Mall Management
This book is a part of the course by Jaipur National University, Jaipur.
This book contains the course content for Mall Management.

JNU, Jaipur
First Edition 2013

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**Abbreviations**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CPI</td>
<td>Consumer Price Index</td>
</tr>
<tr>
<td>FMV</td>
<td>Fair Market Value</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>LBD</td>
<td>Letter Box Drop</td>
</tr>
<tr>
<td>NCR</td>
<td>National Capital Region</td>
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<tr>
<td>SWOT</td>
<td>Strength, Weakness, Opportunities, Threat</td>
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Chapter I
Introduction to Mall Management

Aim

The aim of this chapter is to:
• introduce mall management in retail industry
• explain retail scenario in India
• enlist the main types of malls

Objectives

The objectives of this chapter are to:
• elucidate growth of retail in India
• explain mall space supply demand
• describe different types of mall management

Learning outcome

At the end of this chapter, you will be able to:
• understand infrastructure management
• recognise different types of malls
• identify the features of the organised retail sector
1.1 Introduction

Mall management has been identified as an important factor for the success of malls and the retail industry across the world. Till recently, mall management was restricted to facility management by a majority of developers in India, leading to differences in mall management culture. Given the high future supply of malls and increasing competitiveness within the Indian retail market, developers must correctly address these gaps to ensure success. In order to understand mall management, it is mandatory to have an overview of what malls are.

1.2 Malls

Mall is usually a large, enclosed area. To be more precise, a mall is a mercantile establishment consisting of a carefully landscaped complex of shops representing

- Leading merchandisers; usually includes restaurants and a convenient parking area.
- Shopping centre: It is referred to open-air retail, that is, a number of stores located close to each other in an open area.

1.2.1 Types of Malls

There are four types of malls based on their size, number of anchors and location:

- **Regional mall:** It is a large mall with 4.00,000 sq. ft. to 8.00,000 sq. ft. gross leasable area with at least 2 anchors.
- **Super regional:** Over 8.00,000 sq. ft. and serves as dominant shopping venue for the region in which it is located.
- **Retail districts:** It is like a combination of big box at one place. This one is the latest trend in the retail market.
- **Vertical malls:** These are in the form of buildings and are created when the land price is high. Therefore, the space allocated to retail is configured over a number of stores accessible by escalators linking the different levels of the mall. In this case, the challenge is how to encourage shoppers to move upwards and downwards.

1.3 Retail Scenario in India

For the period of Financial Year 06-10, the Indian retail industry grew at a Compounded Annual Growth Rate (CAGR) of 13.3%. The growth of Indian economy fuelled by changing consumption pattern among higher portion of middle class population, greater number of working women etc pushed the growth of retail in India. Of all the segments, food and grocery remained highest at 58% of the total retail sales during FY10, clothing and footwear closely following it at second place by occupying 10% of the total retail pie. However, in terms of growth, the ‘entertainment, books & sports equipment’ segment outperformed other retail segments registering a CAGR of 22.5% during the period FY 06-10.

In spite of growth, retail industry in India remains fragmented with organised retailing at a nascent stage. During the economic recession since the later half of FY09, the retailers especially in the organised sector suffered a blow in the form of declining revenues and halt in their capex plans. Further, the unemployment situation aggravated the fear of job losses during the recession, resulted in customers spending on necessities rather than on discretionary items. Thus, the industry witnessed decline in footfalls, conversion rate, which was especially apparent in the decline of same store sales. As a result, slowdown in consumer spending led to the inventory being stacked up resulting in a low inventory turnover ration, registering a decline to 4.3 times during FY09 from 4.8 times during FY08.

Before the onset of recession, the large scale expansion plans of the Indian retailers warranted an increase in inventory and greater store operating expenses in the form of rentals and staff expenses, thus, increasing the working capital requirement. However with the economic recession in effect, the retailers were faced with a liquidity crunch owing to difficulties in raising funds both from the equity as well as debt markets. Additionally, the funds raised during the economic boom attracted higher interest rates thereby affecting the retailers’ ability to service the interest as well as principal repayments during the downturn. The total interest outgo of the retailers as tracked by CARE Research registered a y-o-y growth of 78.6% during FY09.
Even though, post recession, the industry is witnessing a gradual turnaround, it is met by a few stumbling blocks that constitute the challenges ahead for the Indian retail industry viz. higher store rentals as compared to retailers globally, taxation & other policy regulations, inefficiencies in supply chain management and higher rate of shrinkage.

In spite of the said challenges, CARE Research expects the Indian retail industry to grow on the backdrop of expectant rise in the country’s Gross Domestic Product (GDP) during the period FY11-FY13. The rise in income level of the Indian populace, in turn, is expected to fuel the domestic consumption ultimately resulting in higher revenues for the Indian retailers. Importantly, CARE Research expects the penetration of organised retail in the total retail pie to increase by FY13 owing to the expanding reach of the retailers to tier-II & III cities accompanied by higher consumer spend on discretionary items. Also, in an attempt to increase margins, CARE Research expects the retailers would restore to adapting measures such as increasing the share of private labels in the total store sales, reducing store level operating expenses etc. The report on the Indian retail industry provides a comprehensive overview of all the above mentioned parameters with detailed forecasts.

### 1.4 Growth of Retail in India

Retail and real estate are the two booming sectors of India in the present times. And if industry experts are to be believed, the prospects of both the sectors are mutually dependent on each other. Retail, one of India’s largest industries, has presently emerged as one of the most dynamic and fast paced industries of our times with several players entering the market. Accounting for over 10 per cent of the country’s GDP and around eight per cent of the employment retailing in India is gradually inching its way toward becoming the next boom industry.

As the contemporary retail sector in India is reflected in sprawling shopping centres, multiplex- malls and huge complexes offer shopping, entertainment and food all under one roof, the concept of shopping has altered in terms of format and consumer buying behaviour, ushering in a revolution in shopping in India. This has also contributed to large-scale investments in the real estate sector with major national and global players investing in developing the infrastructure and construction of the retailing business. The trends that are driving the growth of the retail sector in India are

- Low share of organised retailing
- Falling real estate prices
- Increase in disposable income and customer aspiration
- Increase in expenditure for luxury items (CHART)

Another credible factor in the prospects of the retail sector in India is the increase in the young working population. In India, hefty pay packets, nuclear families in urban areas, along with increasing working-women population and emerging opportunities in the services sector. These key factors have been the growth drivers of the organised retail sector in India which now boast of retailing almost all the preferences of life - Apparel & Accessories, Appliances,
Electronics, Cosmetics and Toiletries, Home & Office Products, Travel and Leisure and many more. With this the retail sector in India is witnessing rejuvenation as traditional markets make way for new formats such as departmental stores, hypermarkets, supermarkets and specialty stores.

The retailing configuration in India is fast developing as shopping malls are increasingly becoming familiar in large cities. When it comes to development of retail space specially the malls, the Tier II cities are no longer behind in the race. If development plans till 2007 is studied it shows the projection of 220 shopping malls, with 139 malls in metros and the remaining 81 in the Tier II cities. The government of states like Delhi and National Capital Region (NCR) are very upbeat about permitting the use of land for commercial development thus increasing the availability of land for retail space; thus making NCR render to 50% of the malls in India.

![Retail space distribution in Delhi, NCR](image)

Fig. 1.2 Retail space distribution in Delhi, NCR

There has been tremendous increase in the number of malls in India in recent times. From 25 malls in 2003, the number has gone up to 500 malls in 2010. The reasons for this unprecedented growth are:

- Largest young population in the world: More than 890 million people below 45 years of age. More English - taken together, speaking people in India than in the whole of Europe.
- More than 600 million effective buyers in 2010.
- More than 550 million under the age of 20 by 2015.
- More than 70 million earn Rs. 8,00,000 a year - number to rise to 140 rnm by 2011.

**1.5 Mall Space Supply–Demand**

The factors mentioned above has led to exponential growth of malls in Tier I cities and now its vying to capitalise the increased purchasing power of people in Tier II cities viz. Pune etc.

Malls have mushroomed across cities such as Delhi, Bengalooru including other metropolis. Delhi has the maximum coverage of mall space (measured in sq.ft.) closely followed by Mumbai. Chennai and Hyderabad demonstrate same trend in mall space growth, with Pune being the leader among Tier 2 cities in terms of mall space. Mall sq.ft. available per person is high for Delhi and Pune with lowest being for Kolkata.

**1.6 What is Mall Management?**

Globally, mall management broadly includes:

**Positioning a mall**

Positioning a mall refers to defining the category of services offered based on demographics, psychographics, income levels, competition in neighbouring areas and extensive market research of the catchment. For example, if the market research indicates that the average number of households living in a particular area belongs to the upper middle class, then a high-end retail mall would suit the location.
Positioning also refers to the location of the shopping mall. A good location defined in terms of factors like ease of access via roads, good visibility, etc. is considered as one of the prime prerequisites for a mall. Although other activities such as trade/tenant mix can be revisited or redefined, the location remains fixed, making it an imperative factor for a mall.

**Zoning – formulating the right tenant mix and its placement in a mall**

Tenant mix refers to the combination of retail shops occupying space in a mall. A right tenant mix would form an assemblage that produces optimum sales, rents, service to the community and financial status of the shopping mall venture.4

Zoning refers to the division of mall space into zones for the placement of various retailers. A mall is dependent on the success of its tenants, which translates to the financial feasibility of the tenant in the mall.

**Promotional and marketing**

Promotional activities and events in a mall form an integral part of mall management. Activities like food festivals, handicraft exhibitions and celebrity visits increase foot traffic and in turn sales volumes. Organising cultural events has time and again proved vital in attracting consumers to a mall. Such activities may also act as a differentiator for a mall.

Developers can work on drafting marketing strategies for individual malls to meet the needs of the local consumer base and the challenges of local, and in some cases, regional competitors.

Ansal Plaza, the first mall in Delhi, is an example of a successful mall led by good promotions and marketing mall management practices.

**Facility management**

Facility management refers to the integration of people, place, process and technology in a building. It also means optimal utilisation of resources to meet organisational needs. It broadly includes infrastructure, ambience and traffic management.

This is further divided into three types:

- **Infrastructure management**: Infrastructure management refers to the management of facilities provided to the tenants within the mall. This includes provision of adequate power supply, safety issues in case of emergency and miscellaneous issues related to signage, water supply, sanitation, etc. as shown in Figure 1. These form an integral part of mall management as they are the basic amenities that any tenant would look for in a mall. Infrastructure management also includes risk management issues such as essential safety measure asset liability and environmental audits as well as emergency and evacuation training.

- **Ambience management**: The overall shopping experience provided for consumers becomes an important factor for the success of any mall. Ambience management includes management of parks, fountains and overall look of the mall. A mall is not just a place for shopping but is also a place where people spend their leisure time. In favourable, lush green landscaping with seating facilities and the presence of food and beverage inside or outside the mall can increase foot traffic.

- **Traffic management**: Traffic management includes managing foot traffic into the mall and parking facilities. Foot traffic management involves crowd management inside the operational area of a mall. The flow of people is related to the design of the mall and the spatial distribution of its tenants. For example, a star-shaped mall tends to have a problem of crowding in the centre of the mall, as everyone has to pass through the centre while moving from one side to the other. Circular malls, on the other hand, would not have this problem. They tend to have better pedestrian flow and less congestion. Managing parking facilities includes provision of ample parking and manoeuvring of cars in the parking lot.
Finance management

Professional financial management of a mall as a business venture is a must. Mall management also covers financial management, which involves monitoring and controlling of various issues such as:

- cash receipts and collection of income including rentals, service charges, car park receipts, electricity and other utility income
- developing accounting systems to track the ageing of debts, payment delay patterns, bad debts and payment of all invoices and expenses
- developing standard financial templates so that a detailed annual property budget is prepared
- at times, organising resources to deliver an efficient and effective annual external audit
Summary

- Mall management has been identified as an important factor for the success of malls and the retail industry across the world.
- A mall is a mercantile establishment consisting of a carefully landscaped complex of shops representing leading merchandisers; which usually includes restaurants and a convenient parking area.
- There are four types of malls based on their size, number of anchors and location.
- There has been tremendous increase in the number of malls in India in recent times.
- Mall per sq.ft. available per person is high for Delhi and Pune with lowest being for Kolkata.
- Positioning a mall refers to defining the category of services offered based on demographics, psychographics, income levels, competition in neighbouring areas and extensive market research of the catchment.
- Promotional activities and events in a mall form an integral part of mall management.
- Facility management refers to the integration of people, place, process and technology in a building.
- Mall management also covers financial management, which involves monitoring and controlling of various issues.

