping centres (CBRE, 2020b) (Multi, 2020). And finally, in fifth place is Klépierree Management Portugal with 7 shopping centres (Klépierre, 2020).

Relatively to the competition between shopping centres, AML (Área Metropolitana de Lisboa) is the most competitive area in Portugal with 32 centres. Most of them are Traditional centres (30) and the most representative type in this area is the “Small non-anchor” with 8 centres (see table 5.3). According to Jesus (2019), the top 10 most visited shopping centres in Portugal are by this order: Centro Colombo, Amoreiras, Alegro Alfragide, El Corte Inglés (even though is a department store, consumers acknowledge it as a shopping centre), Vasco da Gama, Almada Forum, Oeiras Parque and Dolce Vita

Tejo, all of these closer to AML (Área Metropolitana de Lisboa). In the North and closer to AMP (Área Metropolitana do Porto), the most visited shopping centres are NorteShopping and Mar Shopping.

Table 5.3 -Number of centres by Geographic distribution of APCC shopping centres, according to Type Scheme

Type of Scheme			AML(Lisboa)	AMP(Porto)	Continent (not AML &AMP)	Açores and Madeira	TOTAL
Traditional	**Very Large**		2	1	0	0	3
	Large		7	4	10	0	21
	Medium		7	5	7	2	21
	Small	**Comparison-based (or anchor-based)**	2	1	1	0	4
		Convenience-based (or non-anchor-based)	8	5	9	2	24
	Very Small		4	3	0	0	7
Specialized	**Retail Park**		0	0	2	0	2
	Factory Outlet Centre		2	1	0	0	3
TOTAL			32	20	29	4	85

(Own elaboration) Source: APCC 2017

The competitiveness between shopping centres is depending on their offers. According to Jesus (2019), there are several critical factors that are important for shopping centre consumers. One critical factor is "Quality of the infrastructures", related with the cleanliness and with the architecture design of the space. Another is "Image of shopping centre", impacted by the environment, the familiarity, the type of people who visit it and the actual centre's reputation. A very powerful factor is "Variety of stores" or tenant-mix. In this one, fashion stores and restaurants diversity are the most valuable items. Also important for consumers is "Accessibility or Convenience", meaning the easiness or access and good localization. In this factor customers preferable chose a shopping centre closer to home or their workplace. A crucial factor is "Comfort" and here enters also safety level inside establishment. And the last critical factor is "Entertainment". Shopping centres have offer entertainment options as cinema or game centres in order to target different customers and surely has been proved a success.

Besides the expected rivalry between shopping centres and its managers, there is further competition in this sector. The new contenders to fight for consumer's attention are high street retail and e-commerce. High Street Retail has been extremely dynamic in the last few years and will continue its development, specially in zones impacted by the tourism. Regarding to e-commerce, although Portuguese population prefere going to physical stores, e-commerce has been rising and having a modest penetration in Portuguese culture (CBRE, 2020a). This online shopping tool offers extreme convenient and comfortable buying from home or from work, which make extremely challenging for customer to actually visit a shopping centre. For these reasons is extremely important to promote digital developments, customer experience and convenient services for shopping centre customers. (CBRE, 2018).

5.1.2.4. Shopping Centres Customer

Nowadays, a shopping centre customer has distinct demands and characteristics, comparing to previous generations. With technological evolution and consequently broadly knowledge of what the world has to offer, customers are constantly expecting to find the "wow factor" in every visit. In fact, customers have a set of new expectations that challenges shopping centre managers every day.

Regarding to the new expectations or demands, the first is the synergy between physical and online shopping, also called "omnichannel" (Cushman & Wakefield, 2019b). Portuguese consumers value a previous online consultancy on the product they want to buy (28% search in social media and 37% in websites). However, it is in the physical store that they preferer to purchase it. According to Deloitte study, 80% of consumers performed the final purchase presential in-store (Deloitte, 2019).

Is interesting to know that having an omnichannel offer, is a requirement from every generation. It would be expected that M*illennials*, often known as the "online natives", would prefer online shopping. However, according to a study performed by O Observador Cetelem (2018), *Millennials* admitted that visiting shopping centres is a great leisure and socialization activity. In Portugal, 84% of millennials confirmed their preference over shopping centres and 58% of the rest of Portuguese population also admitted choosing it as preferred shopping place (O Observador Cetelem, 2018). Therefore, omnichannel is a seen as critical factor for attracting customers from all ages.

The second desire is experiencing the product. According to O Observador Cetelem (2018), consumption habits show: 60% of customers say it's important to see and touch what they are buying, 54% said that is appealing the opportunity of buying immediately and take it in the moment contrarily of waiting for the delivery when shopping online, 40% says that having a demonstration "live" reinforces their intention to buy (O Observador Cetelem, 2018).

The third requisite from the present customer is creating an environment which is digital but also humanized. Customers seek for digitalization, but they are not ready for "dehumanization". They want digital innovations but at the same time, they want to feel and share emotions with others. Customers look for spaces where they can live unique experiences in digital, sensorial and emotional aspects. They expect from shopping centres a large and diverse set of offers. From stores where they can shop to activities of leisure and places to relax (O Observador Cetelem, 2018).

In order to characterize a Portuguese shopping centre customer is important to look at what are their motives for visiting, their shopping habits and the different behaviours according to demographics.

The most common motive for visiting a shopping centres is making purchases (68.1%). Another motive is to have a meal (33,7%) since shopping centres offer a vast offer of restaurant. And some customers admit enjoying just walking around (32,5%) and see stores´ widow displays (31,9%) (Grupo Marktest, 2014). In addition, Pereira (2017) pointed out that in true Portuguese culture one of the biggest reasons for visiting a shopping centres is looking for sales or promotions. Therefore, a shopping centre with worth and frequent sales becomes very popular and requested.

Regarding to the shopping habits, the preferable day of the week to visit a shopping centres is Saturday (57,5%). In fact, Portuguese families have the tradition to enjoying their weekend in shopping centres, due to its offer of attractions and entertainment and at the same time the convenience of having everything they need in one place. Referring to daytime preference, Portuguese visit more often a shopping centre in the afternoon (58,4%) (Jesus, 2019).

In demographic terms, there is evidence that Portuguese females are more likely to actually enjoy walking around and admire stores´ window display within the shopping centre (Pereira, 2017). Regarding to age groups, the younger generation, ages between 18-24, spent more frequently their free time in a shopping centre (87.9%) (Grupo Marktest, 2004). Curiously, both younger generations as older ones, recognized going to a shopping centre as a socialization experience. The only difference is that younger generations enjoy shopping with their friends and use this activity as a gathering opportunity, while older generation see it more as a family activity. With regard to social classes, Portuguese consumers with highest affinity with shopping centres are from middle class, which represent 60% of Portuguese population (Grupo Marktest, 2014).

5.1.3. Customer Experience in Portuguese Retail

Even though customer experience may seem a relatively fresh strategy in the retail industry, many retailers have been implementing it for years. Some brands are even more recognized by the experiences they promote, than to the actual products or services they sell.

This is the case of brands like Nespresso. From its broad variety of products, the sympathy of every collaborator, to the offered coffee at the end of the visit. All of this is promoting a unique experience for the consumer and increasing their desire to return. Another brand that design experiences for customers is IKEA. As worldwide known brand, its experiences are enhanced by personalization and easiness in building their products. In fashion industry, Massimo Dutti differentiates itself from other clothing brands by promoting comfort, constant organization and employee´s warmth towards customers. Another clothing brand that is also considered a “Customer Experience Champion” is Saccor. This is a brand of reference for Portuguese consumers due to having frequent sales and promotions, which are very valued in Portugal. At last Nike focus on promoting easy service experiences when buying or returning. Customers find it easy-to-use and acknowledge the comprehensive collaborators, who intentions are directed for the happiness of customer (KPMG, 2018).

As a direct competitor of Portuguese shopping centres, there is another example of a successful brand implementing customer experience, El Corte Ingles. The Spanish department store chain decided to create a “Gourmet Experience” which consists in innovating an entire food-court to only offering food and beverages from Michelin Star chefs and national gastronomy. Besides the “star quality” restaurants, El Corte Ingles also opened a balcony area where customers can enjoy their meal and the view at the same time (El Corte Ingles, 2017).

Studying these thriving brands, can be a benchmarking analysis of successful implementation of experience strategies. In fact, based on this prosperity, some Portuguese shopping centres have already begun to implement in their spaces.

5.1.4. Customer Experience in Portuguese Shopping Centres

In Portugal, some shopping centres have started optimizing customer experience and transforming into "living spaces". Their managers are focused on promoting experiences which can only be taken in the physical space of shopping centres.

Distribuição Hoje (2019) presented a group of Portuguese shopping centres which have been developing new experiences for its customers.

In 2014, Alegro Setúbal, install interactive Muppies in which the customer is the author of all digital content. Another digital experience promoted in this centre was making payments via MB Way or QR Code, making payment an easier and faster experience.

Alegro Alfragide acknowledged the necessity of partnering with OLX and stipulated an official spot inside the shopping centre where buyers and sellers from this website could perform the exchange. This initiative was implemented to promote a safer and easier experience of online shopping for its customers, proving that online and offline shopping can be complementing each other. Additionally, this centre was a pioneer in Portugal in creating a "pet-friendly" policy which allow the entrance of dogs inside the centre. Customers can appreciate all services and stores within the centre in the pleasant company of their four-legged friends. The only restriction is the presentation a canine passport, which contains information regarding vaccination, microchip and dog insurance. This innovated policy became a factor of success of customer experience creation for the dog lovers.

Freeport, an outlet centre, has concierge and cloakroom services for every customer. And for VIP a special lounge adjusted for their necessities and requests. As international visits are frequent in Portugal many shopping centres have adopted international signalization and customer service programs to help tourist find what they need.

CC created different touch points along the customer journey for improving customer experience. The first touch point starts right in the parking area, where signalling devices show free spaces making it easier to finding a spot to park. In the interior, CC offers a baby care space, recognized by the international council as the best baby spaces in all European shopping centres. In this space parents can have a calming environment for feeding their babies and also offers the possibility of renting strollers, which promoted a comfortable experience for parents and babies while visiting the Centre. Since customers are constantly on their phone and using it is essential for a good shopping experience CC created recharging stations in case the phone run out of battery and a WhatsApp account for customer service, which gives any advice when looking for a specify store or ideas for gifts. This combination of digital help but with humanized interaction was very well received by customers. CC also recognized tenant mix as a key factor for improving customer experience. For this reason, in the last few years it has been gathering new stores or renovating the old ones, in response to the demanding customers who look for better, new, and improved customer experience.

Amoreiras Centre focused on offering personalized services by gathering consumption habits and likes, using customer smartphone. The centre delivers though SMS or newsletter segmented information that will go in accordance to customer need and wants, increasing its willingness to return. Amoreiras has creating a living experience that not many shopping centres have to offer, in this Centre customer have the opportunity to go to a panoramic viewpoint over the city of Lisbon. This viewpoint is an amazing attraction of tourists as well as the premium international brands that already take part in Amoreiras tenant mix.

All of these shopping centres are competing for being the best at promoting customer experience. For this reason, it is so important for Sonae Sierra and CC's managers to upgrade their position and find out what are the most suitable and desirable experiences for their customers.

5.2. Internal Analysis

In the interest of planning a successful experience strategy in CC, is first necessary to perform an internal analysis. With this is possible to examine Sonae Sierra and CC's internal environment, assessing to their resources, competencies and competitive advantages.

5.2.1. Sonae Sierra

Sonae Sierra is an international real estate company that develop, manage and invest in sustainable assets. They also provide investment, property management, architecture and engineering services for clients in geographies as diverse as Europe, South America, North Africa and Asia, while creating shared value for our business and society. As a pioneer in the creation of themed shopping Centres, Sonae Sierra remains a leader in the development and management of exceptional retail concepts for clients. A combination of passion, experience, knowledge and expertise has enabled to build a track record of success, spanning more than 30 years.

A unique understanding of the business and markets in which they operate, has allowed Sonae Sierra to deliver architecturally impressive and financially rewarding shopping centres all around the world. With sustainability as a central goal for everything performed, each project is a step towards accomplishing the ambition of clients, investor and partner, but also benefiting and respecting the communities' needs, values and cultures, in which each real estate is located. Sonae Sierra sustainability strategy is built around three focus areas – "Safe People and Resource Resilience", "Future Fit Retail" and "Knowledge"- where is most effectively created shared value for the business, the society and the environment. "Safe People and Resource Resilience" area is related with controlling safety, health and environmental risks by delivering sustainable services. “Future Fit Retail” area focus on anticipating emerging retail trends and pioneering new concepts that respond to changing consumer expectations and exploring the interface between sustainability and innovation to support clients and tenants´ business performance. Consumer demand for green and ethical products and services is increasing, Sonae Sierra have been adapting radically to the changing world. “Knowledge” area is centred in increasing human capital while ensuring high levels of staff productivity and embedding more sustainable lifestyles, aiming to improve health and wellbeing amongst staff and local communities.

Sonae Sierra is present in 11 countries – Portugal, Spain, Italy, Germany, Greece, Romania, Brazil, Morocco, Colombia, Algeria and Poland – and its current portfolio includes 83 managed and/or leased shopping centres, from which 27 are owned with a total GLA of 1,27 million sq.m with an open market value of 7 billion euros. Sierra´s shopping centres have more than 450 million visits per year and employ more than 1 million direct employees.

In Portugal Sonae Sierra portfolio incorporates shopping centres with ownership, management and/or leasing - ArrábidaShopping, CascaisShopping, Centro Colombo, Centro Vasco da Gama, Estação Viana Shopping, GaiaShoping, GuimarãesShopping, MadeiraShopping, MaiaShopping, NorteShopping, NorteShopping- Expansion, Parque Atlântico, Serra Shopping, ViaCatarina Shopping – also includes shopping centres with just management and leasing - Albufeira Retail Park, AlgarveShopping, Coimbra Retail Park, LeeiriaShopping, Nova Arcada Shopping Centre – and four with just management – AlbufeiraShopping, CC Continenente Portimão, CoimbraShopping, Portimão Retail Centre.

5.2.2. Centro Colombo

CC is established in Lisbon. In the Portuguese capital, there is dense competition between shopping centres. Although its proximity to other shopping centres, these do not have similar segmentation and differ in terms of size, tenant mix, values and experiences provided to their customers.

CC has a “Traditional” Format and is considered as “Very Large” type with 114,854 sq.m of GLA. In its area has a total of 342 stores and 3,846 parking places for customers and employees. It was inaugurated on September 1997, counting now 23 years of existence and still is considered a benchmark Shopping Centre in terms of innovation, adaptation and success.

The anchor shops of CC are Midas, C&A, Worten, Zara, Continente, Cortefiel, Fnac, Health Club Solinca, Sport Zone, Toys R´ US, NOS Cinemas and Imax Room, H&M, Primark, Bowling, City, Berska, Forever 21 and Lefties. There is no surprise that anchor shops in CC are predominantly Fashion stores since, this type of stores are the most demanded by shopping centres customers (APCC, 2017).

Following the fashion demand, consumers are indeed looking for being entertained and enjoyed during their visit to the centre and for that activities like cinema and bowling are offered and indeed attract large portion of customers and for that are considered also as anchor stores. CC’s managers know how important it to be constantly innovating and implement new trends. Nowadays a trendy lifestyle is related with health and fitness. As response CC stablished shops as Sport zone and Health Club Solinca, a gym inside the shopping Centre. Why is a gym so valuable both for customers and CC's success? For customers who want to practice, they have the convenience of parking inside and entre in the gym without living the establishment, then after training they can grab something to eat from the vast options of restaurants. For CC's managers this is an opportunity for increasing footfall as gym users to walk around the centre and increases the possibility of any purchase.

By the percentage of each type of stores is clear that fashion (43,9%) is number one choice of CC's customers. This is followed by restaurants (18,2%,) and then services and other activities (11,1%). With minor variety of store is leisure and culture (8,5%), hygiene and personal care (6,7%), home articles (4,9%) and electrical articles (4,6%) (see annex D- Figures 5.11 and 5.12).

5.3 Competitive Analysis

In this chapter it was explored the competition market in which Sonae Sierra and CC are inserted. This analysis will be divided in two parts, SWOT analysis and Critical Success Factors analysis.

SWOT Analysis

See Table 5.21, in Annex D, for a summarized SWOT table.

Strengths

Sonae Sierra has been a market leader for years in the Portuguese shopping centre industry. As an international real estate company with 30 years of experience, they are experts in developing, creating and managing unique spaces and experiences for their customers and stakeholders.

Sierra´s portfolio includes multiple assets all across the world. This diversification allows managers to acquire both local and international experience and also in-dept knowledge of the market and its challenges. Their first-class services include investment, architecture and engineering, property management and sustainability services. Their diverse offers not only guarantee the reduction of the risk of their business but also provides to its customers with a variety of innovative products and services. Sierra´s constant attention over current trends is crucial achieving the standards of their consumers' demands and needs.

Sonae Sierra´s key differencing factors include long term and reliable partnership with stakeholders, shared experience and know-how with clients. Also proven expertise in own projects ensure the right advice for investors. Sierra is known for delivering outstanding shared value leveraged by a sustainable and flexible driven strategy.

Regarding to CC, this centre is one of the biggest ones in Europe. Its localization is prestige, with great and easy access form private car, public transports or even on foot, which is the case of customers who live or work close by. As a "Very Large" shopping centre, it has a wide diversity in the types of stores, restaurants and services to offer (car services, dental clinics, travel agencies, CTT, banks, pharmacies, etc.). CC is also recognized by its entertainment offers. It includes fixed activities as cinema or gaming rooms but also temporary activities, as art exhibitions or travel fairs and others.

Weaknesses

Having a large shopping centres' portfolio as Sonae Sierra´s comes with intense work. Sierra´s work implies a great knowledge and constant attention to every change in these worldwide markets. An extensive portfolio can be difficult to manage and implies urgent problem-solving capacity on a daily basis.

Being part of the Sonae Group, Sonae Sierra is affected by every circumstances and reputation status of this group. It can be both an advantage and a disadvantage to be associated with such recognized business.

One of CC's weaknesses is relatable with its lifetime. This shopping counts already with 23 years of existence since its inauguration. Not being a recent and brand-new establishment, might lead to believe that CC is outdated or deteriorating.

Another weakness regarding CC is how the centre is perceived in terms of security. The existence of a police station in the building can be interpreted either positively or negatively. It can be seen as a comforting sign, as customers might believe protection is close by. However, for other customers it might be recognized as a sing for insecurity. Having a police station so close may shows a necessity of police involvement in recurrent situations inside of the shopping centre.

Opportunities

In a world that is always innovating and evolving, shopping centres have different opportunities to improve.

The first opportunity is improving customer experience for shopping centre visitors. As previously presented by customer experience researchers, this strategy can lead to higher levels of footfall, consumer's satisfaction and engagement. Therefore, it is needed for shopping centres to improve and became exceptional in their customer experience offers.

Another opportunity for this industry is tourism. Shopping centres should become a "must see" in tourists tours. For many reasons as architecture or building's design, the stores and brands mix, the good prices, the convenience and comfortability.

Having in consideration today's culture of living a healthy lifestyle, shopping centres have an opportunity to meet consumer's interest. To satisfy this demand, shopping centre managers should incorporate restaurants with healthier options, diverse sporty fashion brands, inaugurate activities as workshops related with nutrition and fitness.

The last opportunity is transforming shopping centres to more digital ecosystems. The term "digital shopping centre" has been growing. With the technological developments, customers can have all the information they need and find everything they want inside a shopping centre, with so much ease. It is also an opportunity for managers, since having access to customer preferences and journey inside the shopping centre, it is easier to adapt to their customers profiles and needs.

Threats

Competition in shopping centre industry is strong and rivalry has been aggravated due to the increase of new shopping trends as street retail and e-commerce. Although they are not as powerful as going to a shopping centre physically, these shopping methods have had an increasing tendency in the Portuguese culture in the last few years.

The most recent threat, affecting not only the shopping centre industry by all sectors, is the pandemic caused by covid-19 virus. Government new regulations, advice to be avoided the visit to public places, especially if indoors, since the virus propagation is very rapid and intense. And the new regulations restrict 1 customer per 25 sq.m inside any shopping centre, which reduces exponentially the customer attendance. Without any doubt this pandemic affects shopping centres industry, since these places are relaying on the actual visit to the centre. This virus not only became a new threat by also accentuated the already existent ones. Since forced to stay home and later restricted to frequent some spaces, customers developed new consumption habits. Online shopping became a necessity due to the lockdown and street retail seems safer as is more open aired.

Another threat for this industry, but also for the entire Portuguese economy, is the suppressed consumption pattern. Many people were put on lay-off, losing their income. This leaded to a direct decrease in Portuguese household purchasing power. With this economic situation, 2020 is expected to have low footfall in shopping centres and exponential decrease in sales.

Critical Success Factors

To succeed in the highly competitive Portuguese shopping centre industry there are several critical factors to have in consideration.

Location: location is key because customers preferably choose a shopping centre that is closer to home or to work. Therefore, is important to stablish in a dense living area or close to offices centres. When selecting a location is very important to analyse the type of customer targeted and confirm if it coincides with the general population in that area. Meaning, if the shopping is targeting for high purchasing power customers, planning to have high fashion stores then the actual location of the centre has to be in a wealthy are of the city. The success of any shopping centre is certainly compromised by its location.

Differentiation on consumer offering: selecting the proper tenant-mix can be a “make it or break it” decision for a shopping centre. Not only has the tenant-mix to be well design, but also be ready for readjusting to new trends and new consumer’ wants or needs. Another essential consumer offering is focus on offering experiences that customer cannot experience in any other competitor. Promoting live concerts, art expeditions, fitness clubs, cinema, free parking, farmers´ market, etc., all of these are differentiation factors that will contribute to shopping's competitive advantage.

Innovation: innovating on the tenant mix and experiences but also in other value-added elements. For example, digital transformation becoming an online and offline shopping centre. Innovation can be through the refurbishment of specific areas in the centre, as food-court or lounge areas.

Reputation and Safety: the environment, the cleanliness, the familiarity and the safety of a shopping centre are all crucial factors for its image. Maintaining an impeccable reputation is essential for keeping customers engaged. If any of these factors is jeopardised it is certain that customers will elect other shopping centre to attend.

5.4. Data Analysis

This section contains the data description, analysis and interpretation from a survey performed to a sample of CC's customers. In addition, is tested the conceptual framework, previously presented in chapter 3, and validated the respectively researched hypothesis.

5.4.1. Sample Profile

As presented in Table 5.4, from the 182 participants (n=182), 130 (71,4%) are females and 52 (28,6%) are males (see Annex E). In terms of age groups, 9,9% are under 18 and 41,2% are between 18 and 25, which means 51,1% of our sample belong to Generation Z. 34,6% participants are between 26-40 (Millennials), 7,7% are between 41-55 years (Generation X) and 6,6% are over 56 years old (Annex F). Regarding to residence district, 96,8% have residence in Lisbon Metropolitan Area (AML), in which 85,7% live specifically in Lisbon (see Annex G).

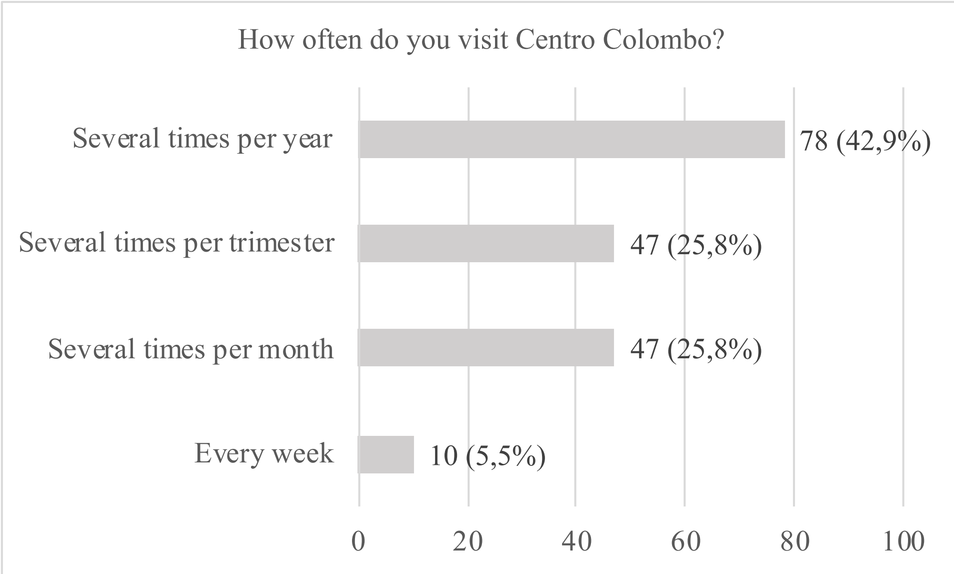
Table 5.4 - Sample Profile (sex, age group and residence district*)*

		Frequency	Percent
sex	Female	130	71.4%
	Male	52	28.6%
Age Group	Under 18	18	9.9%
	18– 25	75	41.2%
	26 – 40	63	34.6%
	41 – 55	14	7.7%
	Over 56	12	6.6%
Residence District	Lisboa	156	85.7%
	Other AML districts	21	11.1%
	Outside AML	5	2.7%

Source: Own elaboration based on SPSS Outputs

Regarding to “How often do you visit Centro Colombo?”, “In which days of the week do you usually visit Centro Colombo?” and “In which times of the day do you usually visit Centro Colombo?” the sample characterization is present in Annex H.

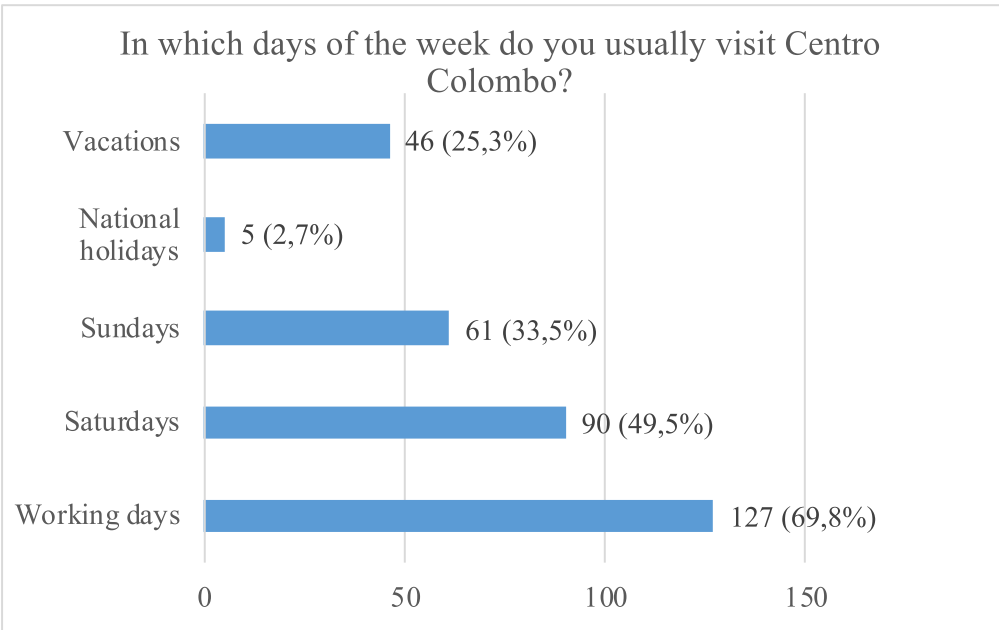
In terms of visit frequency most participants did not assume a very regular visit as 42,9% described themselves as a “several times per year” (Figure 5.5).



Source: Own elaboration based on SPSS Outputs

Figure 5.5 - Sample Profile: frequency of visit to Centro Colombo

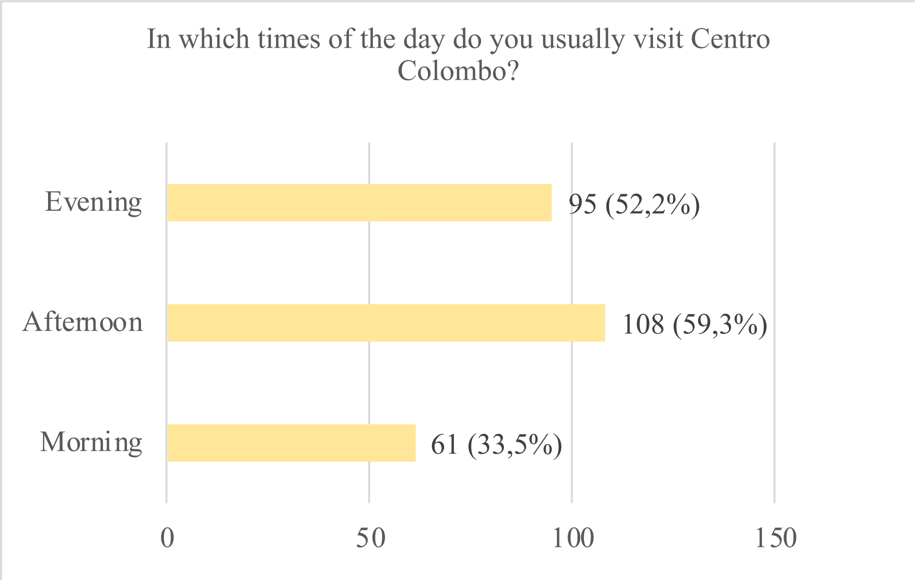
In terms of selecting a day in the week to visit CC, the preferred days are “Working days”, meaning from Monday to Friday (69,8%). The following preference are “Saturdays” (49,5%) and then “Sundays” (33,5%) (Figure 5.6) (see Annex I).



Source: Own elaboration based on SPSS Outputs

Figure 5.6- Sample Profile: preferred days to visit Centro Colombo

Finally, concerning the time during the day in which participants visit the CC, the data proves “Afternoon” as the most preferable with 59,3%. This one is followed by “Evening” (52,2%) and only then “Morning” (33,5%) (Figure 5.6) (see Annex J)



Source: Own elaboration based on SPSS Outputs

Figure 5.7- Sample Profile: Preferred day time to visit Centro Colombo

5.4.2. Descriptive Statistics

In this section is presented the descriptive analysis of the survey data. The results are based on participants evaluating the customer experience encountered in CC. In addition, they also examine their behaviours towards this shopping centre. All items are measured according to an agreement 7-point Likert scale.

In a preliminary analysis it was verified that all created dimensions, meaning the new summated scales, display Skewness and Kurtosis values that fit the interval [-2;+2]. This values confirme a symmetric and normal distribution of the data.

The following analysis will provide a clear view over customers recognition and appreciation of each customer experience dimension.

In Annex K it can be found all descriptive analysis outputs exported from IBS SPSS Statistics.

5.4.2.1. Emotional Experience

The dimension Emotional Experience (Emotional_exp) was created through computing the mean of the emotional items “1. I am happy”, “2. I am excited”, “3. I am entertained”, “4. I am positively surprised” and “5. Visiting Centro Colombo makes me feel better”.

Emotional_exp has a mean of 4,4846, which portrays a value between “Neither Agree nor Disagree” and “Somewhat Agree” in the Likert scale. This value shows that in average customers slightly agree with feeling these emotions while visiting CC. In specific, the emotional item with highest mean (5,15) was “3. I am entertained”. This evidence that customers recognize the presence and positively value the entertainment promoted in CC (Table 5.5).