References


Recommended Reading

Self Assessment

1. __________ is usually a large, enclosed area.
   a. Mall
   b. Shopping centre
   c. Shop
   d. Market

2. Match the following.

   | 1. Regional Mall | A. It is a larger mall with 4.00,000 sq. ft. to 8.00,000 sq. ft. gross leasable area with at least 2 anchors |
   | 2. Super Regional | B. These are in the form of buildings and are created when the land price is high. |
   | 3. Vertical Malls  | C. Over 8.00,000 sq. ft. and serves as dominant shopping venue for the region in which it is located. |
   | 4. Shopping centre| D. Open-air retail, that is, a number of stores located close to each other in an open area. |

   a. 1-D; 2-B; 3-C; 4-A
   b. 1-A; 2-C; 3-D; 4-B
   c. 1-A; 2-C; 3-B; 4-D
   d. 1-D; 2-A; 3-B; 4-C

3. Which of the following is not a feature of organised sector growth?
   a. Organised retail
   b. Total consumer spend
   c. Average salary hike of 15+ percent
   d. Retail district

4. Which of the following refers to the combination of retail shops occupying space in a mall?
   a. Positioning of mall
   b. Zoning
   c. Promotion and marketing
   d. Tenant mix

5. __________ refers to defining the category of services offered based on demographics, psychographics, income levels, competition in neighbouring areas.
   a. Market value
   b. Positioning of mall
   c. Zoning
   d. Promotion and marketing

6. __________ refers to the division of mall space into zones for the placement of various retailers.
   a. Positioning of mall
   b. Zoning
   c. Promotion and marketing
   d. Tenant mix
7. Which of the following is not a type of facility management?
   a. Infrastructure management
   b. Ambience management
   c. Financial management
   d. Traffic management

8. __________ includes managing foot traffic into the all and parking facilities.
   a. Infrastructure management
   b. Ambience management
   c. Financial management
   d. Traffic management

9. __________ includes management of parks, fountains and overall look of the mall.
   a. Infrastructure management
   b. Ambience management
   c. Financial management
   d. Traffic management

10. __________ refers to the management of facilities provided to the tenants within the mall.
    a. Infrastructure management
    b. Ambience management
    c. Financial management
    d. Traffic management
Chapter II
Mall Design Process

Aim
The aim of this chapter is to:

• introduce the current planning framework of malls
• explain design issues relates to shopping centres
• enlist the key designing elements during mall designing

Objectives
The objectives of this chapter are to:

• elucidate the large format of retailing
• explain the importance of feasibility study in mall designing
• describe loading docks in shopping centre’s planning

Learning outcome
At the end of this chapter, you will be able to:

• understand the architectural importance in mall designing
• recognise the steps involved in designing the infrastructure of the malls
• identify the various steps of designing
2.1 Introduction
During the late 60’s and 70’s, the design of shopping centres resulted in some very basic, pragmatic layouts and often unimaginative exterior presentation. Features of these centres include the following:

- Large car parks
- No links to the local community
- Large box shapes
- Often poor regard for the surrounding environment
- The capture and content mentality

As 70’s progressed, these designs became typical. Then, the approach to shopping centre design changed rapidly with greater amounts of style being created. Customers began to demand better designed environments to shop in and to recreate it. Recreation time had been recognised as a commodity, hence, the retail sector started to provide recreational opportunities such as:

- Cinemas
- Cafes
- Lifestyle retail
- Entertainment in various forms

Then the 90’s came along with the growing world movement and new urbanism and smart growth, a search for authenticity and even greater focus on entertainment and eating.

The market is also now demanding an environment, where the basic aspects of daily life can be accommodated in a way that is convenient and enjoyable. The establishment of mixed used areas where people can work, rest and play have become the focus of both the new areas and urban renewal projects.

2.2 Current Planning Framework
Today’s shopping centre designers know that their proposals are subjected to intensive scrutiny by a vast range of professionals, politicians and the public. Mall developers now take the issue of design very seriously which include:

- Safety and security
- Functional requirements
- Identity in the layout and design
- Every development has convenient and prominent pedestrian entrances in terms of design, signage, lighting and gradient.
- Expansion of ground-level blank walls along street frontages and entrances to car parks are avoided.
- A feeling of security is assisted by buildings and active uses such as cafes and front verandah being oriented to the street.
- In activity centres, parking is placed at the rear of buildings or internal to the block.
- Parking for people with disabilities is provided adjacent to key facilities - must be enforced.
- Buildings and their pedestrian entrances are oriented to the street.
- Building setbacks are minimised to provide natural surveillance of footpaths, bus stops and taxi ranks while still allowing sunlight access and minimising wind tunnel effects.
2.3 Design Issues for Shopping Centres

Some of the design issues related to shopping centres are:

**Design process**

Before discussing the design process, it is considered appropriate to emphasise two financial aspects of shopping centre design that sets it apart from other forms of development. The first is that shopping centre owners/developers are in the vast majority of circumstances, committed to a financial return over a long period. Unlike some other forms of development, the shopping centre developer’s involvement does not end upon the completion and sale of the building. Given this long-term commitment, there is greater interest in ensuring profitability on an ongoing basis. This interest in the current environment encourages high-quality design. The other financial factor is financial viability. Shopping centres are affected by changes in the market including competition.

Competition is an integral part of the retail environment and the risk from competition is acknowledged in feasibility analysis. However, changes to the retail hierarchy brought about by poor planning decisions are a risk that cannot be predicted. Given the significant amounts of capital required to develop and redevelop shopping centres, the developer needs to be confident and there is no unforeseen threat to achieve an appropriate return on their investment. The starting point for the design of a shopping centre is to establish ‘a first cut’ tenancy mix.

Key steps are the identification of:

- Demographics
- Tenant mix
- Size
- Requirements of the shoppers, that is, the community
- The physical concept
- The construction
- The leasing

The character of shopping centres will be determined by the users and these users continue to be educated about lifestyle. The character of a shopping centre is often a response to customer need, climate, design trends and planning trends. Competition will always be the driver and the mother of inventive design outcomes for retail. The key design elements are considered to be:

**Planning**

- Convenience
- Security
- Customer-orientation
- Lines of visibility
- Efficient planning and strong anchoring of malls
- Comfort
- Dynamics
- Promenade
- Location of amenities
- Meeting place
- Flexibility of environment

**Specialist retail environment**

- External appearance
- Internal and external style
Point of difference in competitive market

- Clarity of presentation
- Lines of visibility
- Lighting
- Environmental graphics
- Colour
- Dynamics of space
- Excitement of the space
- Flexibility of the environment

Tenancy mix

- Focus retailing
- Community use and a community focus
- Retail mix

Entertainment

- Leisure
- Internal and external style
- Passive and active entertainment
- Environmental graphics
- Excitement Promenade
- Meeting place

Visual and impact

- Care of the environment
- Environmental graphics
- Lines of visibility
- Internal and external style

People spaces

- Convenience
- Security
- Customer - Comfort orientation
- Lines of visibility
- Efficient planning and strong anchoring of malls
- Dynamics
- Promenade
- Location of amenities
- Meeting place
Connectivity to fabric of community

- Street patterns
- Pedestrian connection
- Part of the fabric of community
  - The functional requirements for shopping centres which include:
    - The need for ‘big boxes’ in which to contain large format retailing
    - Convenient parking to meet the needs of customers
    - Provision of easily accessible and loading docks

2.3.1 Large Format Retailing

The need for shopping centres to provide large, unrestricted spaces for major tenants is a significant element in the design of a centre. The constraints of these large formats include:

- Planned dimensions are usually rectangular or square.
- Height internally usually requires an external height of approximately 6.0 metres.
- Cinema boxes are the highest of the large format users requiring between 9 metres to 12 metres.
- They have a requirement for strong visual identification usually with signage and sometimes with external colour.

Major tenants typically have very rigid requirements in terms of space they require. This is because duplication of the same or similar configuration over many stores creates efficiencies that are of great value to the retailers. Notwithstanding the above, recent developments are reducing the impacts of the buildings required to accommodate large format tenants through innovative and good design. In the majority of cases, it is simply not viable to provide car parking underground.

It is also not practical in most cases, as customers demand parking with easy access to the shops and as such parking levels match retail levels. Due to the functional nature of car parking, the provision of large car parking structures above ground creates a design issue. In the past, large simple concrete structures would meet the functional needs with little attention given to the external appearance. In many cases, only amelioration was done to provide thick screen planting.

2.3.2 Loading Docks

Loading docks are an integral feature of shopping centres that create specific issues such as noise, odour, visual appearance, light spill and hours of use. As with parking, regulatory authorities also require a particular ratio of loading docks in relation to the size of centres. However, these requirements are often increased to accommodate retailer’s specific needs and the desire to recycle garbage and packaging. Loading docks can be designed in such a way as to be screened from external view lines and often have a service yard enclosure which helps to disguise them.

2.3.3 Sustainability

The issue of sustainability has great relevance to retail environments. Many centres are designed to collect good natural light within the internal space to create a feeling of outdoor environment.

The recurrent cost of a retail centre can be greatly reduced by energy-efficient design and management practices. Passive solar design and the provision of cross ventilation are provided where appropriate; however, due to the size and functional requirement of shopping centres and the need to provide a climatically stable environment for customers, such measures are difficult to incorporate into design. Construction, operational and management measures, which are energy efficient, are playing a much greater role in conserving resources. Such measures include:

- High shading coefficient and high thermal resistance leasing material is used to minimise heat transmission.
- Triphosphor lamps are used instead of conventional fluorescent tubes.
- Metal halide lamps to replace tungsten halogen.
2.3.4 Security

Security is a major issue for both shopping center and customers. Buildings are designed to minimise the potential for criminal activities with measures such as providing good sight lines, reducing spaces that can be used for hiding and shortening dead spaces such as walkways to toilets. As there is a limited space in building design to address security issues, the chief measures used are surveillance and security personnel.

2.3.5 Community Enhancement

Shopping centres have many strong community benefits. They accommodate retail chain stores which provide an efficient method of distributing goods, allow these goods to be sold at lower prices. They also accumulate speciality shops, which respond to the demand of the local community and are often owned by the local people.

Shopping centres provide safe, pleasant meeting places for the community often providing focus for social activities. Many shopping centres now include entertainment and leisure facilities. Some centres are aiming to build business centres in which they are located by creating ‘town square and high street environments’.

2.3.6 Public/Private Space

The issue of the blurring of the public and private domain is growing in importance as a result of societal changes and the shopping centre designer’s response to these changes. Key aspects of this ‘blurring’ include:

- The public domain for commercial uses such as outdoor dining and market retailing
- The greater permeability being provided by shopping centres and required by authorities’ Greater integration with surrounding public domain.
- The provision of true ‘open space’ within shopping centres, that is, outdoor unencumbered recreation spaces.

Most large shopping centres have always provided semi-public space to allow for the circulation of customers. These spaces are generally required to be publicly accessible, but usually only during operating hours. Due to the nature of these spaces, in some cases, consent authorities have excluded such areas from floor space calculation. These spaces are becoming more public in terms of level of accessibility provided and the actual nature of space, often as a requirement of the consent authority.

Often what is being provided is high quality public domain which comes at no cost to the public. Whilst there is some benefit in providing such environments for shopping centre owners, to further encourage the creation of such areas, the consideration of some credit to the owner would be beneficial. This would also create some equality in the present public/private domain situation where public spaces are leased to private users for substantial fees.
2.4 Feasibility Study

The design element of a mall is dependent upon many factors and not just the land parcel available. The initial decisions about positioning, branding, the look and feel of the mall weigh heavily on the demand for services. This is achieved through feasibility studies.

The feasibility study is a project analysis outlining informative and precise information in relation to many areas including:

- Master plan location
- Building site location
- Catchment analysis, demographics and customer-demand analysis
- Competition overview
- Future growth
- Financial analysis and viability
- Market overview
- Development vision
- Trade and tenant mix
- Development configuration

The objective of the feasibility study is to discover information to enable the developer:

- To define the vision of a successful retail concept for their sites
- To leverage the macro and micro retail real estate market opportunities
- To arrive at an optimal trade and tenant mix for the retail developments.
- To determine the market-linked assumptions and conclude financial indicators.
- To give recommendations on the design, services and facilities, lease and operating measures based on markets and international best practises.

A micro-look at feasibility study would include:

**Stage 1:**

- **Advisory and strategy formulation:** It includes a concise assessment of the location and site, research and study of the macro and micro market dynamics and project future demand.
- **Location analysis:** The accessibility and visibility of the site would have its implication on the development and the marketability. A SWOT analysis will assist in determining the development on a particular site.
- **Market synopsis and competition scan:** Identify and analyse select competing developments in the surrounding city, especially the projects in the immediate vicinity.
- **Assessing demand:** Primary estimation of the demand will assist in determining the development mix.
- **Benchmarking:** Details of Retail developments of similar nature and derive key factors for their success and/or failure.
- **Pricing:** Based on the retail category, market conditions and expected future trends, the achievable rental values will be presented.
- **Financial analysis:** Conduct a brief financial analysis to ascertain the optimal development mix to maximise the projected revenue.
- **Tenant & trade mix for the retail development:** The long-term sustainability for any project shall be the result of the tenant and trade mix of the scheme. A perfect mix results in bringing success to the overall development by generating higher complementing footfalls and generating higher revenues out of the scheme.
Stage 2: Post feasibility

- **Zoning and tenant allocations:** Post the decision of finalising the quantum of development and derivation of the product positioning, it is crucial to prepare a wish-list of the retailers who would bring more than mere rentals to the development. This wish-list allocated in an appropriate manner:
  - Ensures circulation within the scheme which shall ensure higher rentals for the scheme.
  - Secondly, it shall increase the footfalls throughout the scheme instead of limiting it to a few hot spots within the scheme
  - It shall increase the lease ability of the overall scheme.
  - Planning at this stage makes the project go the distance, since there are no surprises that come up during the execution of the project.