Table 5.5 - Descriptive Statistics: Emotional Experience Dimension and Items

Emotional Experience	Mean	Std. Deviation	Skewness	Kurtosis
[1. I am happy]	4.38	1.090	-.528	.863
[2. I am excited]	4.75	1.239	-.470	.332
[3. I am entertained]	5.15	1.178	-.969	1.565
[4. I am positively surprised]	4.15	1.184	-.242	.409
[5. Visiting Centro Colombo makes me feel better]	3.98	1.372	-.255	-.313
Emotional_exp	4.4846	1.01529	-.613	.959

Source: Own elaboration based on SPSS Outputs

5.4.2.2. Sensorial Experience

Sensorial experience dimension (Sensorial_exp) comprises items related with the five humans’ senses: sense of sight, sense of smell, sense of hearing, sense of taste, sense of touch. The items are the following: “6. I visit Centro Colombo because in there I can touch and see all product and brands that I look for” incorporating the senses of sight and touch, the “7. I like the restaurants selection in Centro Colombo” representing the sense of taste and smell, and “8. I enjoy the environment in Centro Colombo (Natural lighting, corridors’ perfume, Decoration and Design inspired in Portuguese Discoveries, background music)” portraying the senses of sight, smell and hearing.

The mean for the Sensorial_exp is 5,2326, representing a value between “Somewhat Agree” and “Agree”. This dimension has the highest mean, proving customers prize for this kind of experiences. Moreover, from all experiential items in this research, the two with highest values belong to Sensorial dimension. They are “7. I like the restaurants selection in Centro Colombo” (5,50) and “6. I visit Centro Colombo because in there I can touch and see all product and brands that I look for” (5,46).

Table 5.6 - Descriptive Statistics: Sensorial Experience Dimension and Items

Sensorial Experience	Mean	Std. Deviation	Skewness	Kurtosis
[6. I visit Centro Colombo because in there I can touch and see all product and brands that I look for]	5.46	1.447	-1.034	.479
[7. I like the restaurants selection in Centro Colombo]	5.50	1.243	-.795	.275
[8. I enjoy the environment in Centro Colombo (Natural lighting, Corridors' perfume, Decoration and Design inspired in Portuguese Discoveries, background music)]	4.74	1.554	-.589	-.536
Sensorial_exp	5.2326	1.06521	-.342	-.528

Source: Own elaboration based on SPSS Outputs

5.4.2.3. Intellectual Experience

The intellectual experience emerges from stimulus that engage customers' curiosity and imagination, through elements of surprise, intrigue, provocation or mystery. Some elements may even not be part of the core performance of a shopping centre. Therefore, Intellectual experience dimension (Intellectual_exp) comprises the mean of the items "9. When I visit Centro Colombo, I get curious about the new stores and brands that have opened or will open in a near future", "10. I usually visit the art exhibitions in Centro Colombo – "A Arte Chegou ao Colombo", "11. I have interest in the solidarity and humanitarian events promoted by Centro Colombo – "Café Memória", "Hospital da Bonecada", "Brinquedos que tocam o coração", etc.", "12. I would like to assist to Live Concerts, or other artistic representation in Centro Colombo", "13. I would like to participate in sportive activities promoted in Centro Colombo" and "14. I would like to attend to workshops of, for example: culinary, digital influence, Fitness lifestyle, art, etc., promoted in Centro Colombo".

The computed Intellectual_exp has a mean of 3,88, which represents a level between "Somewhat Disagree" and "Neither Agree nor Disagree". Apparently, customers do not show valorisation over the intellectual items promoted in Centro Colombo. In fact, the only two items that reveal a positive recognition by customers are "9. When I visit Centro Colombo, I get curious about the new stores and brands that have opened or will open in a near future" (4,95) and "12. I would like to assist to Live Concerts, or other artistic representation in Centro Colombo" (4,55). Being this last one a new idea and therefore an opportunity for a new intellectual experience in the shopping centre (Table 5.7)

Table 5.7 - Descriptive Statistics: Intellectual Experience Dimension and Items

Intellectual Experience	Mean	Std. Deviation	Skewness	Kurtosis
[9. When I visit Centro Colombo, I get curious about the new stores and brands that have opened or will open in a near future]	4.95	1.335	-.754	.602
[10. I usually visit the art exhibitions in Centro Colombo – "A Arte Chegou ao Colombo"]	2.69	1.816	.749	-.704
[11. I have interest in the solidarity and humanitarian events promoted by Centro Colombo – "Café Memória", "Hospital da Bonecada", "Brinquedos que tocam o coração", etc.]	3.66	1.908	-.091	-1.233
[12. I would like to assist to Live Concerts, or other artistic representation in Centro Colombo]	4.55	1.858	-.516	-.810
[13. I would like to participate in sportive activities promoted in Centro Colombo]	3.32	1.883	.335	-.882
[14. I would like to attend to workshops of, for example: culinary, digital influence, Fitness lifestyle, art, etc., promoted in Centro Colombo]	4.13	1.840	-.315	-.985
Intellectual_exp	3.8846	1.17960	-.092	-.402

Source: Own elaboration based on SPSS Outputs

5.4.2.4. Social Experience

The social experience dimension (Social_exp) perceives visiting CC as an activity of socialization and self-identification. The items belonging to this dimension are "15. Centro Colombo's stores, products and events are in line with my lifestyle", "16. I usually visit Centro Colombo with my family", "17. I usually visit Centro Colombo with my friends", "18. I identify myself with the other clients in Centro Colombo" and "19. I would like to attend family events as, for example: food tasting or treasure hunting game, etc., promoted by Centro Colombo".

The mean of Social_exp dimension is 4,0769, representing a value close to "Neither Agree nor Disagree". This value reflects that customers have a neutral opinion regarding to social opportunities while in CC. However, is clear that customers recognize their self-identification with the shopping centre offers. This is proven by item "15. Centro Colombo's stores, products and events are in line with my lifestyle" (5,15) (Table 5.8).

Table 5.8 - Descriptive Statistics: Social Experience Dimension and Items

Social Experience	Mean	Std. Deviation	Skewness	Kurtosis
[15. Centro Colombo's stores, products and events are in line with my lifestyle]	5.15	1.130	-.831	1.100
[16. I usually visit Centro Colombo with my family]	4.75	1.702	-.557	-.540
[17. I usually visit Centro Colombo with my friends]	4.19	1.614	-.188	-.796
[18. I identify myself with the other clients in Centro Colombo]	2.85	1.529	.469	-.531
[19. I would like to attend family events as, for example: food tasting or treasure hunting game, etc., promoted by Centro Colombo]	3.45	1.703	.228	-.920
Social_exp	4.0769	1.02122	.064	.209

Source: Own elaboration based on SPSS Outputs

5.4.2.5. Pragmatic Experience

Focusing on the utilitarian value of an experience, the pragmatic experience dimension (Pragmatic_exp) comprises the 5 items: "20. I choose Centro Colombo because it is the closest shopping centre from my home / my working place", "21. I choose Centro Colombo because of having its own subway exit / bus stop near", "22. I chose Centro Colombo due to its entertainment offer (Cinema, Bowling City, kids' space - Colomboland) and cultural programmes", "23. Every time there are sales or promotions in Centro Colombo, I visit it" and "24. Centro Colombo has every store and brand that I look for".

Pragmatic_exp dimension's mean is 4,28, portraying a value between "Neither Agree nor Disagree" and "Somewhat Agree". This value shows that customers slightly agree that pragmatic offers of CC influence their choice of visiting it. In fact, the pragmatic item that is most valued is "24. Centro Colombo has every store and brand that I look for" (5,43) (Table 5.9).

Table 5.9 - Descriptive Statistics: Pragmatic Experience Dimension and Item

Pragmatic Experience	Mean	Std. Deviation	Skewness	Kurtosis
[20. I choose Centro Colombo because it is the closest shopping centre from my home / my working place]	4.42	2.332	-.322	-1.472
[21. I choose Centro Colombo because of having its own subway exit / bus stop near]	3.33	2.003	.243	-1.223
[22. I chose Centro Colombo due to its entertainment offer (Cinema, Bowling City, kids' space - Colomboland) and cultural programmes]	4.25	1.771	-.236	-.863
[23. Every time there are sales or promotions in Centro Colombo, I visit it]	3.98	1.866	-.241	-1.063
[24. Centro Colombo has every store and brand that I look for]	5.43	1.640	-1.140	.553
Pragmatic_exp	4.2824	1.09928	-.130	-.032

Source: Own elaboration based on SPSS Outputs

5.4.2.6. Digital Experience

Digital experience is an innovative competitive mechanism. For this reason, CC has already implemented some instruments and has plans for new ones. In digital experience dimension (Digital_exp) the items included represent some of these instruments. The items are: "25. While I am visiting Centro Colombo, I use Colombo's mobile app", "26. When I look for a present to offer, I use Colombo's mobile app or website", 27. I use Colombo's mobile app, website or its digital directories to find stores or other information as operating hours or services (WC, baby-change stations, etc.)", "28. I use Colombo's mobile app or website to be discover new events and campaigns, as well as fashion and lifestyle tips", "29. In the future, I will use the new Drive-in service in Centro Colombo, in order to pick up my purchases. (Drive-in service allows customers to acquire their previous requested orders, by being safely delivered in their car, inside Colombo's the parking area" and "30. I would use Colombo's Lockers service to collect my online shopping. (Lockers is a drop-off service for customer that cannot receive their online shopping at home. This service allows customers to collect their orders in the shopping centre. By using a unique QR-code the customer unlocks its lockers and pick up its purchase)".

The mean of the Digital_exp dimension is 2,4350, which represents a value between "Disagree" and "Somewhat Disagree". This value demonstrates that customers do not value the digital experiences being promoted in CC. This result leads to believe that changes in the digital items of CC, as Colombo's app and website, should be renovated and improved. Is also an opportunity for considering new digital ideas. Accordingly, with the survey, customers have shown slight interest in the Lockers service (4,35), being this a new digital experience, fusing online shopping with the CC (Table 5.10).

Table 5.10 - Descriptive Statistics: Digital Experience Dimension and Items

Digital Experience	Mean	Std. Deviation	Skewness	Kurtosis
[25. While I am visiting Centro Colombo, I use Colombo's mobile app]	1.35	.799	3.028	9.868
[26. When I look for a present to offer, I use Colombo's mobile app or website]	1.38	.825	2.646	7.178
[27. I use Colombo's mobile app, website or its digital directories to find stores or other information as operating hours or services (WC, baby-change stations, etc.).]	2.53	1.920	.908	-.703
[28. I use Colombo's mobile app or website to be discover new events and campaigns, as well as fashion and lifestyle tips]	1.40	.847	2.773	8.712
[29. In the future, I will use the new Drive-in service in Centro Colombo, in order to pick up my purchases. (Drive-in service allows customers to acquire their previous requested orders, by being safely delivered in their car, inside Colombo's the parking area]	3.59	1.815	-.048	-1.072
[30. I would use Colombo's Lockers service to collect my online shopping. (Lockers is drop-off service for customer that cannot receive their online shopping at home. This service allows customers to collect their orders in the shopping centre. By using a unique QR-code the customer unlocks its lockers and pick up its purchase]	4.35	1.853	-.442	-.818
Digital_exp	2.4350	.84887	.351	-.092

Source: Own elaboration based on SPSS Outputs

5.4.2.7. Consumer Engagement

For perceiving consumer engagement, participants were asked to evaluate these three items: "31. I enjoy spending my free time in Centro Colombo", "32. Centro Colombo is my first-choice shopping centre" and "33. My shopping experience is not as pleasant in other shopping centre as it is in Centro Colombo".

Engagement composed variable has a mean value of 3,5018, which is comprised between "Somewhat Disagree" and "Neither Agree nor Disagree" (Table 5.11). This means that participants did not perceived themselves as very engaged customers towards CC. This result exhibits a necessity to enhance customers engagement and perhaps use the customer experience to do it.

Table 5.11 - Descriptive Statistics: Engagement as Consumer Behaviour and Item

Engagement	Mean	Std. Deviation	Skewness	Kurtosis
[31. I enjoy spending my free time in Centro Colombo]	2.80	1.568	.602	-.517
[32. Centro Colombo is my first-choice shopping centre]	4.10	2.196	.005	-1.490
[33. My shopping experience is not as pleasant in other shopping centre as it is in Centro Colombo]	3.60	1.835	.055	-1.275
Engagement	3.5018	1.59294	.039	-1.106

Source: Own elaboration based on SPSS Outputs

5.4.2.8. Consumer Intention To Extend Visit Time

The consumer behaviour of wanting to extend the visiting time in CC (Extend_visit_time) was composed by items "34. The time I spend in Centro Colombo is worthwhile" and "35. If I had more time, I would extend my visits in Centro Colombo".

The composed variable Extend_visit_time has a mean value of 3,6154, representing a value between "Somewhat Disagree" and "Neither Agree nor Disagree" (Table 5.12). This value shows that customers are not willing to extend their visiting time in CC. This is not the desirable behaviour manager hope for, therefore retaining measures must be implemented in order to keep customer interest in prolongating their visit.

Table 5.12 - Descriptive Statistics: Intention to extent visit time in Centro Colombo as Consumer Behaviour and Items

Intention to extend visit time	Mean	Std. Deviation	Skewness	Kurtosis
[34. The time I spend in Centro Colombo is worthwhile]	4.09	1.526	-.603	-.416
[35. If I had more time, I would extend my visits in Centro Colombo]	3.14	1.799	.408	-1.066
Extend_visit_time	3.6154	1.22717	.167	-.233

Source: Own elaboration based on SPSS Outputs

5.4.2.9. Consumer Return Intention

Consumer Return Intention (Return_intention) was computed by items "36. I want to revisit Centro Colombo" and "37. My next shopping centre's shopping visit will certainly be in Centro Colombo".

Return_Intention composed variable has a mean value of 4,7802, belonging between "Neither Agree nor Disagree" and "Somewhat Agree". This value is encouraging, as customers prove their desire to return to CC. Is important to keep interest, so new improvements must be developed.

Table 5.13 - Descriptive Statistics: Intention to Return to Centro Colombo as Consumer Behaviour and Items

Return Intention	Mean	Std. Deviation	Skewness	Kurtosis
[36. I want to revisit Centro Colombo]	5.29	1.260	-.683	.580
[37. My next shopping centre's shopping visit will certainly be in Centro Colombo]	4.27	2.035	-.216	-1.171
Return_intention	4.7802	1.40679	-.393	-.586

Source: Own elaboration based on SPSS Output

5.4.3. Reliability Analysis

The following section contains the reliability analysis of the summated scales developed for the customer experience dimensions and the consumer behaviours. By performing a reliability assessment is possible to test the internal consistency among the variables that compose each summated scale (Hair, Black, Babin & Anderson, 2014).

According to Hair, Celsi, Money, Samouel and Page (2015), a good measure of scale reliability is the Cronbach's alpha. This measure assesses how well a group of items measure a construct. It ranges from 0 to 1, "with values of 0,6 to 0,7 deemed the lower limit of acceptability" (Hair et. al., 2014, p.91). Researchers generally consider an alpha of 0,7 as a minimum, although lower coefficients may be acceptable (Hair et al., 2014). Furthermore, Hair et al. (2015, p.255) presents as rules of thumb for interpreting the Cronbach's alpha values: "<0,6 – Poor, 0,6 to <0,7 – Moderate, 0,7 to <0,8 – Good, 0,8 to <0,9 – Very Good, 0,9 to <0,95 – Excellent, ≥0,95 – Too high; items are redundant".

Regarding to the reliability of customer experience dimensions, is safe to say that Emotional_exp (0,891) and Intellectual_exp (0,742) have a good internal consistency of items. Then "Social_exp" (0,674), "Digital_exp" (0,624) and "Sensorial_exp" (0,611) only show a moderate internal consistency, but it is still acceptable. On the contrary, Pragmatic_exp (0,474) indicates an unacceptable internal consistency, with a Cronbach alpha value below 0,6 (Table 5.14).

In terms of consumer behaviour variables only Engagement (0,8) presented a valid internal consistency (Table 5.14). According to Hair et al. (2015, p.256), "reliability is very seldom reported for two items" which may explain the cases of Extend_visit_time (0,153) and Return_Intention (0,552) since both only possess 2 items for its construct.

This unacceptable internal consistency from Extend_visit_time and Return_Intention unable the test of research hypotheses of H2 and H3. Therefore, from now on only "H1- Relation between customer experience dimensions and consumer's engagement" is being tested (see Annex N).

Based on the SPSS output analysis, displayed in Annex L, for some constructed variables its internal consistency could be increased by eliminating specific items. This is the case of Intellectual_exp, if item "9. When I visit Centro Colombo, I get curious about the new stores and brands that have opened or will open in a near future" was deleted. In the same way, if item "21. I choose Centro Colombo because of having its own subway exit / bus stop near" was deleted, Pragmatic_exp would increase, however is still not sufficient to be considered acceptable internal consistency. And is also the case of Engagement behaviour construct if item "31. I enjoy spending my free time in Centro Colombo" was deleted. However, despite the increase in internal consistency of these constructs, the differences were not significant. All Cronbach's alpha values continue in the same intervals as before, therefore no item was erased.

Table 5.14 - Cronbach's Alpha values for Dimensions

Dimension	Cronbach's Alpha
Emotional_exp	0,891
Sensorial_exp	0,611
Intellectual_exp	0,742
Social_exp	0,674
Pragmatic_exp	0,474
Digital_exp	0,624
Engagement	0,8
Extend_visit_time	0,153
Return_Intention	0,552

Source: Own elaboration based on SPSS Outputs

In addition to the individual reliability analysis, a Cronbach's Alpha test was also performed to the entire model. Assuming the 6 constructs - Emotional_exp, Sensorial_exp, Intellectual_exp, Social_exp, Digital_ex and Engagement - Cronbach's Alpha value is 0,712, proving a good reliability of this analysis (Table 5.15). Furthermore, as this value is below 0,9 there are no redundancies and questionnaire size is proven adequate (Hair, 2015).

Table 5.15 – Cronbach's Alpha for all variables included in model

Cronbach's Alpha	N of Items
0,712	6

Source: Own elaboration based on SPSS Outputs

5.4.4 Multiple Linear Regression Analysis

A multiple linear regression (MLR) was performed to analyse the relation between the experience's customers encounter in CC, and their engagement towards it. For this study the constructs Emotional_exp, Sensorial_exp, Intellectual_exp, Social_exp and Digital_exp were used as independent variables and Engagement as dependent variable.

First and foremost, is necessary to verify the normality of the variables and the assumptions for MLR model. The first assumption verified was the normality of the residuals, by observing the regression Standardized Residuals' Histogram and Normal P-Plot, in Annex M. The second assumption assessed was the zero residuals' mean, verified in Residuals Statistics table, in Annex M. The third assumption was the homoscedasticity of the residuals, meaning if they have a constant variance. It was validated by assessing the Scatterplot, in Annex M, and by having a random distribution of residuals around the interval [-2;+2] of standard deviation. The fourth assumption checked was the no multicollinearity. By examining the Collinearity Statistics of the Coefficients in Table 13, is possible to verify that all independents variables have tolerance values >0,1 and also have variance inflation factor (VIF) <10, revealing that they are not correlated among themselves, meaning no multicollinearity is proven. The fifth and final assumption verified was the no correlation between residual terms. This is proven by the Durbin-Watson value (1,902) which is very close to 2 validating this assumption (see Annex M – Model Summary).

For assessing model's validity, we examined the ANOVA table, in Annex M. The regression sig=0,000 < α=0,05, meaning the variation of the dependent variable Engagement is justified by at least one of the explanatory variables. In addition, according to the R^2 value, in Model Summary table (see Annex M) 47,7% of the variation of variable Engagement can be explained by the independent variables, or at least some of them.

By analysing Table 5.16, it was possible to confirm that from the initial five independent variables, only four proved to be statistically significant in explaining Engagement. The Digital_exp with sig=0,340 >0,05 was excluded from the model.

The next step was examining the standardized coefficients of the four statistically significant variables. According to these coefficients, Sensorial_exp (β=0,420) is the customer experience dimension that has stronger relation with consumers feeling engaged towards CC. Regarding the other variables, the next most powerful is Emotional_exp (0,277), then Social_exp (0,276) and finally Intellectal_exp (-0,232) (Table 5.16).

Table 5.16 - Coefficients Table: Dependent variable Engagement

	Unstandardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**	**Collinearity Statistics**	
	B	Std. Error	Beta			Tolerance	
(Constant)	-2.027	.549		-3.691	.000		
Emotional_exp	.435	.106	.277	4.108	.000	.654	1.530
Sensorial_exp	.628	.096	.420	6.574	.000	.729	1.373
Intellectual_exp	-.313	.089	-.232	-3.530	.001	.689	1.451
Social_exp	.431	.108	.276	3.977	.000	.617	1.621
Digital_exp	-.101	.106	-.054	-.956	.340	.934	1.071

Source: Own elaboration based on SPSS Output

In Table 5.17 is presented the tested hypotheses' resume. According to these results, it was supported that Emotional experience, Sensorial experience and Social experience had positive influence on consumer engagement.

For the Intellectual experience, it was proven to have a relation with consumer engagement, however, it was not a positive relation. This dimension had a negative influence on engagement.

Regarding to Pragmatic experience and Digital experience, both experiences hypotheses were not supported. The first one because did not had internal consistency as a variable to be included in the model, and the second because it was not proven as statically significant in explaining engagement.

Table 5.17 - Resume of Engagement Hypotheses validation

Hypotheses	Supported
H1.Relation of customer's experience dimensions with consumer's engagement	
H1a: Favourable perceptions of emotional experience have a positive influence on consumers engagement	YES
H1b: Favourable perceptions of sensorial experience have a positive influence on consumers engagement	YES
H1c: Favourable perceptions of Intellectual experience have a positive influence on consumers engagement	NO
H1d: Favourable perceptions of social experience have a positive influence on consumers engagement	YES
H1e: Favourable perceptions of pragmatic experience have a positive influence on consumers engagement	NO
H1f: Favourable perceptions of digital experience have a positive influence on consumers engagement	NO

Source: Own elaboration

CHAPTER 6

Proposal

As an in-company project, this chapter contains proposed opportunities for enhancing customer experience in CC.

According to this study results, not all dimensions of customer experience were proven to have a relation with the desirable consumer behaviours, as engagement. However, previous researchers have confirmed this relation, and have evidenced that promoting together all different dimensions of experience can potentiate their effect. For this reason, this proposal will present strategies for enhancing all dimensions of customers experiences for CC's customers. Every proposed idea is in line with the needs and expectations revealed by the responses to the questionnaire.

Important to state, these suggestions were adjusted to the "new normal" of living with Covid-19. Nowadays, safety, hygiene, social distance and protection are crucial for the success of any business. For this matter, and given the fact shopping centres are public spaces, some of these customer experience proposals can be essential for attracting customer and comply with the national health directive of Direção Geral de Saúde (DGS).

Special note for Emotional experience dimension. This dimension has a particular characteristic. Emotional experiences are generated by a customer encounter with the other dimensions. It is a result from customer experimenting of Sensorial, Intellectual, Social, Pragmatic or Digital experiences. Therefore, is implicit in all proposed ideas, that they will lead to Emotional as well as other dimensions of customer experience.

The first improvement proposed concerns Colombo's app. It is crucial for developing a more "digital shopping centre" and consequently promoting digital experiences for its customers. A shopping centre's app should provide recognizable benefits for customers. Considering the needs of today's customers and, at the same time, respond to the recent demands of Covid's reality, some adjustments should be implemented to the app. The first improvement to be added to the app should be a live people counting system. This functionality informs the app's user of how many customers are inside a specific store or area. With just a click, customers are informed and assured whether they can enter a specific store they are looking for or if it is full and they would have to wait in line. This practicality is beneficial for customers as they can efficiently manage their time in the shopping centre. If a store is crowded, customers can go to another store or have a meal or snack, instead of going to a store they are unable to enter. With this proposed idea, many disappointed or frustrated customers are avoided. The second improvement for Colombo's app is installing a QR-code reader, for scanning a code presented at the door of each store. This code would reveal available promotions, sales and special offers. This function promotes not only the Digital, but also Pragmatic experiences. Instead of having to search in each brand website or app, Colombo's app could offer an easier and faster search. Lastly, is crucial to advertise Colombo's app and its advantages. According to the survey many customers did not use the app or did not know of its existence. For this reason, promoting the app with several communication tools is the last step for the success of these proposed improvements.

The second proposed improvement is also supported by the survey responses. Customers showed interest in the opening of new stores or new brands. The curiosity raised by the opening of a new store is an Intellectual experience and when customer identifies' himself with the selected brand is also a Social one. For this reason, it is suggested to include customers in the decision of which new store will be opened. Using an online voting system will allow customer to feel included and more familiar with the shopping centre. Using a slogan as "Colombo is you! design your shopping centre!".

Holding live concerts is a third proposed improvement. This non-core activity for a shopping centre, will encourage Intellectual and Social experiences. According to the survey responses, customers showed great interest in attending concerts. The fact that CC has large spaces, both inside and outside and complies responsively with all DGS safety measures, is "a match made in heaven" for customers. They will feel safe and enjoy a cultural activity. Besides differently from other establishments that held concerts, CC conveniently offers a diverse and outstanding food court area, where customers can have a great meal before or after the concert. This gives CC a competitive advantage against the other establishments.

According to the survey results, customers deeply value the food court area and its restaurant selection. Therefore, the fourth improvement is expanding the food court area. By expanding it, both in terms of available siting tables and restaurants variety, it will enhance five of the dimensions of customer experience – Sensorial, Emotional, Intellectual, Social and Pragmatic. In fact, this development is crucial for keeping the success of CC's food court area. Due to Covid restrictions, it was necessary to reduce the number of sitting tables available. In order to reduce the impact of this measure, the food court area should be expanded, offering more siting places but keeping the safety distance.

The fifth and last improvement proposed is starting a QR-code Lockers service. In line with the survey responses, participants showed interest in this service. It will enhance Digital and Pragmatic experiences for customers. According to several researches, online shopping must not be seen as a treat to shopping centre but as an ally, and as an opportunity for diversification. This service is convenient to the customers since is an easy and safe way to collect their online shopping when they cannot receive it at home. A Lockers service will also be an attraction opportunity, since it will bring customers physically to CC and, since already in the building, customer may decide to prolong their visit increasing the probability to consume. Besides, this service allows CC to be the connection between consumers and new and international brands that do not have physical store in any Portugal.

CHAPTER 7

Implementation Forms

This chapter presents an action plan and respective chronogram to guide the implementation of the proposed improvements.

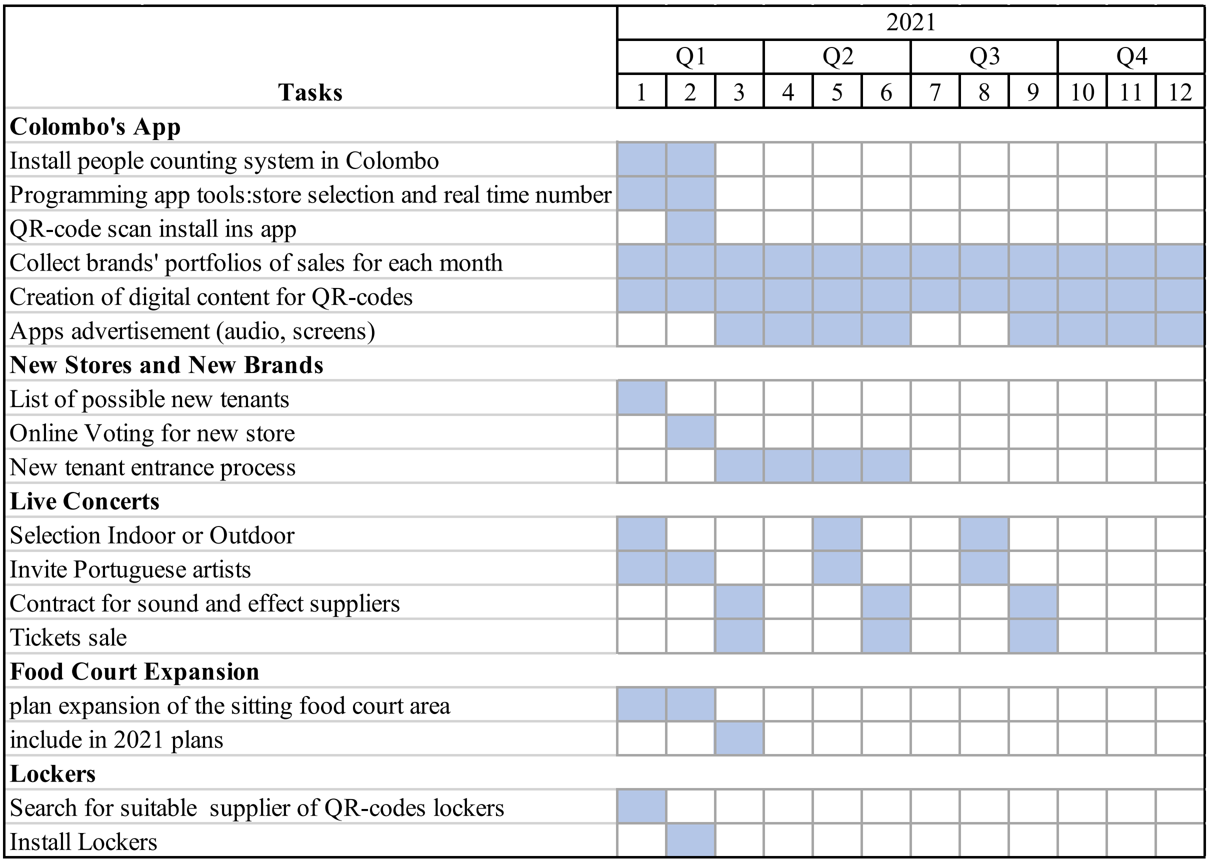


Figure 7.1 Chronogram for proposed improvements

Centro Colombo's app new functionalities and advertisement

Regarding Colombo's app, the proposed people counting system could take up to 2 months to be installed and running. It could be used for this system a stereo vision technology, which counts people anonymously. It will also be required app programmers to develop an app tool for selecting the store and show in real time a red or green number when stores are unavailable or available for entrance, respectively.

For the QR-code signs about sales and promotions, is necessary to upload a QR-code scan within the shopping centre app. This may be available in one month. For the development of the content of each code, is necessary to request monthly to each store's portfolio for the next month of sales and promotions. Collecting this information and creating the digital content would take approximately four weeks.

According to the survey results many customers do not use Colombo's app, and some did not even knew that it existed. For this reason, an important action is to advertise this app and its benefits, by audio or banners in CC. Recognizing app advantages will lead to customers to download and use it.

New stores and new brands

In order to include customers in the selection of a new store, it is necessary to select a group of brands that would fit in CC current tenant-mix. This first selection can be done in one month and then create an online voting section, in Colombo's app or website. This will allow customers to vote on their favourite contender and could be opened for two weeks. After the contender had wined, it would initiate the normal process of new tenant entrance.

Live concerts

Holding a live concerts per quarter is proposed. First step required is to decide where it would take place. CC has a great outdoor area in the second floor. In addition to this, an indoor option, booking one cinema room may be possible. Secondly artists should be invited, preferably Portuguese in order to promote national culture and eventually have regular artists. In third place, sound and effects suppliers must be found, it could take to up one month. Lastly, the events must be advertised, and tickets sold, both online and in physical store for one month.