- **Retail planning:** Beyond the layout and the planning of the scheme by the architects, there are the marketing and leasing issues with each and every development. The unique concepts generated in the earlier phase to enhance the catchment area, has to be integrated in this phase with the overall retail plan created by the architects. This is a continuous process, where interaction between the developer and the architect shall together bring the project to a stage where it is ready for the leasing activity.

### 2.5 Architects

Once the feasibility study is complete, it’s time to consider the architects’ selection process. After the selection of the preferred architects, they forward proposals with a company profile and head designers’ CV’s.

Once the company has been chosen and the process commences, with preferences and guidance from the developer, the initial three stages are as follows:

**Stage I: Preliminary concept design**

- Summary of project vision
- General site-plan showing building configuration and site-layout
- Site circulation diagrams showing access and ingress, vehicular flows, car park plans, retailer servicing, so on.
- Shopping centre layouts showing configuration, vertical and horizontal circulation, indicative position of retail units and common areas.
- Key building sections with the indication of key-levels (ceiling and floor and building heights).
- Summary of gross and net development floor area by category
- Indicative facade drawings

**Stage II: Schematic design**

- Using the approved concept design to proceed with the schematic design.
- Develop the schematic design in consideration of the current concept design, the client’s requirements, planning parameters and other necessary consultants’ designs (e.g. GD, M&E, ID consultants).
- Present the design to the Client and the relevant authorities for approval before proceeding with further steps.

The schematic design architectural drawings shall include:

- Typical overall floor plans.
- Basement floor plan (including calculating parking capacity).
- Rendered plan showing indicative landscape concepts in 1:500 or suitable scale
- Elevations in 1:200 or 1:250 scale (including proposed building facade).
- Sections in 1:200 or 1:250 scale.
- Systematic architectural details showing design intent.
- Rendered architectural perspectives showing design intent.
Mall Management

- Design data calculations
- Material boards proposed for exterior finishes.
- Outline architectural specifications
- Outline finish schedules for both exterior and interior.
- Design brief
  - Attend and co-ordinate with Client and/or Consultant Team meetings.
  - Co-ordinate with authority approval; consultant to necessary drawings for authority submissions.
  - Amend the drawing if required by the Government.
  - Co-ordinate with Quantity Surveyors for Cost Plan

**Stage III: Detail design**
- Co-ordinate with other consultants (C&S, M&E, ID and other specialist consultants) in order to incorporate their design into the architectural design.
- Further develop the schematic design to the level of design development drawings. The architectural detail design drawings are similar to the schematic design drawings stated above but they shall be co-ordinated with the C&S and M&E engineering requirements.
Summary

- During the late 60’s and 70’s, the design of shopping centers resulted in some very basic, pragmatic layouts and often unimaginative exterior presentation.
- Today’s shopping centre designers know that their proposals are subjected to intensive scrutiny by a vast range of professionals, politicians and the public.
- Competition is an integral part of the retail environment and the risk from competition is acknowledged in feasibility analysis.
- The starting point for the design of a shopping centre is to establish ‘a first cut’ tenancy mix.
- The character of a shopping centre is often a response to customer need, climate, design trends and planning trends.
- The need for shopping centres to provide large, unrestricted spaces for major tenants is a significant element in the design of a centre.
- Loading docks can be designed in such a way as to be screened from external view lines and often have a service yard enclosure which helps to disguise them.
- The issue of the blurring of the public and private domain is growing in importance as a result of societal changes and the shopping center designer’s response to these changes.
- The initial decisions about positioning, branding, the look and feel of the mall weigh heavily on the demand for services. This is achieved through feasibility studies.

References


Recommended Reading

Self Assessment

1. The initial decisions about positioning, branding the look and feel of the mall weigh heavily on the __________.
   a. Safety and security
   b. Functional requirements
   c. Layout and design
   d. Customer traffic

2. Which of the following is not a design issue related to shopping centres?
   a. The design process
   b. Small format retailing
   c. Large format retailing
   d. Loading docks

3. The starting point for the design of a shopping centre is to establish ‘a first cut’ __________.
   a. tenancy mix
   b. retail mix
   c. market mix
   d. competition

4. Which of the following is not a key step of identification for establishing a tenancy mix?
   a. Demographics
   b. Tenant mix
   c. Size
   d. Requirements of the customers

5. Which of the following is not a key design element?
   a. Planning
   b. Specialist retail environment
   c. Market mix
   d. Entertainment

6. Which of the following statements is false?
   a. The need for shopping centres is to provide large, unrestricted spaces for major tenants is a significant element in the design of a centre.
   b. Major tenants typically have very rigid requirements in terms of space they require.
   c. Due to the functional nature of car parking, the provision of large car parking structures above ground creates a design issue.
   d. Economy will always be the driver and the mother of inventive design outcomes for retail.

7. Which of the following is not included in planning?
   a. Convenience
   b. Comfort
   c. Lighting
   d. Promenade
8. ___________ are an integral feature of shopping centres that create specific issues such as noise, odour, visual appearance, light spill and hours of use.
   a. Loading docks
   b. Sustainability
   c. Security
   d. Public space

9. The recurrent cost of a retail centre can be greatly reduced by ___________ design and management practices.
   a. energy-efficient
   b. lucrative
   c. modern
   d. high shading

10. At which stage of architecture is the summary of the project visualised?
    a. Retail Planning
    b. Preliminary Concept Design
    c. Schematic Design
    d. Detail Design
Chapter III
Leasing and Administration

Aim
The aim of this chapter is to:

• introduce the tenant mix in shopping malls
• evaluate the tenant mix of a shopping mall
• enlist the types of tenants

Objectives
The objectives of this chapter are to:

• elucidate the importance of market analysis
• explain the steps taken to find a tenant for the space
• describe various leasing tools available to identify retailers

Learning outcome
At the end of this chapter, you will be able to:

• understand the various documents used in signing with perspective tenants
• recognise various leasing practices
• identify administrative functions while signing a lease
3.1 Introduction

Tenant mix is the combination of store types and price levels of retail and service businesses in shopping malls. It refers to the combination of business establishments occupying space in a shopping mall to form an assemblage that produces optimum sales, rents, service to the community and shopping mall venture.

3.2 Tenant Mix

A mall typically includes different percentages of the following types of tenants:

- Major stores
- Antique/Carpets/Furniture
- Banks and Exchanges
- Books/Cards
- Children’s Fashion
- Electronics
- Entertainment
- Fashion Jewellery
- Hair/Beauty Salons
- Health Club
- Household Items
- Jewellery
- Ladies’ Fashion
- Leather/Luggage
- Lingerie
- Men’s Fashion
- Cafes/Food
- Restaurants
- Sporting Goods
- Textiles
- Toys/Children’s Interests
- Watches
- Shoe stores
- Gifts etc.

There are three types of tenants:

- **Anchor Tenants:** A tenant, which occupies a large space, draws maximum footfall and highest turnover is called anchor tenant. It also attracts other retailers to locate in the mall.

- **Service Tenants:** Tenants, who provide services more than products like food court, multiplexes, entertainment, etc. are called service tenants.

- **Vanilla Tenants:** Other than anchor tenants and service tenants are called vanilla tenants.

3.2.1 Evaluate the Tenant Mix

The variety of tenant mix influences shopper’s selection of the shopping mall and it influences the frequency of shopping trips. The choice of tenant mix should satisfy demand for goods and services within a centre’s catchment area. Tenant mix should create a specific image and position for the shopping mall in relation to competing shopping malls. Because anchor store outlets in a centre determine the feasible overall tenant mix, they are influential in determining the range of merchandise which can be offered to meet the catchments demand and position the mall in the retail hierarchy.
The tenant mix can increase the amount of spending by addressing these non-shopping activities. Common methods are to provide opportunities for eating and leisure activities. By providing places to rest and eat, shoppers can be persuaded to stay longer in the center, increasing the time that they will spend. Tenant variety has a strong influence on shopper’s levels of excitement, which are positively linked to their levels of spending, desire to stay at the center and intention to return in the future.

While it is essential for shopping mall managers to understand the different classes, categories and classification of retailers, it is also necessary to acknowledge that what applies today may not apply tomorrow. Therefore, at times it may be necessary to break the mould and explore other tenant mix possibilities for a mall. In a mall, fashion, services, entertainment and food intermingled with department stores are analysed and balanced to create the right strategic mix.

3.2.2 Market Analysis

A market analysis examines trend in the trade area and identify the characteristics that will:

- offer a mall an advantage over its competitors
- attract more customers to the mall and
- extend the frequency of the customer’s visit in the mall

3.2.3 Mall Analysis

A mall analysis can be accomplished through a simple and more direct evaluation called a penetration study. A penetration study examines the Gross Leasable Area (GLA), of each merchandise category and the total volume of each category as a percentage. Productivity higher than the norm suggests the addition of another store to that group.

While this evaluation is not foolproof, it does offer an indication of where to improve a center’s merchandising. For example, Gift category may comprise 2% of the GLA and generating 5% of the sales, it means that this category is workable. And if any category say kids’ wear, occupies 20% and generating Just 16% of the sales, it suggests replacing a kids’ wear store with another category.

3.2.4 Owners’ Expectation

Many shopping mall professionals say that the single most important factor in tenant mix is owners’ expectations.

The shopping mall is owners’ creation and management of tenant mix is the most important supply-side influence on retail location at the micro - level. Shopping mall inevitably passes from the status of new assets, designed to accommodate state-of-the-art retail practice and declines into degrees of functional obsolescence. In order to maintain asset value, managers need to monitor and adjust the tenant mix, but are constrained by the inertia of existing physical and legal arrangements. Shoppers can be attracted to a shopping mall by many factors.

The owners’ objective is for them to purchase goods and services, boosting retailer’s turnover and the share that they can take as rent. However, shopper’s motivations for visiting the mall may involve socialising with family and friends, browsing to gather information on possible future purchases and relieving boredom, rather than making purchases of goods or services. Shopping malls have transcended the role of purchase site to becoming a centre for many possible activities.

An understanding of the owners’ goals and objectives will enable the Mall Manager to make more informed decisions in all aspects of management, especially leasing. This is accomplished by:

- Meeting with owners on regular basis
- Ascertaining the economic value of the base

Mall manager should meet at least once in a year with the owners to learn and acknowledge their expectations for tenant mix and leasing.
3.3 Leasing
Arrangements, similar to the rent arrangement, for the use of property (buildings, cars, office equipment and other items), in return for payments to the owner is called leasing.

The lessee (person taking out a lease) agrees to pay a number of fixed or flexible instalments over an agreed period to the lessor, who remains the owner of the asset (item) throughout the period of the lease. It is a primary function of all Mall Managers to ensure that a full leasing program is undertaken for their centres.

3.4 Finding a Tenant for Your Space
The following steps are taken to find a tenant:

3.4.1 Leasing Plan
A leasing plan is simply an action plan to lease vacant space. It is important as it outlines the action that the Centre Manager will take to lease the vacant space.

- It should outline the details of the vacant space and philosophy on leasing the space.
- It should contain a positive plan outlining what action will need to be taken to secure tenants, who will undertake the action and when they are required to complete this by.

3.4.2 Actions on all Vacancies
When leasing, action is required on any premises, the following procedure is to be undertaken:

- Identify target usages
- Identify target tenants within these usages

3.4.3 Reporting of Leasing Activity
A thorough leasing report is provided to each client. The minimum requirement is monthly and management report should be included in the monthly management report.

3.4.4 Presentation of Vacancies
Vacant shops have a negative effect on a shopping centre. It can lower the morale of retailers and reduce the appeal and appearance of the centre to the customers. All efforts must be made to improve the appearance of vacant areas.

Each vacancy should be kept in handover condition or as close to as possible. The premises should be spotless, and should be included in the centre’s “cleaner rounds” for regular cleaning. Hoardings should be erected and painted to match the Centre’s colour scheme. Wording advertising that the premises are available for could be painted on the hoarding.

3.5 Leasing Tools
Tools available to identify retailers:

Tenant contact database
The tenant contact database contains the contact details for many retailers. Retailers can be highlighted in many ways with the first method being by retail category.

Leasing brochure
All center’s should prepare a professional leasing brochure at least every 18 months. The extent and cost of this can vary depending upon the leasing requirements of the Centre. Current vacancies and lease profile for 12 months should be considered when preparing this document. If the Centre has potential exposure to vacancies then an investment in professional marketing is cheap. All leasing marketing material is to be approved by the State Leasing Manager and should be developed in close consultation. Each Centre should aim to improve what has already been achieved in other Centres.
Cold canvassing
This can be done in person or on phone. Cold canvassing is nothing but calling substantial customers, so as to give the desired space on lease or sale.

Direct mall
A standard letter detailing the location and strength of the Centre together with details on the vacant shop is prepared. Forward this letter to similar businesses. ‘The ‘Yellow Pages’ and the directory published by ‘Inside Retailing’ are good references, in addition to the Tenant Contact Database.

For lease signage
The signage for Lease is erected on the shop front. In Centres where there are a number of vacancies, the Centre Manager should choose the best two for signage. Too many signs give a negative impression. All signage within the centre must conform to the present Byvan signage format.

If a shop front is in place, signage should be directly placed on the inside of the glass shop front. There are two standard signage packages. One refers to the Centre Management office and has a state office number. The second has only the state office number. The appropriate should be chosen on an individual basis.

Print media advertising
Prior to this being, a budget must be approved by the Asset Manager responsible for the Centre and if required the Lessor. Advertising formats must use the Centre’s leasing/marketing image package or the standard package.

3.6 Documentation Used with Perspective Tenants

The letter to prospective tenant confirming lease details is to be used to follow up any discussions held with regard to a site. It contains suitable details to enable a prospective lessee to make a commercial decision with regard to the premises. This letter should always have a floor plan attached with the premises highlighted. It can also have details of the Centre, if required by the tenant.

Lease application form
This document is suitable only for independent size retailers. It requires the applicant to complete substantial detail. It is a best practice to use this document as an agenda for meeting with the potential tenant.

3.7 Best Leasing Practice

The following are the best leasing practices:

Vacancy report/leasing report
The Leasing activity report is to be maintained and updated on a minimum monthly basis or as instructed by the Lessor. Centre Managers to liaise with leasing operatives to ensure accuracy and communication.

Meetings with tenants
Good business practice dictates that centre managers should, whenever practicable, personally discuss all leasing matters with the Lessee in the centre manager’s office. If possible, a second member of the staff should be in attendance at this meeting and sign off on file note.

Draft lease to be available to applicant
A Draft Lease complete except for details of the Lessee, term and rent must be held at the Centre Manager’s office before a shop is offered or advertised for lease. It should be available for prospective tenants to review if the prospective tenant requests.
Database development
All permanent leasing enquiries received at a centre management office are to be passed on to the leasing department, so the prospect can be made aware of any opportunities in other Centres, and added to Tenant Contact Database for future reference.

Misrepresentation
Under Section 52 of the Trade Practices Act and all relevant State Acts covering retail leasing, it is not acceptable to misrepresent information to other parties. Consequently, it is the responsibility of the Manager who works in a mall to clearly state all facts in a true and correct manner. It is also required that information is provided to potential tenants in a form that they are able to understand. It is our responsibility to ensure as best we can, that applicants have a clear understanding of their responsibilities prior to them committing to a lease agreement.

Options
The mall policy regarding ‘Options’ is that they should not be offered at any time. There is no advantage to a Lessor by issuing an option. An option for a further term should only be offered when the lease negotiations cannot be finalised without one and with the written approval of the Lessor.

Bank guarantees
This is a document provided by tenant’s bank to verify that the required sum of money has been put aside, in the landlord’s name, to be drawn down by the landlord, in the event that the tenant defaults on certain terms of the lease. The document must exactly match the lease in stating the name of the tenant and landlord. These original documents are valuable to the landlord and are usually kept by the landlord in a safe or bank. The tenant must provide the bank guarantee before they start their business. The only tenants who are exempt from providing bank guarantees to landlords are usually very well-known and respected major tenants or national chain operators.

Advance rental payments/security deposits
Security Deposits are to be held by the Trust Account Department in the local office and banked into an interest-bearing account, if requested, for the term of the Lease or when otherwise required.

Area of premises - measurement
The correct area of a shop is important as it forms the basis of the outgoing charges and in some instances the base rent. It is important that unless scale drawings are available of an area already constructed those areas quoted to tenants are quoted. The measurement of any area needs to be carried out by a qualified surveyor.

Fit out of premises
The fit out of premises is the single most important issue affecting the appearance of the interior of the shopping centre.

A Centre Manager must make every effort to ensure that tenants undertake to upgrade their premises on the renewing of a lease. At the commencement of a fitout, all tenants must follow the guidelines.

A Fitout manual is to be issued to all tenants fitting out or making major alterations to the premises. The services checklist attached to the manual is to be completed, prior to fitout commencement. This is to ensure that adequate services are available and if not, to be updated by the Lessee. All tenant fitouts are to be approved by the center manager and Asset or leasing manager and if required the lessor’s architect.

Fitout prior to lease execution
The mall policy is that, “No Lessee is to commence fitout or take occupation of premises, until such time as a lease is executed and returned or without Lessor’s approval. Fitout plans should also have been approved by Lessor prior to handling over the premises. Lessor’s works should not commence until such time as a lease is executed and returned or without lessor’s approval.
In certain circumstances and only with the lessor’s written authority, a tenant may be granted permission to commence fitout prior to executing the lease. Prior to the Lessee commencing fitout, the lessee must complete the standard letter of indemnity.

Under no circumstances should a lessee be allowed to enter into possession without first consulting the Lessor’s solicitors as to the possible implications of the Lessee’s proposal for occupancy.

3.8 Lease Administration

The following documents are necessary to maintain lease records.

3.8.1 Record of Tenant and Lease Detail

When a tenant signs the letter of offer and before he commences trading, his tenancy must be accurately recorded on the centre’s database:

• Shop number
• Shop area (sq.ft.)
• Shop name
• Retail category
• Lease term (including commencement and end dates)
• Base rent (Rs.)
• CAM charges (Rs.) (Common Area Maintenance)
• Marketing fund contribution (Rs.)
• Base rent review dates and method of review
• CAM charges, contribution % and exemptions
• Marketing fund contribution method of calculation - % of base rent or fixed figure
• Revenue share %
• Lessee name and address
• Address and contact name for leasing matters
• Address and contact name for rent collection
• Address and contact name and phone number for sales figure collection

3.8.2 Tenancy Schedule

The tenancy schedule is the main reference document for the mall and contains all tenancy details. Most landlords require the mall management team to audit the tenancy schedule against the individual leases on an annual basis to ensure that there are no discrepancies. Most automated systems rely on the dates and details recorded in the schedule to prompt events such as rent reviews, therefore, an error in the documentation process can be costly to the landlord, if a rent review is not recorded correctly or even missed.

3.8.3 Lease Preparation

Normally, the mall will have an appointed legal representative or solicitor who will prepare leases on the instructions of the Mall Manager. This is to ensure total adherence to local and current lease legislation and although costly, can save the owner significant expense in potential damages, if lease documentation is not correct. The Manager will provide all the relevant details, including special lease conditions to the solicitors and will be required to thoroughly check the lease for accuracy, prior to it being forwarded to the tenant for Signature.

3.8.4 Lease Renewals

The renewal of a lease to an existing tenant within a mall management is an individual decision. Each renewal must be examined taking into account the actions outlined in the business plan and the current situation.
It is very important that no informal comment is made prior to any formal lease renewal decisions as it may give the existing lessee the wrong impression of the impending lease expiry and subsequent renewal. The lessee may be required to give the written notice of the lessor’s intention at least 6 to 12 months before expiry of the lease. The completed form should be provided to the Lessee within either one month of receiving the notice or six months before the end of the lease, whichever is later.

3.8.5 Rent Reviews
In India, the majority of leases are for the term of three years. Some leases, as in the case of anchors, can have a longer term. The method of determining the increases is agreed during the negotiation and will take the form of market review, fixed increases or consumer price index (CPI = inflation) increases.

The most common methods to calculate the rent are as follows:

**Review to Fair Market Value (F.M.V)**
- Fair Market Value rent reviews are by their nature open to opinion and consequently, a degree of negotiation frequently arises.
- The best method of negotiating a F.M.V. rental is by holding a meeting with the lessee, prior to formally advising them of the increase.
- It is critical that F.M.V. rent reviews are well-researched as most leases allow for the Lessee to appoint an independent specialist Retail valuer, should they not agree with the new rental.

**Increase to the Consumer Price Index (CPI)**
The method for calculating a CPI increase is as follows:

**Example**
Shop 40 Wendy’s ice - cream
Current Base Rental: Rs. 27,600.50
Anniversary of Lease is 1st December

New Base Rental = \( \frac{\text{September CPI Current year} \times \text{Base Rental}}{\text{September CPI Previous year}} \)

= 125/120 X Rs. 27,600.50

= Rs. 28,750.52

3.8.6 Monthly Holdover
If a lease is not to be renewed, the landlord and the tenant may agree to maintain the lease arrangement on a monthly holdover basis. This agreement is usually ended by either party giving one month’s notice in writing. This is usual when a landlord plans to redevelop the centre or part of the Centre and cannot provide security of tenure to the tenants by way of a fixed term lease.

3.8.7 Determination of Lease at the End of Term
The lease will specify the timing for notification, either by the landlord or the tenant (if it is the tenant’s wish not to renew) that the lease will not be renewed. Usually it is 3 to 6 months before the end of the lease. The lease will also be specific about the conditions in which the tenancy will be handed back to the landlord. An inspection is arranged and when it is agreed that the tenancy is in a satisfactory condition, the bank guarantee is returned to the tenant. If the tenancy is not in a satisfactory condition, the landlord may use part or the entire guarantee to make good the tenancy. (To ‘make good’ means to fix the shop so that it is in the same condition.)
3.8.8 Assignment of Lease
Occasionally, a tenant wants to sell his business to a suitable buyer. The landlord cannot reasonably withhold agreement to the sale of the business, if the purchaser can demonstrate that he is an experienced and a respectable retailer with enough financial support to maintain the business in a professional manner. In these circumstances, the lease will be assigned to the purchaser (the Assignee). Sometimes, the landlord will not release the vendor (the Assignor) from his responsibility under the lease and he will remain as a guarantor for the performance of the buyer, providing the landlord with insurance that the tenant will perform to the terms of the lease.

3.8.9 Insurance Certificates
It is important that the landlord and the tenant have appropriate insurances to guard against risk and loss. The tenant must provide the insurance certificate before being allowed to commence trading in his tenancy.

3.8.10 Lease Surrender
Lease surrenders should only be carried out with the written authority of the lessor. A lease which has not expired and for whatever reason, the tenant that has vacated will need to be surrendered, in order for a new lease to be issued on that premises. General procedures are as follows:

The surrendering of a lease is a simple matter and the procedure is outlined below:

- Written approval obtained from the lessor for the surrender of lease.
- All rental and other amounts outstanding upto the date of surrender to be collected.
- Instructions issued to the Solicitor to engross lease surrender.

3.8.11 Usage Clause Change
Changes in a usage clause should only be considered in certain circumstances. Written approval by the lessor would be required.

3.8.12 License Agreement
License agreements should be used whenever a tenant is in occupation of space and is not covered by a lease, monthly tenancy or casual leasing agreement. License agreements can be issued by the centre manager without the need for a solicitor. The lessee would be required to pay all costs.

3.8.13 Aged Debtors
The aged debtors report will provide the mall manager and administration manager with up to date account of outstanding rentals or arrears. Arrears management is a vital component of the manager’s role and is a great risk factor for the Centre’s owner. In centre valuations, the arrears are taken into account - if the tenants are not able to pay the rent, it could mean that the Centre is not viable and can reduce the overall value. The aged debtors report will list those tenants in arrears of rent, showing how many months they have owed rent, whether it is only the current month or a back - dated amount.

3.8.14 Rent Collection
Collection of rent is an important function of shopping centre management. It is also a frustrating, time consuming and difficult factor of shopping centre management. Usually rent is due from every retailer on the first of every month. Rent collection includes all monies payable under the lease (Le. base rent, CAM, promotion levy, (tax), turnover rent, after hour trade, any other ‘special’ rental).

Mall management reviews all recurring charges (that is, amounts such as base rent that are the same every month. until a rent review occurs) and calculates for any ‘special’ charges (e.g. interest on arrears. after - hours trade charges. rent review increases. etc.). Management will normally issue tax invoices to all retailers within the last week of each prior month. Once retailers pay their rent, it is necessary to receipt these monies into the applicable area correctly - each centre owner/agent may have different ways of doing this, depending on the system they use. However, the key is accuracy.
3.8.15 Office Management

It is prudent to have an organised and efficient centre management office as this is the ‘hub’ of our operation. In the office, mall management staff will be called upon in one of the two ways:

- By telephone
- By visiting the office

It is, therefore, very important that the telephone be answered promptly and professionally and that the office and all staff are always presented in a clean and tidy manner. This will ensure the perception to all stakeholders is one of professionalism, efficiency and overall high standards. It is also vital that any material of a confidential nature (For example, rent invoices, leases, etc.) not be left in an area that is visible to someone walking into the office.

Communication between members of the centre management team when some are in the office and some may be out in/around the centre is usually via two-way radio. Each system varies slightly but a ‘general’ guideline of two-way radio protocol will be issued to you. Mall management will often need to send out general “memorandums” (letters) to all retailers - it is important that a copy of every letter is kept for our records and usually security will assist in the delivery of letters to each store.

Petty cash will normally be required in a centre management office to pay for items such as coffees/food for meetings, stamps and parking fees. Petty cash reconciliation must be completed when required (generally monthly) and in the meantime, receipts for all items must be collected and retained.

Keys are something that, unless properly managed, can quite easily get out of control. Therefore, it is important to set up key registers:

- Permanent issue keys - Generally given to mall management staff and security/cleaning staff and usually includes office key and master key to all common area locks;
- Temporary keys - Generally signed in and out to contractors and usually include keys such as electrical rooms, fire control rooms and so on.