Food court expansion

The food court area improvement should be started by identifying possible areas to expand. As CC is already planning an expansion for 2021, is essential to include in it a food court are extension and renovation. All safety requirements must be fulfilled.

Lockers

The Lockers system is a great tool to connect the digital and the traditional shopping. This system allows customer to buy online and collect their packages in specific space within 24 hours. This is an advantage for customers who buy products from brands that do not have an available physical store or do not even exist in Portugal. This service also allows customer not to be at home all day to receive the online order. In practical terms is necessary to CC's managers to find a distributor of QR-Code Lockers, choose a place to install it.

CHAPTER 8

Control

The evaluation of the proposed improvements in customer experience must be performed after one year of implementation. However intermediate assessments will monitor its development and adherence.

To document the success of the new improvements in Colombo's app, increase in the number of app downloads is expected to be seen. In addition to this increase in time of app's use may be registered due to the new functionalities of live people counting, QR-code sales information and the voting system for a new store.

To assess the success of the live concerts and Lockers service it can be measured, respectively, by the ticket sales and by the occupancy or reservations percentage.

To evaluate customers satisfaction and feeling of safety with respect to the food court area, managers can check its occupancy rate and create rating scores in the app regarding these parameters.

Overall, and increase of the footfall rate in CC is a good indicator that these improvements, focused on customer experience, are leading to desirable consumer behaviours.

CHAPTER 9

Conclusions and Contributions

This chapter focus on accomplishing the main objective of this in-company project. For that, first will be addressed how CC's customers perceive the customer experience encountered in the shopping centre. And second, it will be answered if the different experience dimensions have any relation with the desired consumer's behaviours.

9.1. Conclusions Based On Results

Before analysing the results obtain is important to present the study's sample profile. In this sample, there were more answers from women (71,4%) and from participants between 18-25 (41,2%) and 26-40 years old (34,6%). However, participants from all age groups were present, as previously defined. As easily expected, more participants lived in Lisbon, the shopping centre district. In terms of customers preferences, working days are preferable for visiting the centre, followed by Saturdays. This comes to no surprise as this tendency was evidenced in Portuguese culture. Lastly, the preferred timing for visits are afternoon and evening, which perfectly combines the timing for shopping and for a meal break.

One of the research objectives of this project was to evaluate different customers experience at CC. By identifying which customer experience dimensions are more relevant for clients, a strategy including customers experience promotions may be proposed.

Even though the subjectivity inherent to customers experience, a quantitative analysis was performed based on objective questions and Likert scaled answers. This model was based on previous researches and successful conceptual models. Customers perception of six dimensions of customer experience in CC were evaluated.

In order to understand how customers experiences are perceived, questionnaires results were analysed through mean value of each experience dimension studied.

Findings show Sensorial as the customer experience most prized by customers. This result goes accordingly with previous researches, who evidence the importance of sensorial experience. Within CC's offers that promote this kind of experience, the selection of restaurant presented is the most valuable. In addition to this one, touching and seeing in reality all the products and brands is also deeply valued. These results were expected by Sonae Sierra managers. In Portuguese culture food is very important and eating well is essential. In addition, is also true for Portuguese customers that trying the product in hands before buying is very comforting. This factor maybe be one of the explanations for online shopping not being as successful in Portugal as it is in other countries.

The second most appreciated experience by CC's customers is Emotional. Is no surprise that emotions are relevant, as they are the path from stimulus to post-shopping satisfaction. For Sonae Sierra managers is important to know that is was a homogeneous feeling being entertained while visiting CC. This finding may bring a new perspective for managers as keep on promoting experiences for entertain customers.

Pragmatic experience is the third most esteemed customers experience. Regarding this dimension, CC's customers strongly agree that the is a convenient selection of stores and brands in CC. Since they offer exactly what customers are looking for. These are great news for Sonae Sierra since it proves that their decision on the brand mix is indeed appealing to their target.

In fourth place of valued customer experience is Social. This result is unexpected considering the Portuguese customer profile. Social dimension was expected to be more recognized in this culture. In fact, Portuguese were thought to value visiting a shopping centre as a way to spend time with family and friends. However, the study results show that social experience encounter in CC is more related with self-identification, by virtue of a good selection of stores and brands that are in line with their lifestyle. For Sonae Sierra managers, this information shows an opportunity for developing occasions for family or friendly' interactions.

Not so valued by customers are the Intellectual experiences. This lack of appreciation proves that some of the events and activities promoted in CC are not properly appealing to customer interest or curiosity. Even though this not so positive result, it was found two interesting opportunities for improving intellectual experiences in CC. The first opportunity is related with opening new stores or brands. Result show that customers curiosity and wonder increase when they can explore a new store. The second opportunity is customer interest in Live concerts, or other artistic events, held in CC.

According to participants responses the least favourable experiences are digital. This result is contrary to the trending predications in shopping centres industry. It was believed that customers would deeply value the digital offers in CC. However, results were not accordingly. Customer's opinion regarding Colombo's app, website and other digital aspects, was not as optimistic as it would be expected. Nevertheless, relevant suggestions for optimising the digital experience were identifies, which is the case of QR-code Lockers service.

In addition to assessing how CC's customers perceive the customer experience encountered and which new experiences they would like in CC, this study also included an exploration of a customer experience conceptual model. With MLR analysis, it was possible to test if the different experience dimensions are relatable with the consumers engagement, willingness extend their visiting time or their intention to return to CC.

Due to lack of internal consistency of the composed variables Pragmatic experience dimension, Willingness to extend their visiting time and Return intention, were not valid to be included in the model. As consequence the study proceed with testing the relation between the other customer experience dimensions and consumer engagement.

According to the MLR analysis, consumer Engagement is indeed related with Sensorial, Emotional, Social and Intellectual experiences. Digital experience did not prove to be statistically significant in explaining engagement.

From the four valid dimensions, the order by which they are strongly related to consumer engagement is Sensorial, Emotional, Social and Intellectual experience. However, the last one showed a negative influence on engagement.

These results are relevant because they support Sonae Sierra managers that promoting favourable customer experience, will lead to raising engagement and possible other desirable consumer behaviours.

9.2 Theoretical Contributions

The current study contributed to the science and literature review of customer experience and its relationship with consumer's behaviours. With an empirical study in a Portuguese shopping centre, this study enlarged the scope of customer experience in retail, particularly in shopping centres, and was pioneer in a Portuguese context.

The innovative contribution of this study was the exploration of a new dimension of customer experience, the digital dimension. This ground-breaking branch of customer experience is the main interest of today's shopping centre managers. However, according to the results of this project, there is no statistical significance of Digital Experience in explaining consumer engagement towards the shopping centre.

9.3 Managerial Implications

This project was based on the real need of exploring customer experience strategy in a Portuguese shopping centre.

The results of this project may not only impact the managers of CC and Sonae Sierra, but also managers from the entire shopping centre industry. In fact, any manager who want to explore how to improve customer experience may take advantage of this study.

The managerial implications of this project rely on helping shopping centre and other industries managers, in better decision making and providing better services. Managers should also explore the experiential marketing approach, through implementing strategies based on customer experience as differentiation factor.

Post-implementation evaluation of results will enable managers to translate the outcomes of their research into an actual plan of actions to optimize their business.

This project was developed during exchanging times in the world due to the covid-19 pandemic. Without any doubt this situation has had impact on how customers perceive shopping centres. For this matter, the results of this project became even more valuable since it focuses on the actual perception of Portuguese shopping centre customers.

CHAPTER 10

Limitations and Suggestions for Future Research

During the development of this project limitations were identified. There was limited literature review on customer experience in the shopping centre industry. In addition to this, this study was started previously to the Covid-19 pandemic. The inherent restrictions required reorganization of this project, such as using online survey due to the impossibility of presential interaction with CC's customers. This led to a smaller than expected sample. Nevertheless, obstacles were overcome and solutions were found.

During the development of this project new opportunities for future research arose. First of all, this project was based on one shopping centre only. It would be interesting to explore customer experience strategy in more shopping centres and from different regions in Portugal or other countries. Another opportunity identified is studying the experience strategy in a shopping centre competitor, for example a department store or a high street retail. Another relevant option would be to study consumer's perception of customer experience in airport convenience stores, since it is different circumstance, where traveling is the main goal, but clients are exposed to shopping opportunities. Would the perception over the different dimensions of customer experience be different in this environment? Furthermore, it would be challenging to perform a customer experience analysis and try to study profiles according to the different perceptions of experiences.

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Annexes

Annex A. Literature Review Empirical Studies

Reference	Research Context	Sample Design	Main Variables	Data Treatment Approach
Altschwager, T., Bouzdine-Chameeva, T. & Goodman, S., 2016	South Australia, Australia and Bordeaux, France; Wine Industry; Wirra Vineyard and Saint-Emilion	Respondent that have taken part of one of the events: in South Australia events by one of the six wine brands; in Bordeaux one of the five wine estates events	cognitive, emotional, sensorial, pragmatic, and relational experiential components; customer brand engagement; Brand Purchase intention	Step 1: testing one-factor congeneric measurement models for all multi-item constructs. Step 2: factor score regression weights provided by AMOS 21 to create a proportionally weighted scale score for every item . Step 3: The final composite scores were then computed in SPSS 21. Step 4: multigroup path analysis to test differences between Australian and French data, invariance testing.
Cachero-Martínez, S. & Vázquez-Casielles, R., 2018	Spain, nine retail sectors: clothing store and fashion; shoes; cosmetics and perfumery; jewelry; sports; electronics; decoration; bookstores and toys.	Customers of offline stores which he had visited in the last two weeks	Customer experience: (sensory/Intellectual/Social/Pragmatic), Engagement, extended shopping time.	Confirmatory factor analysis (CFA) for reliability and validity of variables, structural equation modeling (SEM-covariances) to examine effects of experience dimensions, consequences of emotional experience (EQS 6.2) , estimation method was Robust Maximum likehood (ML ROBUST), multi-group analysis to test moderating effect of visit frequency.Reliability and validity of measurement model through Cronbach's alpha and Average Variance Extracted (AVE).
Chen, H. T. & Lin, Y. T., 2018.	Twain, coffeehouse industry, Starbucks	Convenience sampling: Customers after visiting Starbucks	Sensory experience (Sight/Sound/Smell/Touch/Taste); Positive emotions, Negative emotions, Behavioral intentions, Buying behavior.	Confirmatory Factor Analysis (CFA), Using structural equation modelling and multiple regression analysis, this paper validates the concept model and verifies that sensory experience is a significant antecedent to buying behaviour. Reliability and validity of measurement model through Cronbach's alpha and Average Variance Extracted (AVE)
Chuang, C. C. & Hu, F.-L., 2017.	Taiwan, Coffeehouse industry, 85ºC Bakery Café	Convenient sample: customers at 85ºC Bakery Cafés	Experience Modules: Sense/ Feeling/ Thinking/ Acting/ Relation	Content analysis, Quality-oriented.
Liu, J. T., 2016.	Taiwan, Theme parks industry	Convenient sample: Tourists in targeted theme parks	Sense/ Emotion/ Action/ Thinking/ Relevance marketing; Revisit willingness; Purchase Purchase willingness; Recommendation willingness	Multiple Regression Analysis; One-way ANOVA
Lucia-Palacios, L., Pérez-López, R. & Polo-Redondo, Y., 2016.	Spain, Mall industry.	Snowball sampling technique on a volunteer basis	Determinant Factors: Accessibility/ Atmosphere/ Physical design/ Tenant mix/ Crowding perceptions; Consumers-related moderators: Motivations/ Moods/ Time consciousness/ Familiarity; Situation moderators: season of the year, companionship similarity; Cognitive response: Efficiency vs Confusion; Affective response: peacefulness, excitement, stress and frustration; Behavioral responses: Time spent at the mall, buying intentions, Repatronage intentions	Content analysis technique;
Rather, R. A., 2018.	India, hospitality industry.	Tourists/ Customers of 15 hotels (4-5stars) in Jammu and Kashmir, India	Esthetics/ Entertainment/ Education/ Escapism Experience, Memories, Loyalty	Reliability of variables using Cronbach's alpha. Validity measured by KMO value. Descriptive Analysis (Mean values, standard deviations), Pearson correlation technique to identify relationship between variables , simple and multiple regression analysis.
Strafford, D., Crowther, P. & Schofield, P., 2018.	United Kingdom, Destination Shopping centres, · Meadow hall in Sheffield, Centre: MK in Milton Keynes, and Bluewater in Kent	Convenience sample: Visitors of The Gruffalo Experience event.	· Intention to recommend the Gruffalo experience; · Intention to share the experience on social media; · Intention to revisit the Gruffalo experience	Thematic analysis of interview transcripts; · Independent samples t-tests and one-way analyses of variance (ANOVA) were used to identify differences in the visitor experience variables on the basis of visitor behavior and demographics. Games-Howell procedure was used for the post-hoc multiple comparison tests; · Ordinary least squares linear regression analyses were.
Yoon, S. J., 2012.	Korea, in-store shopping.	· Undergraduate students from a major university in Seoul, Korea; experimental design, randomly assigned students to four groups	· First method(by questionnaire): WOM quality, Feel & think, Network centrality, Act & relate, Sense, Network tie strength, WOM quantity. Second method(by experiment): Argument credibility, Argument quality, Argument refer ability, WOM adoption	· Exploratory factors analysis (EFA), Cronbach's alpha to test internal consistency. For data refinement and hypothesis testing, we employed SPSS 18.0. · independent-sample t-test.
Lee, S. & Lim, T., 2017	Korea, Fashion Clothing retail stores, SPA brand	Convenient sample: Survey questionnaire to customer who purchased any item form store	Experiential Providers (product assortment, store environment, promotion, salesperson). Customer experience (hedonic, economic, symbolic, relational). Omni-channel shopper(showroomer, reverse showroomer). Storeattitude	Structural equation modelling using AMOS 2.0. Goodness of Fit tests (Cronbach alpha coefficient, item-to-total correlation, Average variance extracted)
Ali, F. Amin, M. & Cobanoglu, C., 2016	China, Chinese resort hotels	Convenient sample: Guests who stay at Chinese resort hotels at least once.	Physical environment; Interaction with staff, Interaction with customers, Service experience, Emotions, Customer satisfaction, Price acceptance	Structural equation modelling-partial least squares and Goodness of Fit of the model.

Reference	Research Context	Sample Design	Main Variables	Data Treatment Approach
Brun, I., Rajaobeline, L., Richard, L. & Berthiaume, B., 2017	Canada, Banking industry and tourism industry	Convenient sample: First Banking customers, second tourism customers	Customer experience :Cognitive/ affective/ sensory/ behavioral/ social dimensions); Loyalty and Moderating effect based on channel used (Physical vs online)	Harmon-factor test, Principal component factor analysis,, multifactor measurement model using additional method factor, structural equation model (EQS 6.2)
Wakefield, K.L. & Baker, J., 1998	Shopping mall	Convenient sample: surveyed shoppers in enclosed community mall	Mall tenant variety, mall physical environment(ambient factors, design factors, layout) , involvement with shopping, excitement of mall, desire to stay at mall	Standardized path coefficients,, confirmatory factor analysis, correlation analysis
Elmashhara, M.G. & Soares, A.M., 2020	Portugal, shopping malls in Braga and Guimarães	Snowballing sampling technique, online survey to mall shoppers, at the end respondents were ask to share the survey	Permanent entertainment (entertainment facilities-cinema, food court, spots or gaming centre, etc.; program for kids,) Temporary entertainment events(music performances, fashion shows, sport-related events, etc.; events in special seasons- Christmas and Easter) Emotional states(	Goodness of fit measure, confirmatory factor analysis (CFA), structural equation modeling (SEM), multiple indicators of latent variable constructs.
Pereira, I.V., 2017	Portugal, shopping centres in Porto	Convenient sample: shoppers inside shopping centres	First model 2 components for shopping motivation: Pleasure and/ or Loyalty. Second model 5 Motivational factors to go shopping: hedonic, promotion, personalization, innovation/ novelty, present to someone	. Kruskal-Wallis (K-W) Descriptive analyse of demographics
Calvo, C.P. & Lévy, J.P.M., 2018	Spain, 5 shopping malls: Marineda City , Espacio Coruña, Cuatro Caminos Shopping Centre, Area Central and Los Rosales	Consumers residing in Spain through random sampling	Pull factors to shopping malls: Convenience, Tenant variety, internal environment, leisure mix, communications/promotions. Frequency of visit; Purchase intention	Structural equation modelling, through maximum like hood technique using AMOS 18,0.To analyse internal consistency and reliability- Cronbach's α; Average variance extracted (AVE) to confirm convergent variability; Model fit through χ2, goodness of fit index, and root mean square error.