Finally, keeping a record of insurances is another aspect of office management. It is prudent to have registers set up for both tenant and contractor ‘s insurances’ - these registers will ensure you have all relevant parties insurance certificates on field and will allow you to monitor when each individual’s insurance is coming up for expiry and therefore enables you to chase for updated insurance certificates. The following letters are attached to the annexure:

- Letter to a prospective lessee confirming lease details
- Standard letter - reminder of lease renewal
- Notice to quit
- Standard letter - confirming new lease details Letter requesting a meeting with lessee
- Standard letter - request approval from the lessor to negotiate a new lease
- Standard letter - notice of lease termination
- Standard letter - conversion of lease to monthly
- Standard letter - serving lessor disclosure statement upon exercise of option.
- Standard letter requesting a meeting with lessee
- Market rent review recommendation to lessor
- Rent review CPI
- Fixed increase review
- Lease advising lessee of new market rental
- Rent review confirmation to guarantor
- Letter to the lessor requesting approval of assignment
- Letter to assignor advising of approval
• Letter to assignee advising of approval
• Letter advising lessor’s solicitors of approval
• Letter advising assignee’s solicitors of approval
• Letter confirming change of usage
Summary

- Tenant mix is the combination of store types and price levels of retail and service businesses in shopping malls.
- The variety of tenant mix influences shopper’s selection of the shopping mall and it influences the frequency of shopping trips.
- The tenant mix can increase the amount of spending by addressing these non-shopping activities.
- In a mall, fashion, services, entertainment and food intermingled with department stores are analysed and balanced to create the right strategic mix.
- A mall analysis can be accomplished through a simple and more direct evaluation called a penetration study.
- A leasing plan is simply an action plan to lease vacant space.
- Good business practice dictates that centre managers should, whenever practicable, personally discuss all leasing matters with the Lessee in the centre manager’s office.
- The correct area of a shop is important as it forms the basis of the outgoing charges and in some instances the base rent.
- The tenancy schedule is the main reference document for the mall and contains all tenancy details.
- If a lease is not to be renewed, the landlord and the tenant may agree to maintain the lease arrangement on a monthly holdover basis.
- The lease will specify the timing for notification, either by the landlord or the tenant (if it is the tenant’s wish not to renew) that the lease will not be renewed.
- It is important that the landlord and the tenant have appropriate insurances to guard against risk and loss.
- Management will normally issue tax invoices to all retailers within the last week of each prior month.

References


Recommended Reading

Self Assessment

1. ___________ refers to the combination of business establishments occupying space in a shopping mall to form an assemblage that produces optimum sales.
   a. Market mix
   b. Tenant mix
   c. Retail mix
   d. Business mix

2. Which of the following is not a type of tenant mix?
   a. Anchor tenants
   b. Service tenants
   c. Fashion tenants
   d. Vanilla tenants

3. A mall analysis can be accomplished through a simple and more direct evaluation called a ___________.
   a. penetration study
   b. tenant mix
   c. market analysis
   d. GLA

4. Management of ___________ is the most important supply-side influence on retail location at the micro-level.
   a. penetration study
   b. tenant mix
   c. market analysis
   d. GLA

5. Which of the following is not a step to find a tenant?
   a. Leasing plan
   b. Presentation of the vacancies
   c. Action on all vacancies
   d. Owner’s expectation

6. Which of the following is not a tool used to identify retailer?
   a. Tenant contact database
   b. Leasing plan
   c. Leasing brochure
   d. Cold canvassing

7. ___________ is suitable only for independent size retailers and requires applicant’s complete substantial details.
   a. Lease application form
   b. Vacancy report
   c. Draft lease
   d. Data base
8. Which of the following is not one of the best leasing practices?
   a. Vacancy Report/Leasing Report
   b. Meetings with tenants
   c. Advertising
   d. Database Development

9. Which of the following statements is false?
   a. The renewal of a lease to an existing tenant within a mall management is an individual decision.
   b. Each renewal must be examined taking into account the actions outlined in the business plan and the current situation.
   c. The lessee may be required to give the written notice of the lessor’s intention at least 3 months after expiry of the lease.
   d. The completed form should be provided to the Lessee within either one month of receiving the notice or six months before the end of the lease, whichever is later.

10. __________ can be issued by the centre manager without the need for a solicitor.
    a. License agreements
    b. Clauses
    c. Application form
    d. Insurance certificates
Chapter IV
Marketing

Aim
The aim of this chapter is to:

• introduce marketing management
• evaluate marketing plan
• enlist the steps of marketing management

Objectives
The objectives of this chapter are to:

• elucidate the elements of marketing plan
• explain various market budgets
• describe the steps in preparing market budgets

Learning outcome
At the end of this chapter, you will be able to:

• understand communication within the market
• recognise various advance research done in the market
• identify the types of anchors on which positioning is based
4.1 Introduction

Professionals have given various definitions for the term market. Some of these are as follows:

According to Chartered Institute of Marketing, “The management process responsible for identifying, anticipating and satisfying customer requirements profitability”.

According to Boone and Kurtz, “Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, services, organisations and events to create and maintain relationships that will satisfy individual and organisational objectives”.

According to Philip Kotler, “Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others.”

Some of the key terms that capture the essence of marketing, in these definitions, are:

• Needs, wants and demands
• Exchange, transactions and relationships
• Products and markets
• Value, satisfaction and quality

4.2 Marketing Management

Marketing managers are often responsible for achieving the company’s objective as they influence the level, timing, and composition of customer demand. The role of a marketing manager can vary significantly based on a business’s size, corporate culture and industry context.

For example, in a large consumer products company, the marketing manager may act as the overall general manager of his or her assigned product category or brand with full profit & loss responsibility. In contrast, a small law firm may have no marketing personnel at all, requiring the firm’s partners to make marketing management decisions on a largely ad-hoc basis. Thus, in the above scenario, the marketing manager is “Marketing Management”.

According to Philip Kotler, “Marketing management is the analysis, planning, implementation and control of programs designed to create, build and maintain beneficial exchanges with target buyers for the purpose of achieving organisational objectives. Thus, marketing management involves managing demand, which in turn involves managing customer relationships.”

The key terms which define marketing management are as follows:

• Analysis, planning, implementation and control of programmes
• Maintain beneficial exchanges
• Achieving organisational objectives

4.2.1 Marketing Management Steps

Steps for marketing management are as follows:
Interpreting the organisational plans and understanding the marketing plan in achieving those business goals.

• Develop the marketing plan to address the goals of the organisation’s business plan.
• Undertake the marketing planning process in sequential order.
• Justify the purpose of all advertising and promotional activities against goals stated in the marketing plan.
• Calculate the cost of all advertising and promotional activities.
• Identify the resources required for all advertising and promotional activities and calculate the related costs.
• Prepare a media schedule.
4.3 Marketing Plan

To stimulate an effective marketing programmes an organisation needs to create and follow a marketing plan. The marketing plan is a strategic document which should only be changed after careful evaluation, research and analysis of a company’s changing competitive environment.

While there are many different approaches for preparing a marketing plan, the following conditions should exist:

- Those who make the plan are accountable for the plan’s implementation.
- They are also committed to the plan’s success.
- Management is committed to the plan’s success and is willing to expand the necessary resources for its successful implementation.
- The marketing plan is created in the context of organisation’s business plan.
- People in the organisation share a similar orientation to the marketing function.

4.3.1 Elements of a Marketing Plan

If the following five conditions are met, the organisation is more likely to successfully create and implement its marketing plan:

<table>
<thead>
<tr>
<th>Executive Summary</th>
<th>a short summary of the main goals and recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situation Analysis</td>
<td>a description of the major features affecting a business (background, normal forecast and SWOT analysis)</td>
</tr>
<tr>
<td>Objectives and Goals</td>
<td>a report on the broad objectives and goals for a business</td>
</tr>
<tr>
<td>Marketing Strategy</td>
<td>the strategy for obtaining the objectives and goals consisting of the target markets, the marketing mix and the marketing expenditure level</td>
</tr>
<tr>
<td>Action Programme</td>
<td>a set of specific actions for achieving the goals i.e. the marketing calendar</td>
</tr>
<tr>
<td>Budget</td>
<td>a projection of profits and losses</td>
</tr>
<tr>
<td>Controls</td>
<td>the monitoring of the plan’s progress</td>
</tr>
</tbody>
</table>

Table 4.1 Elements of a marketing plan

Few cautions are to be kept in mind while developing a marketing plan:

- It is common sense to realise that the most successful malls are those that attract the most number of shoppers (not people) to their centres.
- It is so important to have clearly defined objectives. Malls must recognise they are in the business of providing goods and services, not simply free entertainment.
- Promotional plans must maintain positive sales trends or reverse negative sales trends.
- As leases (especially of the smaller retailers) may contain turnover clauses, both the retailer and owner/management is benefited from a successful promotion.
- Any action plan should be carefully evaluated and monitored before, during and after implementation.
  - In order to determine the success of the promotional campaign.
  - In order to eliminate future problems and capitalise on the strengths.
4.4 Marketing Budgets

The amount allocated for expenditure on marketing activities in a specified period is called marketing budget. It is extremely important to budget the marketing activities as:

- To project a realistic estimate of annual income and expenditure and financial position at the end of the period.
- To make comparisons between actual and anticipated performance. This process indicates whether the business has performed as expected or if the budget needs to be revised.
- To achieve long-term or short-term goals, such as, for 12 months or 1 month.
- To assist managers to consider any spending or other transactions against the budget rather than spending without considering the impact on the budget or whether the budget allows for such spending.

4.4.1 Steps in Preparation of Marketing Budgets

- Determine the income source and amount.
- Prepare expenditure worksheets.
- Transfer amounts to annual budget spreadsheet.
- Calculate cumulative surplus/deficit totals.

Sources of income

- Special levies
- Advertising shortfalls
- Mall displays
- Contra advertising
- Hoarding
- Casual leasing
- Others

Expenditure guidelines

Recommended expenditure guidelines may be provided by respective organisation, however, industry recommendations are:

- Advertising (40-60% of the budget)
- Promotion (20-30% includes display up to 10% of the budget)
- Administration (20-30% of the budget)
- Contingencies (3-7% of the budget)

If there are no salary costs, allocate an extra 10-13% to advertising.

For example, suppose the marketing budget of the company is Rs. 100 then the breakup would be as follows (Approximate figures):

- Rs. 45 - Advertising
- Rs. 25 - Promotion
- Rs. 25 - Administration
- Rs. 5 - Contingencies

The above example is with the assumption that there are no salary costs.
4.5 Marketing Calendar

The marketing calendar must address the needs of customers. The needs of customer must be understood by reviewing the research conducted about them. This can be easily understood by SWOT analysis:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Retail mix</td>
<td>• Lack of unique positioning</td>
</tr>
<tr>
<td>• Social experience</td>
<td>• Poor community positioning</td>
</tr>
<tr>
<td>• Range of Eating Establishments</td>
<td>• Good car parking</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Dominant supermarkets</td>
<td>• Alternative convenient supermarket offerings</td>
</tr>
<tr>
<td>• Complete fresh food offer</td>
<td>• Lack of customer loyalty</td>
</tr>
<tr>
<td>• Increase commitment levels</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.2 SWOT analysis

The research carried out is either qualitative or quantitative.

Qualitative research needs to be undertaken to find out what the shopper feels or thinks about the centre. This can be done through focus groups and accompanied shopping, where the shopper tells the researcher what they like/dislike about the Centre. Consideration should also be given to those potential shoppers who do not at present shop at your Centre. If this is identified as a major area of concern, then research must be conducted in those areas, be it geographical or socio-economic, to find out why these people are not shopping at your Centre.

4.6 Promotions and Events

The company’s promotional activities are conveyed through a marketing calendar. Therefore, the Marketing Calendar must address your centre’s key issues through the planned marketing events. Examples of common promotions and events which have been implemented with good effect are for instance:

• Fashion Shows and Sidewalk Sales
• Exhibitions and Travel fairs

Tools

The marketing manager needs few tools in the toolbox to create a great customer experience:

• Marketing stages/platforms and backdrop
• Portable/Task lighting
• Portable speakers/presentation podium
• Wheel-chairs
• Kiddies cars
• Children’s prams
• Change room for performers
• Brochure stands
• Ceiling/Roof hoists for lighting/decoration
• Balloon inflating gas bottle/s
• Umbrella cover machine
• Marketing storeroom equipment
• VIP room and facilities/fixtures
• Poster stands
When the promotion has been executed, the activity should be evaluated with a questionnaire to tenants. The calendar planning should take care of special days, public holidays and so on. Some of the tips while planning a calendar are as follows:

- Think long-term (12 months in advance, not one week before the event).
- What has worked and what has not worked in the past.
- Make informed decisions: review all the information that you have at your disposal.
- Seek input and feedback: find out what other stakeholders think.
- Don’t be bland and generic: Make your marketing stand for something and give it meaning.
- Don’t be all things to all people: Your marketing budget does not allow you to successfully achieve this.

### 4.7 Campaign Post-Analysis

One of the best ways to determine what should be done at your Centre from a marketing perspective is to reflect upon what has been done in the previous years and how successful this has been. The best way to do this is to review your Campaign Post - Analysis Reports (or even other Centre’s Campaign Post-Analysis Reports). These will highlight what worked and what didn’t, which is a great way to decide what is needed to be done this year. Once all the above information has been reviewed, you should be in a well informed position to start outlining what is needed to from a marketing perspective for the centre in the coming year.

### 4.8 Marketing Communications

Marketing Communications is mainly done in the form of:

- Advertising
  - Press
  - Radio
  - TV
  - Out-of-home (Billboards, signage, etc.)
  - Letter box drop (LBD) Publicity (Press releases)
- Websites (Blogs, Forums)
- Catalogues
- In-centre signage

Retailers who have a positive relationship experience will see a real benefit from being within your centres, as opposed to a competitive centre. Retailers who enjoy positive relationships with the centre management will also buy into the centre’s culture and initiatives to deliver positive customer experiences. This will then result in increased customer commitment to each of our centres, translating into increased traffic and sales. Mall management must institute a structures consistent programme of communication that includes:

- Newsletters
- On the floor face-to-face
- Retailer briefings
- Social events
4.9 Positioning

Positioning is a marketing method for creating the perception or identity of a product, brand or company. It forms the basis of differentiating product from competitors. It aids in creating a distinctive link and top of mind recall for the customers.

Branding is assigning a recognisable name, logo, slogan or design associated with a product or service. The purpose of spending millions in creating a brand is:

- Recognition and loyalty
- Image of size
- Image of quality
- Goodwill

Positioning along with branding mall is the most important decision a developer will make. Successfully positioning your mall is the main criteria of a successful and profitable business.

To Position your mall means to “classify” it and integrate this with effective branding advertising. Malls can be positioned on two grounds:

Offering-based

This base of positioning is based on the offering of the mall. What the mall offers throughout its retail mix should be based on the kind of offering it offers.

- Luxury
  - This consists of luxury based positioning. The mall is positioned as a luxury mall, where all the tenants fall under the luxury class of their vertical. For example, Mercedes falls under the luxury segment, within the automobile vertical.

- Value for Money
  - Under this type of positioning, the mall tries to convey that it offers products that are neither very expensive nor economical. They are value for money. A customer is satisfied paying an extra rupee if it is equivalent to the value offered. The entire mall would depict a value for money image, conveying that the mall is for the value-seekers who are ready to shell out money up to the extent that the value received is worth the money.

- Economy
  - The economy style of positioning would convey that the mall is for the money-conscious people. The goods and services offered by the mall are least expensive on the pocket with no value additions, just the basic ones are available in the mall.

Type of anchors

Under this category, the positioning is based on the type of anchors the mall developers wish to have:

- Entertainment-based
  - The anchor in this case is entertainment. Entertainment in the form of movie theatres, gaming zones, ice-rings or any other form of entertainment. In this case, promotion of the mall is as an entertainment destination.
  - Whenever one thinks of enjoying, one should think of the developer’s entertainment destination mall.

- Hypermarket/Value-driven
  - A common and most successful anchor in most of the malls is a hypermarket. This is because hypermarkets draw a lot of footfalls and the conversion rate from customers to shoppers is the highest. Therefore, in this case the mall is positioned on the bases of value-driven/ hypermarket.
• Speciality-based
  • This positioning conveys the message according to the speciality stores in the mall like jewellery stores, book stores and so on. Speciality means the stores specialises in a particular segment of the vertical. The mall that is positioned on the speciality base conveys that the mall houses all the unique stores.

The positioning will remain for the life-time of the mall. You can re-brand your mall utilising any new market analysis; however, re-positioning the mall is a risky option.

4.10 Advance Market Research

The advance market research is very essential so as to position a mall in the market. This is as follows:

• **Centre Location and Description:** The first step in advanced market research is studying the centre location. The centre location and description should also be a part of the research works in fact it will work as the starting point of conducting the research.

• **Centre Performance:** The performance of the centre in terms of sales comparisons between centres are also based on the occupancy costs should be carried out to reveal a true picture of the particular centre that would help in conducting a market analysis report.

• **Trade Area Analysis:** A relatively fixed area is where the centre’s customers come from. Typically, the trade area is defined by where the customer lives (although depending on the centre it may relate to where they work). For shopping centres, they are usually broken down into the following areas:
  • Primary Trade Area
  • Secondary Trade Area
  • Tertiary Trade Area
  • Beyond the Trade Area

Trade Area is identified as follows:

• The Centre
  • Type
  • Size
  • Trading performance

• Retail mix
• Customer Address
• Penetration Rates
• Geography: Natural Boundaries
• Competitors

Trade Area: Penetration Rates:

\[ \text{Penetration} = \frac{\text{No. of customers interviewed by TA}}{\text{Total population in the TA}} \times \text{Factor} \]

4.10.1 Customer Exit Survey

While writing a research brief, the following titles should be addressed in the order as given below:

• Background
• The issue(s)
• The objective
• Information requirements
• Target market
Customer exit survey - Guidelines T
The following guidelines should be undertaken while making an exit survey:

- N=500 - one week, or n=1,000 - 2 weeks
- Exit centre not intercept should be taken.
- Quota interviews by door and day for centre traffic must be undertaken.
- Provide customers with an incentive to fill up the survey form.
- Use accredited field teams so as to maximise the time efficiency.
- Use research companies who are members of Market and Social Research Society and are QPMR (Qualified Practicing Market Researcher) for best results.
- Check for insurance.
- Select carefully the time of year before conducting the exit survey.
- Benchmarks are critical.

Customer exit survey - Questionnaire

- Demographics (age, income, etc.)
- Main reason for visiting the stores
- Frequency of visit to the Centre.
- Expenditure on main commodity groups
- Other Centres visited and how often
- Views of Centre in relation to the competition strengths and weaknesses
- What more they would like (customer and suggestions).
- Residential address (spell back-not street number).
- Ranking of potential additions.
- Marketing
- Make sure Privacy Laws are adhered to.
- Exclude leading questions.
- Use a professional researcher

Market demographics
The demographics data should include:

- Age distribution
- Housing status
- Income
- Ethnicity
- Family type

Higher Analysis
In addition to the above mentioned analysis, a few more are recommended. They are:

- Gap analysis
- Key driver analysis
- Customer segmentation
Key driver analysis

- Key driver analysis is used to assess the underlying non-explicit reasons customers find a appealing Centre. These factors are usually implicit and are not always openly identified by customers, but are identified by their behaviour.
- The analysis relates to what is driving the Centre’s performance now and when combined with the Gap Analysis can present a view of what might increase or decrease customer satisfaction.
- This type of analysis involves logistic regression and is very useful for large and complex centre analysis where many drivers are involved.

Customer segmentation

- Customer segmentation analyses the high-value customers and their requirements, as opposed to the low-value customers. High-value customers often account for less than 40% of traffic but over 70% of the spend. Understanding their specific needs can be valuable to the ongoing management and development of the Centre.
- Cluster Segmentation is used to segment all customers into different customer types for further analysis.
- High-value customers can then be identified as to where they live, how they shop, travel to the Centre, and marketing type they prefer.

4.10.2 Development Research

It is essential to have an understanding of:

- Centre potential
- Preferred development scenarios economically and from the customer point of view
- Tested detailed master plan
- Tested detailed retail plan
- Tested detailed marketing launch platform
**Summary**

- According to Chartered Institute of Marketing, “The management process responsible for identifying, anticipating and satisfying customer requirements profitability”.
- Marketing managers are usually responsible for achieving the company’s objective as they have the capacity to influence the level, timing, and composition of customer demand.
- Marketing management is the analysis, planning, implementation and control of programs designed to create, build and maintain beneficial exchanges with target buyers for the purpose of achieving organisational objectives.
- The marketing plan is a strategic document which should only be changed after careful evaluation, research and analysis of a company’s changing competitive environment.
- The amount allocated for expenditure on marketing activities in a specified period is called marketing budget.
- The company’s promotional activities are conveyed through a marketing calendar.
- Positioning is a marketing method for creating the perception or identity of a product, brand or company.
- The advance market research is very essential so as to position a mall in the market.

**References**


**Recommended Reading**

Self Assessment

1. ______ is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others.
   a. Marketing
   b. Retailing
   c. Business
   d. Relationships

2. Which of the following is not a step of marketing management?
   a. Interpreting the organisational plans and understanding the marketing plan.
   b. Undertake the marketing planning process in sequential order.
   c. Prepare a media schedule.
   d. Prepare the traffic regulations

3. To stimulate an effective marketing programmes an organisation needs to create and follow ______
   a. marketing calendar
   b. marketing plan
   c. market survey
   d. market analysis

4. Match the following:

| 1. Budget | A. Set of specific actions for achieving the goals i.e. the marketing calendar |
| 2. Situation Analysis | B. The monitoring of the plan’s progress |
| 3. Controls | C. Projection of profits and losses |
| 4. Action Programme | D. Description of the major features affecting a business |

   a. 1-C; 2-D; 3-B; 4-A
   b. 1-A; 2-B; 3-D; 4-C
   c. 1-C; 2-B; 3-D; 4-A
   d. 1-D; 2-C; 3-B; 4-A

5. Which of the following is not a step in the preparation of marketing budgets?
   a. Determine the income source and amount
   b. Prepare a media schedule
   c. Prepare expenditure worksheets.
   d. Calculate cumulative surplus/deficit totals

6. What is the ideal budget, recommended by industries, for advertising?
   a. 20-30% of the total budget
   b. 40-60% of the ideal budget
   c. 20-30% of the ideal budget
   d. 3-7% of the ideal budget
7. Which of the following is not a form of media communication?
   a. Advertising
   b. Websites
   c. Catalogues
   d. Survey

8. ___________ is a marketing method for creating the perception or identity of a product, brand or company.
   a. Positioning
   b. Branding
   c. Promotions
   d. Packaging

9. In which of the following types of positioning, the mall tries to convey that it offers products that are neither very expensive nor economical?
   a. Luxury
   b. Economy
   c. Value for money
   d. Expensive

10. Which of the following is not one of the steps of advance research method?
    a. Centre location and description
    b. Market survey
    c. Centre performance
    d. Trade area analysis
Chapter V
Shopping Mall Management

Aim

The aim of this chapter is to:

• define shopping mall management
• enlist the benefits of shopping mall management
• explain the objective of shopping mall management manual

Objectives

The objectives of this chapter are to:

• explain the scope of shopping mall management
• describe pest control
• enlist various services performed by shopping mall management group

Learning outcome

At the end of this chapter, you will be able to:

• discuss the strategy for implementation
• explicate the methodology for shopping mall management
• understand different areas of responsibility of unit/lead
5.1 Introduction

Shopping mall management can be defined as an operation and maintenance of the entire building infrastructure, including services and utilities, ensuring that they are used in a way that are consistent with the purpose for which it was acquired.

The shopping mall management services are customised as per the client’s needs, with listed specifications and guidelines for the executives, shifts engineers, supervisors, operators and technicians, who form the functional unit, intrinsic to the service delivery process that carries out the listed services bearing in mind the quality and cost effectiveness.

Schedules, procedures, controls and responsibilities are created and decided with respect to each and every service, installation or building component. These are upgraded and reworked with time, to change/improve as per the feedback and current industry standards.

Shopping mall management is a key component in an efficient, professionally administered business. The benefits include:

- Ready identification of availability/status of equipment.
- Saves money by reducing waste, redundancy and equipment loss (by allowing a better maintenance plan).
- Allows client to have an accurate record of its investment in equipment.
- Facilitates tracking and recording of maintenance and warranty information.
- Provides data which enables the clients to obtain indirect cost recovery for equipment depreciation.
- Allows the managers to issue timely and accurate property reports.

5.2 Objective of Shopping Mall Management Manual

The objective of shopping mall management quality model is to familiarise the property manager and all other team members with various processes required to successfully manage a property for their clients. The procedures within the document should be used as guidelines to assist team members accomplish shopping mall management efficiently and professionally.

The manual is an ever-changing document that should be improved by on-site shopping mall management staff to incorporate any required changes or improvements.

5.3 Scope of Shopping Mall Management

Scope of shopping mall management covers the following:

- Arrange and oversee all day-to-day operations of the property.
- Provide a 24-hour emergency service.
- Provide a 24-hour emergency maintenance staff.
- Create a continuing building and on utilities maintenance programme specifications.
- Provide purposes.
- Create and update a management plan.
- Obtain and create contacts for all necessary goods and services, create specifications.
- Inspect the property on a predetermined scheduled (yearly planners) for defects, improvements and overall operations.
- Maintain up-to-date shopping mall records to include all the documents and maintenance of records.
- Provide an annual review of current and future concerns for budgetary purposes.
- Train and supervise on-site staff.
- Building fabric and landscaping maintenance.
• Operation and maintenance of electrical and mechanical systems including BMS and PLCs.
• Operation and maintenance of HVAC systems.
• Operation in minor maintenance of lifts/elevators.
• Disaster management.
• Operation and maintenance of fire control systems.
• Operation and maintenance of plumbing and water systems.
• Co-ordination of annual maintenance contracts for all building services.
• Enforcing and monitoring safety norms.
• Energy management.
• Co-ordinating and monitoring security and surveillance including (if applicable) SS controls.
• Landscaping (cultivation, irrigation, lawn of turf area, tree, shrub, weed control, flowerbed maintenance and so on)

5.4 Pest Control

Utilities management services involve managing and administering a full range of property services for all plants and distribution systems.