Source: Own elaboration based on Literature Review

Annex B. Survey Questionnaire

Experiência Do Consumidor No Centro Comercial Colombo

O presente questionário insere-se no desenvolvimento de um Projeto Empresa no âmbito do Mestrado em Gestão no ISCTE Business School.

Este estudo visa compreender as experiências vividas no ***Centro Comercial Colombo*** e a sua relevância para o seu consumidor.

Deste modo, este questionário dirige-se apenas a indivíduos **que frequentem** ou **já tenham frequentado** o *Centro Comercial Colombo* em Lisboa.

Responda com total liberdade e espontaneidade dado que não existem respostas corretas ou erradas, apenas a sua opinião pessoal.

Este questionário dura aproximadamente **7 minutos** a ser preenchido.

Agradeço desde já a sua colaboração, garantindo-lhe total confidencialidade e anonimato dos dados recolhidos.

(Este questionário cumpre o propósito de estudo académico não podendo ser utilizado para outro fim)

Parte I – Numa escala de 1 a 7 classifique o seu grau de concordância com as seguintes emoções quando visita o Centro Colombo:

ITEMS	1- Discordo Totalmente	2- Discordo	3- Discordo parcialmente	4- Não Concordo nem Discordo	5- Concordo parcialmente	6-Concordo	7- Concordo Totalmente
1. sinto-me Feliz							
2. sinto-me Entusiasmado/a							
3. sinto-me Entretido/a							
4. sinto-me Surpreendido/a Positivamente							
5. Visitar o Centro Colombo faz-me sentir							

Parte II – Numa escala de 1 a 7 Classifique as seguintes afirmações, de acordo com o seu grau de concordância:

ITEMS	1- Discordo Totalmente	2- Discordo	3- Discordo parcialmente	4- Não Concordo nem Discordo	5- Concordo parcialmente	6-Concordo	7- Concordo Totalmente
6. Vou ao Centro Colombo pois posso ver e tocar nos produtos / marcas que procuro e que quero comprar							
7. Gosto da oferta de restauração do Centro Colombo							
8. Gosto do ambiente do Centro Colombo (luz natural, decoração e design inspirados nos Descobrimentos, música ambiente)							
9. Quando visito o Centro Colombo fico curioso/a ao ver novas lojas/marcas que surgiram ou que ainda vão surgir							
10. Costumo ver as exposições de arte apresentadas no Centro Colombo - A Arte Chegou ao Colombo							
11. Tenho interesse por eventos solidários e humanitários promovidos pelo Centro Colombo – Café Memória, Hospital da Bonecada, Brinquedos que tocam o coração, etc.							
12. Eu gostaria de assistir a Concertos ao Vivo ou outras representações artísticas, no Centro Colombo.							
13. Eu gostaria de participar ou assistir a atividades desportivas promovidas no Centro Colombo							
14. Eu gostaria de frequentar workshops como por exemplo de: culinária, influência digital, vida FIT, arte, etc., promovidos no Centro Colombo							
15. O Centro Colombo oferece-me lojas, produtos e eventos que vão ao encontro do meu estilo de vida							
16. Costumo ir ao Centro Colombo com a minha família							
17. Costumo ir ao Centro Colombo com os meus amigos							
18. Eu identifico-me com os outros clientes do Centro Colombo							
19. Eu frequentaria eventos no pelo Colombo onde posso participar com a minha família ou amigos (ex. programa de degustação, caça ao tesouro, etc.)							
20. Escolho ir ao Centro Colombo porque é o centro comercial mais perto da minha casa / mais perto do meu trabalho							
21. Escolho ir ao Centro Colombo porque tem saída de metro dentro do próprio centro / estação de autocarros mesmo ao lado							
22. Escolho ir ao Centro Colombo pela sua oferta de entretenimento (Cinema, Bowling City, espaço crianças - Colomboland) e programas culturais							
23. Vou ao Centro Colombo sempre que há promoções ou saldos							
24. O Centro Colombo tem todas as lojas e marcas que procuro							

Parte III – Dada a tendência de centros comerciais mais digitais, classifique o seu grau de concordância com estas ações:

ITEMS	1- Discordo Totalmente	2- Discordo	3- Discordo parcialmente	4- Não Concordo nem Discordo	5- Concordo parcialmente	6-Concordo	7- Concordo Totalmente
25. Uso a app mobile do Centro Colombo enquanto estou a visitar o centro comercial							
26. Uso o website ou a app mobile do Centro Colombo para procura de um presente para oferecer							
27. Uso os diretórios digitais, website ou app mobile do Centro Colombo para procurar lojas ou outras informações como horários e serviços do centro (WC, fraldários,etc.).							
28. Uso a app mobile ou o website do Centro Colombo para conhecer que eventos e campanhas estão a decorrer, assim como dicas de Moda e Lifestyle							
29. No futuro irei utilizar o novo serviço Drive-in do Centro Colombo, para recolher as minha compras. (Drive-in consiste num serviço que permite recolher a sua encomenda, feita previamente por telefone, no parque de estacionamento do centro)							
30. Eu usaria o serviço de Lockers para recolher as minhas compras online dentro do Centro Colombo. (Lockers é um serviço que permite ao consumidor ir levantar as suas compras online no caso de não ter disponibilidade para as receber em casa. Usando um QR-code único o consumidor desbloqueia o cacifo que contém a sua compra)							

Parte IV – Qual é o seu grau de concordância com as seguintes afirmações:

ITEMS	1- Discordo Totalmente	2- Discordo	3- Discordo parcialmente	4- Não Concordo nem Discordo	5- Concordo parcialmente	6-Concordo	7- Concordo Totalmente
31. Eu gosto de passar o meu tempo livre no Centro Colombo							
32. O Centro Colombo é a minha primeira escolha de centro comercial							
33. A minha experiência em compras não é tão agradável noutro centro comercial como é no Centro Colombo							
34. O tempo que passo no Centro Colombo vale a pena							
35. Se tivesse mais tempo prolongava as minha visitas no Centro Colombo							
36. Quero voltar a visitar o Centro Colombo							
37. As minhas próximas compras num centro comercial serão certamente no Centro Colombo							

Parte V – Estamos quase a chegar ao fim deste questionário, peço-lhe agora que indique alguns dados relativos às suas visitas ao Centro Colombo.

1. Com que frequência visita o *Centro Colombo*?
   Todos os dias
   Todas as semanas
   Várias vezes ao mês
   Várias vezes por trimestre
   Várias vezes ao ano
   Outra______

2. Em que dias costuma visitar *o Centro Colombo*? (Poder escolher várias opções)
   Dias úteis
   Sábado
   Domingo
   Feriados
   Férias
3. Em que momento do dia costuma visitar o *Centro Colombo*? (Poder escolher várias opções)
   Manhã
   Tarde
   Noite

Parte VI – Para concluir, agradeço-lhe que indique alguns dados demográficos. Estes serão unicamente para efeitos estatísticos, garantindo o total anonimato.

4. Sexo
   Feminino
   Masculino
   Não responde

5. Idade
   Menor de 18
   18– 25
   26 – 40
   41 – 55
   Mais de 56

6. Concelho de residência:
   Lisboa
   Alcochete
   Almada
   Amadora
   Barreiro
   Cascais
   Loures
   Mafra
   Moita
   Montijo
   Odivelas
   Oeiras

Palmela

Seixal

Sesimbra

Setúbal

Sintra

Vila Franca de Xira

- Outro __________

A sua resposta foi registada com SUCESSO!

Muito obrigada pela sua colaboração neste estudo!

Annex C. External Analysis

Table 5.18 - Portugal and Euro Area Economic Projections (%). Exact values 2018 - 2019 and Projections for 2020-2022

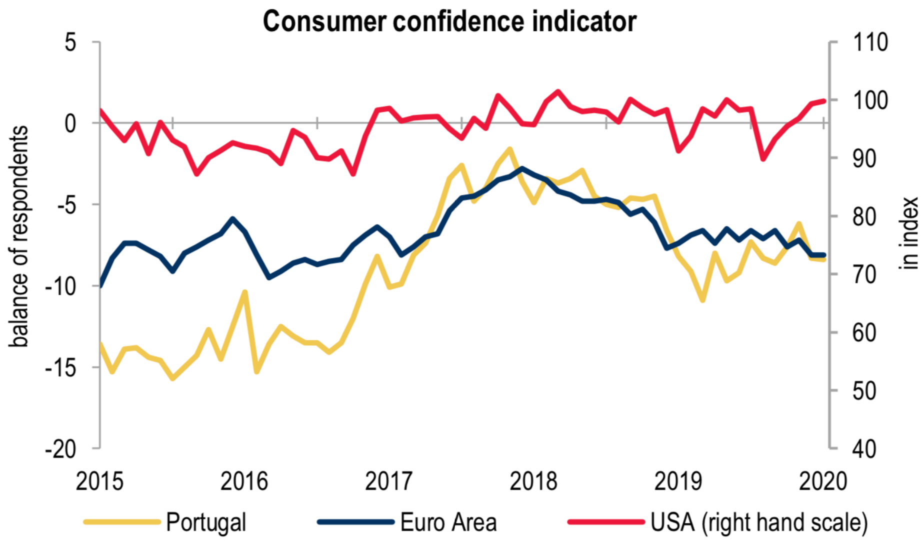
				Projections (p)		
		2018	2019	2020 (p)	2021 (p)	2022 (p)
Gross domestic product	Portugal	2,4	2,2	-9,5	5,2	3,8
	Euro Area	1,8	1,3	-0,8	5,0	3,2
Harmonized index of consumer prices	Portugal	1,2	0,3	0,1	0,8	1,1
	Euro Area	1,8	1,2	0,3	1,0	1,3
Private consumption	Portugal	2,1	2,2	-8,9	7,7	3,0
	Euro Area	1,6	1,3	-0,8	5,9	3,4
Public consumption	Portugal	0,9	1,1	0,6	0,7	0,8
	Euro Area	1,1	1,8	1,7	1,7	1,0
Gross fixed capital formation	Portugal	5,8	6,3	-11,1	5,0	4,5
	Euro Area	3,0	5,0	-12,3	6,3	6,1
Exports	Portugal	3,8	3,7	-25,3	11,5	11,2
	Euro Area	3,0	2,5	-13,7	7,4	4,5
Imports (goods&services)	Portugal	5,8	5,2	-22,4	13,5	8,5
	Euro Area	2,7	3,9	-11,7	7,0	5,0
Employment	Portugal	2,3	0,8	-4,5	2,0	1,5
	Euro Area	1,5	1,2	-2,3	0,1	1,3
Unemployment rate	Portugal	7,0	6,5	10,1	8,9	7,6
	Euro Area	8,2	7,6	8,5	9,5	8,8

(Own elaboration) Source: Banco Portugal 2020a

Table 5.19 - Harmonized Index of Consumer Prices (HICP) for Portugal, Euro area, European Union from 2016 to 2019

HICP \ TIME	2016	2017	2018	2019
Euro area-19 countires (from 2005)	0,2	1,5	1,8	1,2
Portugal	0,6	1,6	1,2	0,3

(Own elaboration) Source: Eurostat 2020



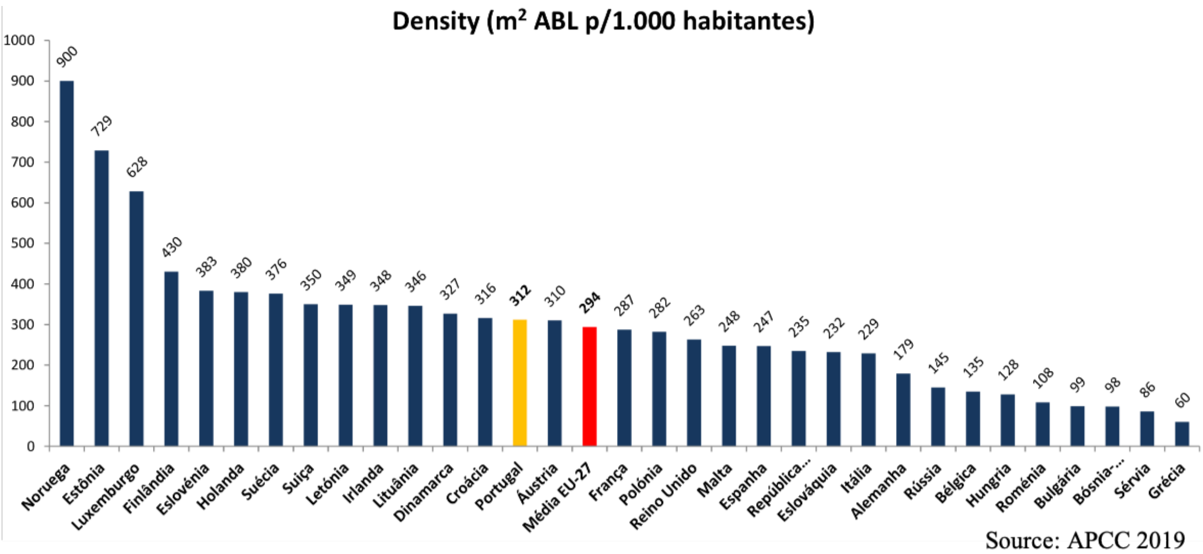
Source: Banco Portugal 2020b

Figure 5.8- Consumer Confidence Indicator for Portugal, Euro Area and USA

Table 5.20 - Index of turnover in retail trade - calendar and seasonal effects adjusted deflated - Non-food products, except fuel (Year-on-year growth rate; Monthly)

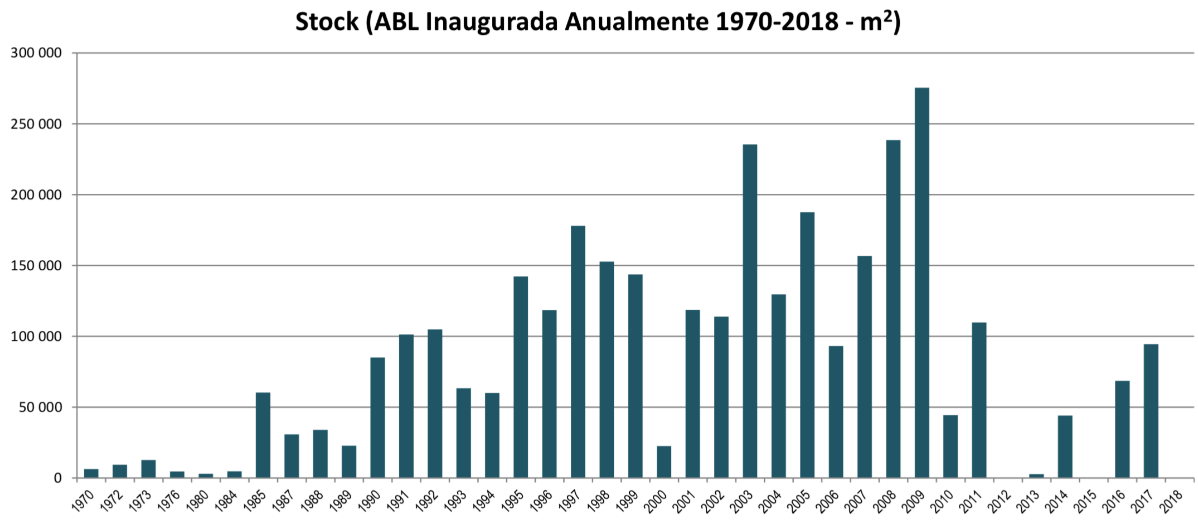
Retail trade of non-food products (except	
Period	Index of turnover in retail trade PORTUGAL (%)
December 2019	4,1
November 2019	5,8
October 2019	3,5
September 2019	4,4
August 2019	7,2
July 2019	5,5
June 2019	5,2
May 2019	5
April 2019	6,8
March 2019	9,8
February 2019	7,1
January 2019	5,6
December 2018	3,3
November 2018	7,1
October 2018	10
September 2018	1,3
August 2018	3,8
July 2018	4,7
June 2018	6,4
May 2018	8,2
April 2018	4,3
March 2018	4,4
February 2018	4,9
January 2018	9,1
Calendar and seasonal effects adjusted deflated (Year-on-year growth rate - Base 2015 - %) by Retail trade group (ACR); Monthly	

(Own elaboration) Source: INE 2020b



Source: APCC 2019

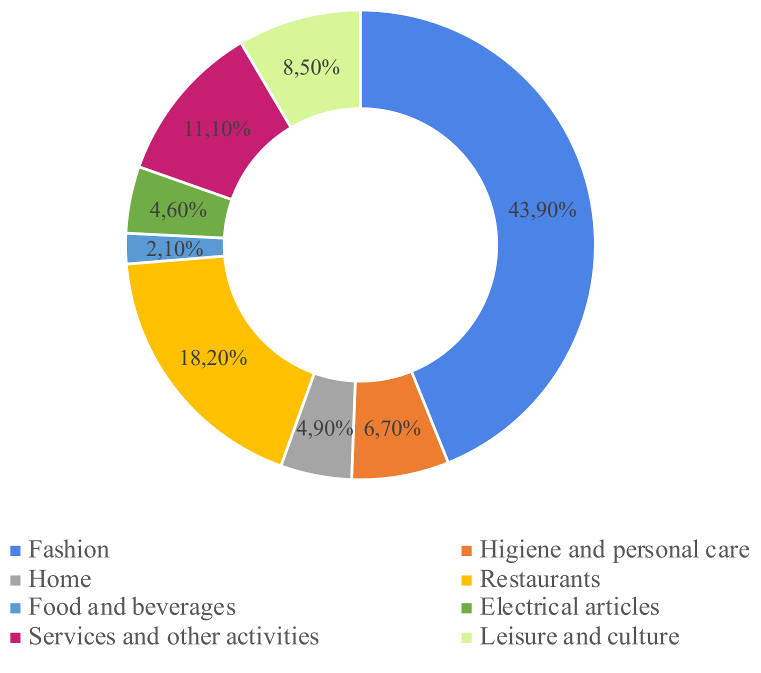
Figure 5.9 - Density of shopping centres by sq.m per 1000 inhabitants (Europe)



Source: APCC 2019

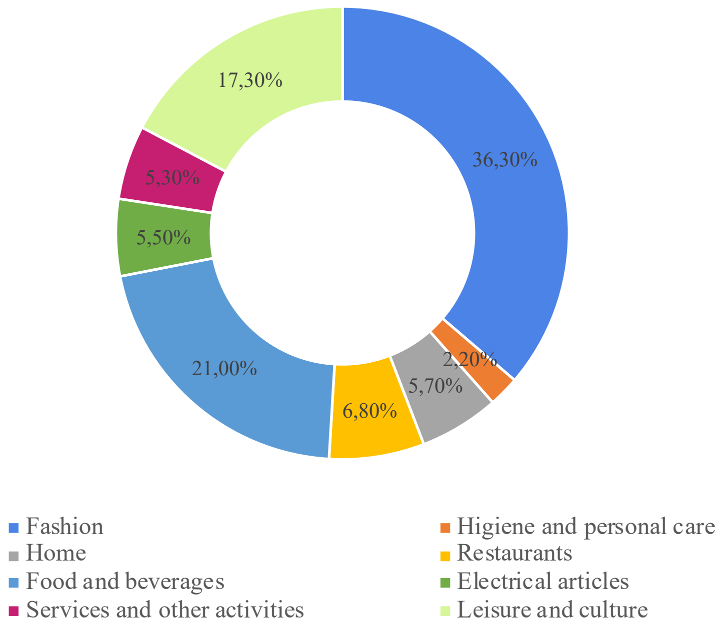
Figure 5.10-Annual Inaugurated GLA in Portugal

Annex D. Internal Analysis



(Own elaboration) Source: APCC 2019

Figure 5.11 - Colombo´s Distribution of shops by activities, by % of number of shops



(Own elaboration) Source: APCC 2019

Figure 5.12 - Colombo´s Distribution of shops by activities, by % of GLA

Table 5.21 - SWOT Analysis

STRENGTHS	WEAKENESSES
Sonae Sierra´s 30 years of experience in shopping centre industry Sierra´s international portfolio combined with international experience and know-how of different markets Services offered by Sierra´s management: investment, architecture and engineering, property management and sustainability services. Diverse and innovative offers guaranteeing the best services and products to their customers and clients - flexibility as driven approach for the best solution Sierra´s long term and reliable partnership with stakeholders Shared experience and know-how with clients serving their interests Sierra´s proven experience and efficiency in own projects ensure the right advice for investors Outstanding shared value leveraged by Sierra´s sustainability drive strategy Centro Colombo one of the biggest shopping centres in Europe, seen as a benchmark Colombo has a great localization in Lisbon	Sonae Sierra´s extensive portfolio demands for an attentive management of all assets at the same time which can be difficult Being part of the Sonae Group, Sonae Sierra is affected by every circumstance and reputation that all other business form this group. Colombo in not the most recent shopping centre being built in Lisbon, counting already 23 years, risk of becoming outdated or deteriorated Colombo's safety reputation can be perceived as weakness.

Accessibility to Colombo is easy either by private car, public transports or by foot. Colombo has a wide variety in types of stores, restaurants and services Colombo has great offerings in terms of entertainment.	
OPPORTUNITIES	THREATS
Shopping centres have the opportunity to improve their customer experience by offering privileged experiences Shopping centres have the opportunity to be transformed in a tourism must see Shopping centres have the opportunity to include healthy lifestyle options – gyms, restaurants, stores, etc. Shopping centres have the opportunity to become a digital ecosystem, as desired by client	Every shopping centre is faced with competition against other shopping centres and also new competitors as street retail and e-commerce. World´s pandemic of covi-19 leads to a decrease in number of visitors in shopping centres due to safety risk Portuguese suppressed consumption pattern due to loss of purchasing power

(Own elaboration)

Annex E. Sample Profile – Sex

Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	130	71.4	71.4	71.4
	Male	52	28.6	28.6	100.0
	Total	182	100.0	100.0	

Source: SPSS Statistical Output

Annex F. Sample Profile – Age Group

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18– 25	75	41.2	41.2	41.2
	26 – 40	63	34.6	34.6	75.8
	41 – 55	14	7.7	7.7	83.5
	Over 56	12	6.6	6.6	90.1
	Under 18	18	9.9	9.9	100.0
	Total	182	100.0	100.0	

Source: SPSS Statistical Output

Annex G. Sample Profile – District of Residence

Residence District

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Almada	1	.5	.5	.5
	Amadora	3	1.6	1.6	2.2
	Arruda dos Vinhos	1	.5	.5	2.7
	Cascais	2	1.1	1.1	3.8
	Lisboa	156	85.7	85.7	89.6
	Loures	1	.5	.5	90.1
	Odivelas	2	1.1	1.1	91.2
	Oeiras	5	2.7	2.7	94.0
	Palmela	1	.5	.5	94.5
	Santarém	4	2.2	2.2	96.7
	Seixal	1	.5	.5	97.3
	Sesimbra	1	.5	.5	97.8
	Setúbal	2	1.1	1.1	98.9
	Sintra	1	.5	.5	99.5
	Vila Franca de Xira	1	.5	.5	100.0
	Total	182	100.0	100.0	

Source: SPSS Statistical Output

Annex H. Sample Profile – Frequency of visiting Centro Colombo

How often do you visit Centro Colombo?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Every week	10	5.5	5.5	5.5
	Several times per month	47	25.8	25.8	31.3
	Several times per trimester	47	25.8	25.8	57.1
	Several times per year	78	42.9	42.9	100.0
	Total	182	100.0	100.0	

Source: SPSS Statistical Output

Annex I. Sample Profile – Preferable Days of the week to visit *Centro Colombo*

In which days of the week do you usually visit Centro Colombo? (More than one option can be selected)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Saturday	14	7.7	7.7	7.7
	Saturday, Sunday	16	8.8	8.8	16.5
	Saturday, Sunday, National holidays, Vacations	1	.5	.5	17.0
	Saturday, Sunday, Vacations	18	9.9	9.9	26.9
	Saturday, Vacations	3	1.6	1.6	28.6
	Sunday	1	.5	.5	29.1
	Vacations	2	1.1	1.1	30.2
	Working days	76	41.8	41.8	72.0
	Working days, Saturday	9	4.9	4.9	76.9
	Working days, Saturday, National holidays	1	.5	.5	77.5
	Working days, Saturday, Sunday	16	8.8	8.8	86.3
	Working days, Saturday, Sunday, National holidays, Vacations	3	1.6	1.6	87.9
	Working days, Saturday, Sunday, Vacations	3	1.6	1.6	89.6
	Working days, Saturday, Vacations	6	3.3	3.3	92.9
	Working days, Sunday	3	1.6	1.6	94.5
	Working days, Vacations	10	5.5	5.5	100.0
	Total	182	100.0	100.0	

Source: SPSS Statistical Output

In which days of the week do you usually visit Centro Colombo? (More than one option can be selected)

		Frequency	Percent	Valid Percent
Valid	Weekdays	127	69.8	69.8
	Saturdays	90	49.5	49.5
	Sundays	61	33.5	33.5
	National holidays	5	2.7	2.7
	Vacations	46	25.3	25.3

Source: SPSS Statistical Output

Annex J. Sample Profile – Preferable time of the day to visit Centro Colombo

In which times of the day do you usually visit Centro Colombo? (More than one option can be selected)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Afternoon	51	28.0	28.0	28.0
	Afternoon, Evening	40	22.0	22.0	50.0
	Evening	30	16.5	16.5	66.5
	Morning	23	12.6	12.6	79.1
	Morning, Afternoon	13	7.1	7.1	86.3
	Morning, Afternoon, Evening	4	2.2	2.2	88.5
	Morning, Evening	21	11.5	11.5	100.0
	Total	182	100.0	100.0	

Source: SPSS Statistical Output

In which times of the day do you usually visit Centro Colombo? (More than one option can be selected)

		Frequency	Percent	Valid Percent
Valid	Morning	61	33.5	33.5
	Afternoon	108	59.3	59.3
	Evening	95	52.2	52.2

Source: SPSS Statistical Output

Annex K. Descriptive Statistics – Items and Dimensions

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
[1. I am happy]	182	4.38	1.090	-.528	.180	.863	.358
[2. I am excited]	182	4.75	1.239	-.470	.180	.332	.358
[3. I am entertained]	182	5.15	1.178	-.969	.180	1.565	.358
[4. I am positively surprised]	182	4.15	1.184	-.242	.180	.409	.358
[5. Visiting Centro Colombo makes me feel better]	182	3.98	1.372	-.255	.180	-.313	.358
[6. I visit Centro Colombo because in there I can touch and see all product and brands that I look for]	182	5.46	1.447	-1.034	.180	.479	.358
[7. I like the restaurants selection in Centro Colombo]	182	5.50	1.243	-.795	.180	.275	.358
[8. I enjoy the environment in Centro Colombo (Natural lighting, Decoration and Design inspired in Portuguese Discoveries, background music)]	182	4.74	1.554	-.589	.180	-.536	.358
[9. When I visit Centro Colombo, I get curious about the new stores and brands that have opened or will open in a near future]	182	4.95	1.335	-.754	.180	.602	.358
[10. I usually visit the art exhibitions in Centro Colombo – “A Arte Chegou ao Colombo”]	182	2.69	1.816	.749	.180	-.704	.358

Source: SPSS Statistical Output

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
[11. I have interest in the solidarity and humanitarian events promoted by Centro Colombo – "Café Memória", "Hospital da Bonecada", "Brinquedos que tocam o coração", etc.]	182	3.66	1.908	-.091	.180	-1.233	.358
[12. I would like to assist to Live Concerts, or other artistic representation in Centro Colombo]	182	4.55	1.858	-.516	.180	-.810	.358
[13. I would like to participate in sportive activities promoted in Centro Colombo]	182	3.32	1.883	.335	.180	-.882	.358
[14. I would like to attend to workshops of, for example: culinary, digital influence, Fitness lifestyle, art, etc., promoted in Centro Colombo]	182	4.13	1.840	-.315	.180	-.985	.358
[15. Centro Colombo's stores, products and events are in line with my lifestyle]	182	5.15	1.130	-.831	.180	1.100	.358
[16. I usually visit Centro Colombo with my family]	182	4.75	1.702	-.557	.180	-.540	.358
[17. I usually visit Centro Colombo with my friends]	182	4.19	1.614	-.188	.180	-.796	.358
[18. I identify myself with the other clients in Centro Colombo]	182	2.85	1.529	.469	.180	-.531	.358
[19. I would like to attend family events as, for example: food tasting or treasure hunting game, etc., promoted by Centro Colombo]	182	3.45	1.703	.228	.180	-.920	.358

Source: SPSS Statistical Output

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
[20. I choose Centro Colombo because it is the closest shopping centre from my home / my working place]	182	4.42	2.332	-.322	.180	-1.472	.358
[21. I choose Centro Colombo because of having its own subway exit / bus stop near]	182	3.33	2.003	.243	.180	-1.223	.358
[22. I chose Centro Colombo due to its entertainment offer (Cinema, Bowling City, kids' space - Colomboland) and cultural programmes]	182	4.25	1.771	-.236	.180	-.863	.358
[23. Every time there are sales or promotions in Centro Colombo, I visit it]	182	3.98	1.866	-.241	.180	-1.063	.358
[24. Centro Colombo has every store and brand that I look for]	182	5.43	1.640	-1.140	.180	.553	.358
[25. While I am visiting Centro Colombo, I use Colombo's mobile app]	182	1.35	.799	3.028	.180	9.868	.358
[26. When I look for a present to offer, I use Colombo's mobile app or website]	182	1.38	.825	2.646	.180	7.178	.358
[27. I use Colombo's mobile app, website or its digital directories to find stores or other information as operating hours or services (WC, baby-change stations, etc.).]	182	2.53	1.920	.908	.180	-.703	.358
[28. I use Colombo's mobile app or website to be discover new events and campaigns, as well as fashion and lifestyle tips]	182	1.40	.847	2.773	.180	8.712	.358

Source: SPSS Statistical Output

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
[29. In the future, I will use the new Drive-in service in Centro Colombo, in order to pick up my purchases. (Drive-in service allows customers to acquire their previous requested orders, by being safely delivered in their car, inside Colombo's the parking area]	182	3.59	1.815	-.048	.180	-1.072	.358
[30. I would use Colombo's Lockers service to collect my online shopping. (Lockers is drop-off service for customer that cannot receive their online shopping at home. This service allows customers to collect their orders in the shopping centre. By using a unique QR-code the customer unlocks its lockers and pick up its purchase]	182	4.35	1.853	-.442	.180	-.818	.358
[31. I enjoy spending my free time in Centro Colombo]	182	2.80	1.568	.602	.180	-.517	.358
[32. Centro Colombo is my first-choice shopping centre]	182	4.10	2.196	.005	.180	-1.490	.358
[33. My shopping experience is not as pleasant in other shopping centre as it is in Centro Colombo]	182	3.60	1.835	.055	.180	-1.275	.358
[34. The time I spend in Centro Colombo is worthwhile]	182	4.09	1.526	-.603	.180	-.416	.358
[35. If I had more time, I would extend my visits in Centro Colombo]	182	3.14	1.799	.408	.180	-1.066	.358
[36. I want to revisit Centro Colombo]	182	5.29	1.260	-.683	.180	.580	.358