Operation and maintenance of different systems and services are done by various processes carefully designed and customaries for efficient working including monitoring logs/checklist/reports, preventive maintenance done on specified period on daily, weekly, monthly, quarterly and annual basis.

These services are fully integrated into software solution that also offers interactive help-desk with forms, reports, etc on the front end and database management system at the back-end to store all the records or information. Operational and support services is responsible for delivering technical expertise, operational support services, advice and strives to harmonise client objectives, requirements and strategic operational practices.

5.5 Definition and Scope of Services

Workplace management services provide a full time business services. Following are the services that are performed by workplace management:

• **Property maintenance**: It is the preventive and reactive maintenance of the physical and mechanical infrastructure of the mall.
• **Benchmarking**: Study of performance of facilities verses best in class.
• **Vendor management**: Manage various service providers that support the building infrastructure such as elevator contractors, pest control, roofing maintenance, etc.
• **Strategic property planning**: Assess existing faculties and business plans to improve and optimise long-term feasibility and use.
• **Strategic capital planning**: Develop and manage budgets for long-term capital improvement to facilitate infrastructure, systems and interior improvements.
• **Space analysis/building efficiency**: Critical analysis of building efficiency.
• **Property standards developments**: Development standards programmed to manage quality and consistency of facilities. Also improve cost and cycle time.
• **Building infrastructure and systems**: It is the analysis and comparison of building infrastructure systems to accommodate today’s technology system requirements.
• **Project management**: Manage the processes to construct and/or change the design of the client’s space.
• **Move management**: Co-ordinate and supervise the movements of personnel and their belongings from office to office.
• **Mall room management**: Manage the process of mail delivery and pick-up from various areas of the building, ensuring timely delivery of the mail.
• **Cafeteria management**: Manage the on-site cafeteria functions to provide food service to the clients’ employees.

• **Security management**: Through the use of either in-house or contracted personnel provide a secure working environment of the clients’ employees.

### 5.6 Strategy for Implementation

This section gives an insight to the customised and scalable processes and technique for management. The purpose of management is to be a trusted real estate adviser and asset manager, in keeping with best industry practices, so that the client and front line agencies can focus on their core objectives, deliver programmes and services to their constituencies in a timely and cost-efficient manner.

• Strategic goals for asset and management

• Implement a single comprehensive real estate strategy

• Improve financial tracking and responsiveness

• Improve efficiencies of mall and multiplex and various amenities

• Provide aided value services by incorporating industry and best practices

The strategic management sector facilitates service strategies to manage the property as:

• **Shopping mall management planning**: Preparing annual management plans for the upcoming year.

• **Property performance review**: Undertaking an annual review of the financial, operational and functional performance of an asset, to feed the management process, by carrying out a periodic audit.

• **Audits**: Whether it is for a single system or an entire campus, an audit can help executives find their way in the maze of upgrade options. Sometimes, there is a risk of investing in solutions that does not address the real problem.

Audit begins by identifying the functionalities aspects of the systems and various facilities within the township. It then goes to identify all possible issues related to the ineptitude of the systems. Then later suggests ways and means such as overhauling the existing system to replacing it with one having an entirely different configuration to assist the executives in selecting the most suitable options. The audit includes both technical and economic analyses of the identified options.

**Shopping mall management**

Shopping mall management focuses on the development of long-term strategies to maximise for productive work. It focuses on environments and managing day-to-day operations of various services such as house-keeping E&M, plumbing and sanitation, etc. Integrate the same through shopping mall management information system.

Very important aspect of response time for a job or problem of any nature should be making sure that front line technicians have access to needed parts and equipments to a better chance of removing roadblocks to efficiency.

**Utilities management**

Properties, where all the services today are at par with the global standards, demand for electricity should be enormous. Therefore, it requires a perfect planning and monitoring with end-to-end solutions.

Water supply, sanitation, plumbing and fire-fighting systems are the most critical. Agents, beside electrical supplies, regular maintenance and constant checks are required to maintain these at their optimum performance levels.

Backup power supply: Besides regular maintenance, keeping inventory offal, usable spares and other operational aspects like Diesel generators sets, are crucial as back up source forms an important component of management. The amount of backup power required and used during power shortage forms a critical operation in the property. The type, size and number of generators depend on the level of continued operation that should be necessary, and should include consideration of the reliability of the electrical grid.
Service management
Service management deals with providing services that work scrupulously in the background ensuring smooth functioning of the property. Electrical, mechanical, civil maintenance, work and water treatment, plant maintenance, defects identification and recertification, fleet management would fall into this category.

They also help to maintain certain levels of preparedness to effectively meet any challenges or eventualities that might surface from time to time. Fire fighting service, disaster evacuation management plan falls under this category. They help to develop contingency plans to provide for the safety of the occupants, documents and the property in the event of an emergency - fire-bomb threat. Occupants are made aware of contingency plans by means of periodic safety seminars and evacuation exercises.

Management functions
Advice and chart issue to make the building utilities, installations work as effectively and yet in a more cost-effective manner through power utilisation improvement savings - be it energy or reactive management. Leverage the contacts on behalf of the clients to get them the best deals in terms of procurements or vendor management.

A system inventory and condition report of the installations should be the outset; this helps to carry preventive and predictive maintenance of the system and other installations on a regular and periodic basis. Occupant’s handbook plays a very important role in terms of addressing the key issues, responsibilities of the occupants and the owners towards various activities. It also guides the tenants to carry out the various processes that fit out in the most efficient manner, and also mentions the various deposits and rents or liabilities to be borne by occupants. A detailed methodology should be worked out to develop the occupant’s handbook.

5.7 Methodology for Shopping Mall Management
The prudence should be abetted through a step-by-step process, which should be tailored to meet the best needs of the clients. The guidelines which are followed are as below:

- Quality assurance: Develop and implement policies, standards and best practices, designed to achieve consistently high quality services delivery within property and shopping mall management services.
- Inventory management: This includes receiving and verifying quantity and quality maintaining computer inventory record of items lists.
- Accountability and stocking: The activities associated with asset management include recording and condition monitoring, financial devolution, maintenance, operation, risk management and disposal. All these activities are inter-related and must be fully co-ordinated and dealt with as a whole, if effective asset management is to occur.
- Physical asset register: These contain textual and financial information about each of the real property assets with condition report.
- Asset conditioning monitoring: Quality and assess equipments and facilities in terms of their future life and maintenance costs to add these components to the maintenance planning process.
- Annual budgets: Annual budgets should include total revenue allocation for various activities relating to operations maintenance of various assets and services.
- Customer service centre: A key step in establishing workplace management on-site should be coordinating the customer service centre operation function. The service centre should be the primary link between the client personnel and workplace management.
Establishing a service centre should include the following:

![Diagram of service centre process]

**Fig. 5.1 Structure of service centre**

**5.8 Areas of Responsibility for Unit/Lead**

The various areas of responsibilities are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Well done</th>
<th>Acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Decision, obedience, discipline</td>
<td>Everyone to know reporting structure</td>
</tr>
<tr>
<td>Team -Building</td>
<td>Approachable to the junior staff. Regular team building activities. A clear communication channels</td>
<td>Regular team building activities are organised</td>
</tr>
<tr>
<td>Planning</td>
<td>Staff strength and quality, staff welfare, benefits and perks, salary structure, training sessions.</td>
<td>Staff strength, salary structure, training sessions.</td>
</tr>
</tbody>
</table>
Performance analysis | Job description well defined. Appraisal systems an I format in place. | Regular appraisals.
---|---|---
Communication and Co-ordination | Inter office communication system in place. Interdepartmental communication defined and clear optimum usage of office resources. Negligible duplication and overlapping of work. Meeting attendance and recording. Proper filing and recording system in place. | Inter office communication system in place. Interdepartmental communication defined and clear optimum usage of office resources. Proper filing and recording system in place.

Table 5.1 Responsibility in man management

<table>
<thead>
<tr>
<th>Administration</th>
<th>Well done</th>
<th>Acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOP’s</td>
<td>SOP’s written and executed with improvisation</td>
<td>SOP’s written and executed. Weekly planning</td>
</tr>
<tr>
<td>Planning Requirement</td>
<td>Plan according to calendar year with events high period. low period.</td>
<td>Response time to any occurrence 30 seconds.</td>
</tr>
<tr>
<td>Response Time</td>
<td>Response time to any occurrence is 25 seconds.</td>
<td>Schedules of movies, shops names in their pocket for response.</td>
</tr>
<tr>
<td>Information</td>
<td>The security should know the layout of the mall, running movies in the theatre and its timings.</td>
<td>Equipments in place and working at all times.</td>
</tr>
<tr>
<td>Safety Equipments</td>
<td>Equipments in place and working at all times, checked daily by security supervisor.</td>
<td>The security head should submit his weekly / monthly reports by the 1–10th of every month.</td>
</tr>
</tbody>
</table>

Table 5.2 Responsibility in security

<table>
<thead>
<tr>
<th>Parking</th>
<th>Well done</th>
<th>Acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOP’s</td>
<td>SOP’s written and executed with improvisation.</td>
<td>SOP’s written and executed.</td>
</tr>
<tr>
<td>Flow of Traffic</td>
<td>No interference with pedestrians and cars.</td>
<td>Smooth flow of traffic with interference.</td>
</tr>
<tr>
<td>Time taken to park the car</td>
<td>1 minute</td>
<td>1 minute and 35 seconds</td>
</tr>
<tr>
<td>Well-designed parking space with signage</td>
<td>Clear in all respect with size of car designated for bays and in practice.</td>
<td>Clear in all respect with long cars and small cars in all bays.</td>
</tr>
</tbody>
</table>
### Table 5.3 Responsibility in parking

<table>
<thead>
<tr>
<th>Service</th>
<th>Time for execution</th>
<th>Time for execution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valet Parking (Arrival) Services</td>
<td>2 minutes</td>
<td>2.5 minutes</td>
</tr>
<tr>
<td>Valet Parking (Departure) Services</td>
<td>5 minutes</td>
<td>7 minutes</td>
</tr>
<tr>
<td>Exit Time</td>
<td>30 seconds</td>
<td>1 minute</td>
</tr>
<tr>
<td>Exit Signage</td>
<td>Well lit and demarcated</td>
<td>Demarcated</td>
</tr>
<tr>
<td>Parking Equipments</td>
<td>Equipments used</td>
<td>Equipments are in place but not in practice.</td>
</tr>
</tbody>
</table>

### House Keeping

<table>
<thead>
<tr>
<th>Service</th>
<th>Well done</th>
<th>Acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOP’s</td>
<td>SOP’s written and executed and improvised from time to time.</td>
<td>SOP’s written and executed.</td>
</tr>
<tr>
<td>Cleanliness and hygiene facade, driveway and underground parking</td>
<td>Shining at all time with clean underground parking space daily with of well-being.</td>
<td>Client at a periodical interval and a shining for 15 days for a month with underground parking area.</td>
</tr>
<tr>
<td>General area, floors, the atriums, auditoriums and utility areas</td>
<td>Shining at all times with a odour of well being.</td>
<td>Clean at all times.</td>
</tr>
<tr>
<td>Sanitation garbage disposal and pest control</td>
<td>Daily disposals with prescribed WHO norms with daily implementation</td>
<td>Daily deposits</td>
</tr>
<tr>
<td>Reports</td>
<td>Monthly cost reports/total staff on duty with customer satisfaction feedback reports</td>
<td>Monthly cost reports/total staff on duty reports.</td>
</tr>
</tbody>
</table>

### Table 5.4 Responsibility in house keeping

### Tenant management

<table>
<thead>
<tr>
<th>Service</th>
<th>Well done</th>
<th>Acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracts and deeds</td>
<td>Tenant contracts and deeds well defined, signed and recorded.</td>
<td>Tenant contracts and deeds in the process of signing.</td>
</tr>
<tr>
<td>Collection of service charges</td>
<td>Collection from the tenant within the stipulated time. 15th of every month.</td>
<td>Collection pending for nearly one month.</td>
</tr>
<tr>
<td>Grievance handling</td>
<td>Tenant grievance handled at the earliest in 6 hrs. No union among the tenants.</td>
<td>Tenant grievance recorded in the log book to be attended within 12 hrs. Steps taken to avoid tenants from forming a union.</td>
</tr>
<tr>
<td>Loyalty Programme</td>
<td>Tenant included in the loyalty programme monthly.</td>
<td>Tenant included in the loyalty programme quarterly.</td>
</tr>
</tbody>
</table>
Billing Structure

Billing structure and rates in place towards electricity. AC, etc. Bills raised and issued by the 2nd of each month, payments by 15th of each month.

Billing structure and rates in place towards electricity. AC, etc. Bills raised and issued by the 7th of each month, payments at the end of each month.