Source: SPSS Statistical Output

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
[37. My next shopping centre's shopping visit will certainly be in Centro Colombo]	182	4.27	2.035	-.216	.180	-1.171	.358
Emotional_exp	182	4.4846	1.01529	-.613	.180	.959	.358
Sensorial_exp	182	5.2326	1.06521	-.342	.180	-.528	.358
Intellectual_exp	182	3.8846	1.17960	-.092	.180	-.402	.358
Social_exp	182	4.0769	1.02122	.064	.180	.209	.358
Pragmatic_exp	182	4.2824	1.09928	-.130	.180	-.032	.358
Digital_exp	182	2.4350	.84887	.351	.180	-.092	.358
Engagement	182	3.5018	1.59294	.039	.180	-1.106	.358
Extend_visit_time	182	3.6154	1.22717	.167	.180	-.233	.358
Return_intention	182	4.7802	1.40679	-.393	.180	-.586	.358
Valid N (listwise)	182						

Source: SPSS Statistical Output

Annex L. Cronbach’s Alpha for Dimensions and Items

Dimension	Cronbach's Alpha	Items	Cronbach's Alpha if Item Deleted
Emotional_exp	.891	[1. I am happy]	.861
		[2. I am excited]	.857
		[3. I am entertained]	.880
		[4. I am positively surprised]	.866
		[5. Visiting Centro Colombo makes me feel better]	.873
Sensorial_exp	.611	[6. I visit Centro Colombo because in there I can touch and see all product and brands that I look for]	.528
		[7. I like the restaurants selection in Centro Colombo]	.498
		[8. I enjoy the environment in Centro Colombo (Natural lighting, Decoration and Design inspired in Portuguese Discoveries, background music)]	.509
Intellectual_exp	.742	[9. When I visit Centro Colombo, I get curious about the new stores and brands that have opened or will open in a near future]	.752
		[10. I usually visit the art exhibitions in Centro Colombo – “A Arte Chegou ao Colombo”]	.706
		[11. I have interest in the solidarity and humanitarian events promoted by Centro Colombo – “Café Memória”, “Hospital da Bonecada”, “Brinquedos que tocam o coração”, etc.]	.694
		[12. I would like to assist to Live Concerts, or other artistic representation in Centro Colombo]	.674
		[13. I would like to participate in sportive activities promoted in Centro Colombo]	.673
		[14. I would like to attend to workshops of, for example: culinary, digital influence, Fitness lifestyle, art, etc., promoted in Centro Colombo]	.722
Social_exp	.674	[15. Centro Colombo’s stores, products and events are in line with my lifestyle]	.646
		[16. I usually visit Centro Colombo with my family]	.555
		[17. I usually visit Centro Colombo with my friends]	.639
		[18. I identify myself with the other clients in Centro Colombo]	.616
		[19. I would like to attend family events as, for example: food tasting or treasure hunting game, etc., promoted by Centro Colombo]	.648

Source: Own elaboration based on SPSS Statistical Output

Dimension	Cronbach's Alpha	Items	Cronbach's Alpha if Item Deleted
Pragmatic_exp	.474	[20. I choose Centro Colombo because it is the closest shopping centre from my home / my working place]	.399
		[21. I choose Centro Colombo because of having its own subway exit / bus stop near]	.475
		[22. I chose Centro Colombo due to its entertainment offer (Cinema, Bowling City, kids' space - Colomboland) and cultural programmes]	.433
		[23. Every time there are sales or promotions in Centro Colombo, I visit it]	.300
		[24. Centro Colombo has every store and brand that I look for]	.463
Digital_exp	.624	[25. While I am visiting Centro Colombo, I use Colombo's mobile app]	.596
		[26. When I look for a present to offer, I use Colombo's mobile app or website]	.601
		[27. I use Colombo's mobile app, website or its digital directories to find stores or other information as operating hours or services (WC, baby-change stations, etc.).]	.551
		[28. I use Colombo's mobile app or website to be discover new events and campaigns, as well as fashion and lifestyle tips]	.592
		[29. In the future, I will use the new Drive-in service in Centro Colombo, in order to pick up my purchases. (Drive-in service allows customers to acquire their previous requested orders, by being safely delivered in their car, inside Colombo's the parking area]	.544
		[30. I would use Colombo's Lockers service to collect my online shopping. (Lockers is drop-off service for customer that cannot receive their online shopping at home. This service allows customers to collect their orders in the shopping centre. By using a unique QR-code the customer unlocks its lockers and pick up its purchase]	.579
Engagement	.800	[31. I enjoy spending my free time in Centro Colombo]	.886
		[32. Centro Colombo is my first-choice shopping centre]	.644
		[33. My shopping experience is not as pleasant in other shopping centre as it is in Centro Colombo]	.570
Extend_visit_time	.153	[34. The time I spend in Centro Colombo is worthwhile]	.
		[35. If I had more time, I would extend my visits in Centro Colombo]	.
Return_Intention	.552	[36. I want to revisit Centro Colombo]	.
		[37. My next shopping centre's shopping visit will certainly be in Centro Colombo]	.

Source: Own elaboration based on SPSS Statistical Output

Annex M. Multiple Linear Regression Analysis: Emotional, Sensorial, Intellectual, Social and Digital experiences as Independent Variables and Costumer's Engagement as Dependent Variable (Source: SPSS Statistical Output)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.690[a]	.477	.462	1.16865	1.902

a. Predictors: (Constant), Digital_exp, Sensorial_exp, Intellectual_exp, Emotional_exp, Social_exp

b. Dependent Variable: Engagement

Source: SPSS Statistical Output

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	218.908	5	43.782	32.057	.000[b]
	Residual	240.369	176	1.366		
	Total	459.277	181			

a. Dependent Variable: Engagement

b. Predictors: (Constant), Digital_exp, Sensorial_exp, Intellectual_exp, Emotional_exp, Social_exp

Source: SPSS Statistical Output

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-2.027	.549		-3.691	.000		
Emotional_exp	.435	.106	.277	4.108	.000	.654	1.530
Sensorial_exp	.628	.096	.420	6.574	.000	.729	1.373
Intellectual_exp	-.313	.089	-.232	-3.530	.001	.689	1.451
Social_exp	.431	.108	.276	3.977	.000	.617	1.621
Digital_exp	-.101	.106	-.054	-.956	.340	.934	1.071

a. Dependent Variable: Engagement

Source: SPSS Statistical Output

Correlations

		Emotional_exp	Sensorial_exp	Intellectual_exp	Social_exp	Pragmatic_exp	Digital_exp	Engagement	Extend_visit_time	Return_intention
Emotional_exp	Pearson Correlation	1	.503**	.366**	.411**	.304**	.062	.514**	.498**	.504**
Sensorial_exp	Pearson Correlation		1	.214**	.319**	.369**	.008	.597**	.295**	.538**
Intellectual_exp	Pearson Correlation			1	.533**	.348**	.129	.100	.093	.129
Social_exp	Pearson Correlation				1	.499**	.246**	.387**	.317**	.438**
Pragmatic_exp	Pearson Correlation					1	.204**	.488**	.434**	.615**
Digital_exp	Pearson Correlation						1	.005	-.067	.012
Engagement	Pearson Correlation							1	.566**	.783**
Extend_visit_time	Pearson Correlation								1	.638**
Return_intention	Pearson Correlation									1

**Correlation is significant at the 0.01 level (2-tailed).

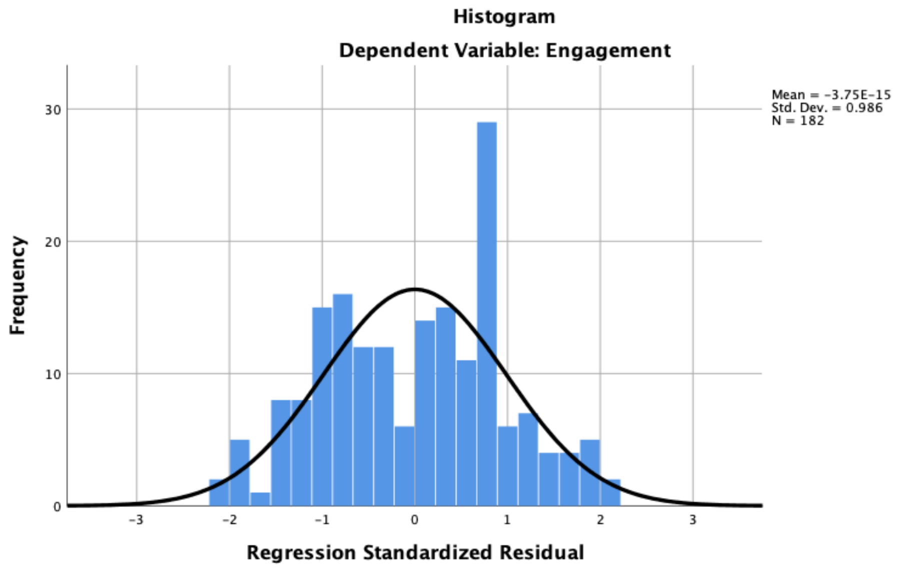
Source: SPSS Statistical Output

Residuals Statistics[a]

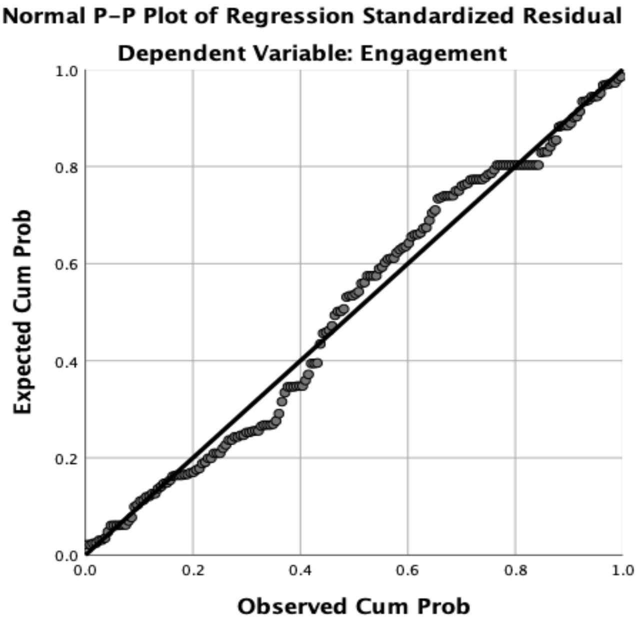
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.3725	5.3686	3.5018	1.09974	182
Residual	-2.37330	2.53305	.00000	1.15239	182
Std. Predicted Value	-2.845	1.697	.000	1.000	182
Std. Residual	-2.031	2.168	.000	.986	182

a. Dependent Variable: Engagement

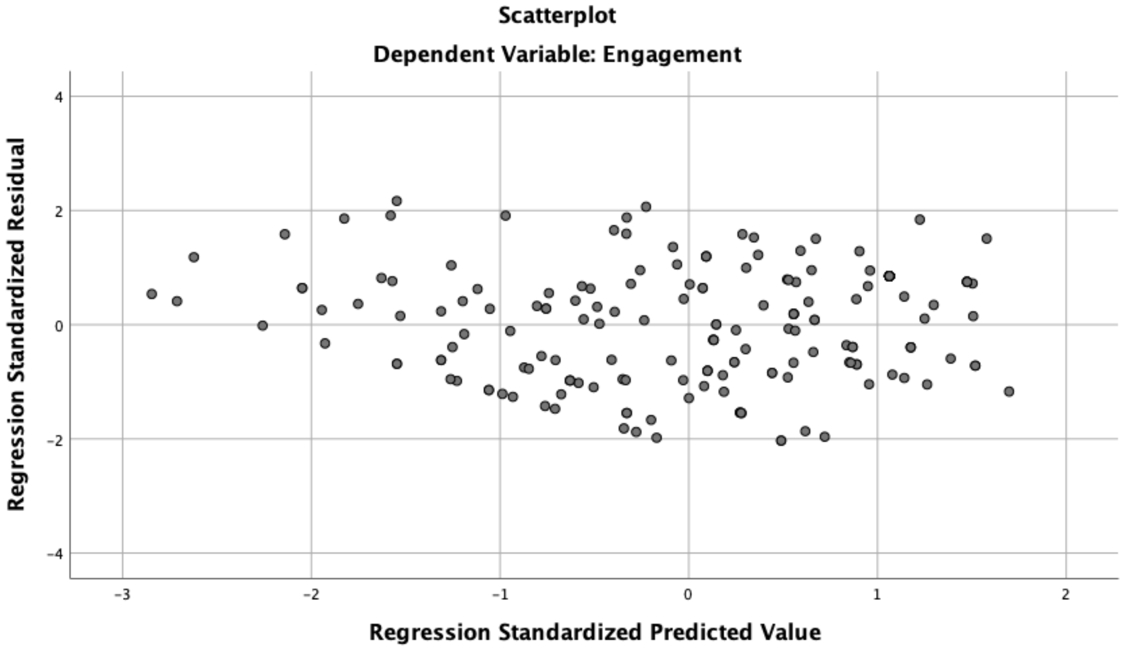
Source: SPSS Statistical Output



Source: SPSS Statistical Output



Source: SPSS Statistical Output



Source: SPSS Statistical Output

Annex N. Resume of Research Hypotheses Validation

Hypotheses	Supported
H1.Relation of customer's experience dimensions with consumer's engagement	
H1a: Favourable perceptions of emotional experience have a positive influence on consumers engagement	YES
H1b: Favourable perceptions of sensorial experience have a positive influence on consumers engagement	YES
H1c: Favourable perceptions of Intellectual experience have a positive influence on consumers engagement	NO
H1d: Favourable perceptions of social experience have a positive influence on consumers engagement	YES
H1e: Favourable perceptions of pragmatic experience have a positive influence on consumers engagement	NO
H1f: Favourable perceptions of digital experience have a positive influence on consumers engagement	NO
H2.Relation of customer's experience dimensions with consumer's intention to extend visit time	
H2a: Favourable perceptions of emotional experience have a positive influence on consumer's intention to extend visit time	NO
H2b: Favourable perceptions of sensorial experience have a positive influence on consumer's intention to extend visit time	NO
H2c: Favourable perceptions of Intellectual experience have a positive influence on consumer's intention to extend visit time	NO
H2d: Favourable perceptions of social experience have a positive influence on consumer's intention to extend visit time	NO
H2e: Favourable perceptions of pragmatic experience have a positive influence on consumer's intention to extend visit time	NO
H2f: Favourable perceptions of digital experience have a positive influence on consumer's intention to extend visit time	NO
H3.Relation of customer's experience dimensions with consumer's return intention	
H3a: Favourable perceptions of emotional experience have a positive influence on consumer's return intention	NO
H3b: Favourable perceptions of sensorial experience have a positive influence on consumer's return intention	NO
H3c: Favourable perceptions of Intellectual experience have a positive influence on consumer's return intention	NO
H3d: Favourable perceptions of social experience have a positive influence on consumer's return intention	NO
H3e: Favourable perceptions of pragmatic experience have a positive influence on consumer's return intention	NO
H3f: Favourable perceptions of digital experience have a positive influence on consumer's return intention	NO
H4.Relation between consumer's engagement and intention to extend visit or return	
H4a: Favourable perceptions of consumer engagement have a positive influence on consumer's intention to extend visit time	NO
H4b: Favourable perceptions of consumer engagement have a positive influence on consumer's return intention	NO