Tenant Feedback

The code of conduct for the tenant should be well defined and recorded.

The code of conduct for the tenant should be well defined.

<table>
<thead>
<tr>
<th>Table 5.5 Responsibility in tenant management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cinema operations</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Well done</th>
<th>Acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tickets Sales and Concession Stand</strong></td>
<td><strong>Tickets accessibility for the customer made very easy through telephone, E-mail, home delivery.</strong></td>
</tr>
<tr>
<td>• 50 - 80% occupancy during high period.</td>
<td>• 10% error in ticket sales, i.e., duplication, wrong tickets.</td>
</tr>
<tr>
<td>• 0% error in ticket sales, i.e., duplication, wrong tickets.</td>
<td>• Movies released as and when received.</td>
</tr>
<tr>
<td>• Negligible overlapping of time to maintain smooth traffic flow.</td>
<td>• The concession stand well stocked with quality food items.</td>
</tr>
<tr>
<td>• Event calendar planned for each quarter, regarding movie releases.</td>
<td>• Audit report for the sales ready by 11:30 in the morning.</td>
</tr>
<tr>
<td>• Prices reviewed from time to time, keeping the movie and market in mind.</td>
<td></td>
</tr>
<tr>
<td>• The concession stands well stocked with quality food items. Report every morning by 10 am.</td>
<td></td>
</tr>
</tbody>
</table>

| Project room                                                                 |                                                                          |
| • Equipment checks everyday between 8 to 10 am. OK report.                  | • Equipment checks everyday.                                              |
| • Software check every Thursday night-Friday morning                      | • Software check every Friday morning.                                    |
| • Staff roaster planned weekly.                                            |                                                                          |

| Table 5.6 Responsibility in cinema operation |
Building and infrastructure

<table>
<thead>
<tr>
<th>Well Done</th>
<th>Acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mall operation manual</td>
<td>Unit-specific customisation to define and improvise benchmarks.</td>
</tr>
<tr>
<td>Stock management</td>
<td>Minimum stock level available at all times, improvised stock levels every month.</td>
</tr>
<tr>
<td>Upkeep safety and electro-mechanical loading pattern</td>
<td>Improvised every month by the 5th</td>
</tr>
<tr>
<td>Energy savings</td>
<td>Improvised so that losses remain to 5%.</td>
</tr>
<tr>
<td>SOP’s</td>
<td>SOP’s written and executed with improvisation.</td>
</tr>
<tr>
<td>Equipment</td>
<td>Breakdown minimised to 15-25 seconds.</td>
</tr>
<tr>
<td>On-going Projects</td>
<td>Refinement within the budget and completion on time.</td>
</tr>
<tr>
<td>New Projects</td>
<td>Refinement within the budget and completion on time.</td>
</tr>
</tbody>
</table>

Table 5.7 Responsibility in building and infrastructure

Customer satisfaction

<table>
<thead>
<tr>
<th>Well done</th>
<th>Acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information</td>
<td>Movie signage and guiding signage to the Mall, newspaper coverage. Telephone, e-mail for booking tickets.</td>
</tr>
<tr>
<td>Customer feedback with loyalty program</td>
<td>Customer to be made to understand that his constant feedback should help. Information about new projects, keeping customer requirement in mind with analysis and adaptation with changing times.</td>
</tr>
<tr>
<td>Identifying market segments and catchment areas</td>
<td>Research with support documents, statistics confirming footfall with converging segment registered, audited and analyse.</td>
</tr>
</tbody>
</table>
Events implementation and co-ordination | Full year calendar with day and time specific, planned and coordinated. | Ad-hock decision for event to be co-ordinated and implemented 24 hrs.
---|---|---
Media liaison | To have cordial relationship with electronic and print media for State and city specific. | Know the names and telephone numbers of media person.

Table 5.8 Responsibility in customer satisfaction

<table>
<thead>
<tr>
<th></th>
<th>Well done</th>
<th>Acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIS monthly report</td>
<td>Improvises report 10th of every month</td>
<td>Revenue based report on 17th of every month.</td>
</tr>
<tr>
<td>Comparison</td>
<td>Analyses of previous month MIS by the 12th of every month.</td>
<td>Analyses of previous month MIS by the 19th of every month.</td>
</tr>
<tr>
<td>Customer feedback</td>
<td>Cost related with original data for backup.</td>
<td>General customer feedback.</td>
</tr>
<tr>
<td>Project update</td>
<td>Cost related update by the 10th of every month.</td>
<td>Update by the 15th of every month.</td>
</tr>
<tr>
<td>Staff Strength</td>
<td>Improvement of manpower resources, resulting in appropriate staffing with cost analysis area wise by 10th of every month.</td>
<td>Statement by the 10th of every month.</td>
</tr>
</tbody>
</table>

Table 5.9 Responsibility in MIS

Liaisoning

<table>
<thead>
<tr>
<th></th>
<th>Well done</th>
<th>Acceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Bodies Local and State</td>
<td>To have cordial relationship with Government bodies, local in State.</td>
<td>Know the names and telephone numbers.</td>
</tr>
<tr>
<td>Business Associates Tenants and Suppliers</td>
<td>Approachable and have cordial relationship.</td>
<td>Approachable and knows the name and telephone numbers.</td>
</tr>
</tbody>
</table>

Table 5.10 Responsibility in liaisoning
### Recruitment of property managers

<table>
<thead>
<tr>
<th>Position Name/ Designation</th>
<th>Property manager</th>
<th>No. of vacancies</th>
</tr>
</thead>
<tbody>
<tr>
<td>reporting</td>
<td>Head administration and headwoman</td>
<td></td>
</tr>
<tr>
<td>Position requisitioned by</td>
<td>Client admen.</td>
<td></td>
</tr>
</tbody>
</table>

**Job description**
To provide an efficient and effective management service for property, ensuring professional and proactive management to property and support services.

**Detailed justification for this recruitment**
The property requires a Property Manager who understands the technical functioning of all plants and equipments installed. He should be able to attend to various problems and anticipate any technical flaws, which could impede the effective working. His knowledge and experience should be sufficiently comprehensive for him to lead the technical and the soft service team. He should be effective in coordinating various issues with the administration Department.

Table 5.11 Recruitment
Summary

- Shopping mall management can be defined as an operation and maintenance of the entire building infrastructure, including services and utilities, ensuring that they are used in a way that are consistent with the purpose for which it was acquired.
- Shopping mall management is a key component in an efficient, professionally administered business.
- The objective of shopping mall management quality model is to familiarise the property manager and all other team members with various processes required to successfully manage a property for their clients.
- Workplace management services provide a full time business services.
- The prudence should be abetted through a step-by-step process, which should be tailored to meet the best needs of the clients.

References


Recommended Reading

### Self Assessment

1. The shopping mall management services are customised as per the ____________ needs.
   a. client’s
   b. worker’s
   c. employee’s
   d. real estate adviser

2. Which of the following is not a benefit of shopping mall management?
   a. It provides data which enables the clients to obtain indirect cost recovery for equipment depreciation.
   b. It allows client to have an accurate record of its investment in equipment.
   c. It facilitates tracking and recording of maintenance and warranty information.
   d. It increases investment of money by reducing waste, redundancy and equipment loss.

3. ___________ is an ever-changing document that should be improved by on-site shopping mall management staff to incorporate any required changes or improvements.
   a. Yearly planner
   b. Shopping mall management manual
   c. Maintenance records
   d. Checklists

4. Which among the following is not a scope of shopping mall management?
   a. Obtain and create contacts for all necessary goods and services, create specifications.
   b. Maintain up-to-date shopping mall records to include all the documents and maintenance of records.
   c. Provide a 12-hour emergency maintenance staff.
   d. Co-ordinating and monitoring security and surveillance including (if applicable) SS controls.

5. Which of the following statements is true?
   a. Management and support services is responsible for delivering technical expertise, operational support services, advice and strives to harmonise client objectives, requirements and strategic operational practices.
   b. Operational and dispatch services is responsible for delivering technical expertise, operational support services, advice and strives to harmonise client objectives, requirements and strategic operational practices.
   c. Security and maintenance services is responsible for delivering technical expertise, operational support services, advice and strives to harmonise client objectives, requirements and strategic operational practices.
   d. Operational and support services is responsible for delivering technical expertise, operational support services, advice and strives to harmonise client objectives, requirements and strategic operational practices.

6. ___________ management is the preventive and reactive maintenance of the physical and mechanical infrastructure of the mall.
   a. Vendor
   b. Property
   c. Security
   d. Move
7. Match the following.

<table>
<thead>
<tr>
<th>1. Mall room management</th>
<th>A. It is the analysis and comparison of building infrastructure systems to accommodate today’s technology system requirements.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Building infrastructure and systems</td>
<td>B. Manage various service providers that support the building infrastructure such as elevator contractors, pest control, roofing maintenance, etc.</td>
</tr>
<tr>
<td>3. Strategic property planning</td>
<td>C. Manage the process of mail delivery and pick-up from various areas of the building, ensuring timely delivery of the mail.</td>
</tr>
<tr>
<td>4. Vendor management</td>
<td>D. Assess existing faculties and business plans to improve and optimise long-term feasibility and use.</td>
</tr>
</tbody>
</table>

a. 1-C, 2-A, 3-D, 4-B  
b. 1-D, 2-C, 3-B, 4-A  
c. 1-B, 2-D, 3-A, 4-C  
d. 1-A, 2-B, 3-C, 4-D

8. Which of the following provides services that work scrupulously in the background ensuring smooth functioning of the property?
   a. Shopping mall management  
   b. Service management  
   c. Utilities management  
   d. Security management

9. ____________ begins by identifying the functionality aspects of the systems and various facilities within the township.  
   a. Shopping mall management  
   b. Audit  
   c. Property performance review  
   d. Shopping mall management planning

10. Match the following.

<table>
<thead>
<tr>
<th>1. Annual budgets</th>
<th>A. It includes receiving and verifying quantity and quality maintaining computer inventory record of items lists.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Physical asset register</td>
<td>B. It should include total revenue allocation for various activities relating to operations maintenance of various assets and services.</td>
</tr>
<tr>
<td>3. Inventory management</td>
<td>C. Quality and assess equipments and facilities in terms of their future life and maintenance costs to add these components to the maintenance planning process.</td>
</tr>
<tr>
<td>4. Asset conditioning monitoring</td>
<td>D. These contain textual and financial information about each of the real property assets with condition report.</td>
</tr>
</tbody>
</table>

a. 1-B, 2-D, 3-A, 4-C  
b. 1-A, 2-C, 3-B, 4-D  
c. 1-C, 2-B, 3-D, 4-A  
d. 1-D, 2-A, 3-C, 4-B
Chapter VI
House Keeping Services

Aim
The aim of this chapter is to

• introduce housekeeping services
• elucidate the scope of housekeeping services
• explain services standards

Objectives
The objectives of this chapter is to

• highlight the importance of housekeeping department
• explain quality measuring tools
• elucidate the guidelines to be followed to maintain specific standards

Learning outcome
At the end of this chapter, you will be able to:

• understand various strategies to organise projects
• explain the meaning and importance of housekeeping
• discuss the need for a well-planned quality system
6.1 Introduction

Housekeeping can be defined as management and maintenance of the property and equipment of an institution or organisation. House-keeping services is an important aspect of facilities and shopping mall management services, dealing with the health and hygiene of the occupants and needs due deliberation. House-keeping services deal with the upkeep of the areas, including common areas, parking, lavatories, etc. Housekeeper is an employee of an establishment, such as a hospital, inn, or hotel, who performs or coordinates housekeeping tasks. In other words, we may also say that housekeeping is a process of keeping a place clean, beautiful and well maintained so that it looks and feels pleasant and inviting to all, living, visiting or working there.

Housekeeping services have been available commercially only recently. Here, organisations train the labour to do the household chores and then on demand or order they send their trained labour to specific places to provide housekeeping services. Depending on the firms, the payment is charged either on an hourly basis or daily basis. The advantage here is that the labour which comes to provide you housekeeping service is professionally trained. The housekeeping services have got a lot of scope these days. Their customers are usually big hotels, hospitals, party halls, malls, etc. In all these places cleanliness is a must. You find housekeeping staff working the entire day in these places and of course, in hospitals the housekeeping services are needed 24 hours a day and 7 days a week.

Every house, whether private, like yours, or commercial like offices, shops, hotels, hospitals, clubs, etc., needs to be kept clean and tidy, so that it looks inviting to all. This is where housekeeping comes in. Cleaning and maintenance services can be spotted very easily anywhere.

To cater to the client’s expectations, workplace management along with qualified housekeeping services provider, provides the global standards services with quality measuring tools such as SLA’s (Service Level Agreement) and KPI’s (Key Performance Indicators).

6.2 Scope of Service

House keeping services provide cleaning services of a character customarily provided in star hotels/big business houses and maintain the hygiene standards of the complex. Scope of services includes the upkeep of the following areas:

- Common areas such as stair case, corridors, Electrical Rooms, Toilets
- Terrace
- Lavatories
- Landscaping
- Water drains
- Parking

The contractor should provide clearing services keeping the hygiene and cleanliness in mind.

6.3 Service Standards

Service standards are encompasses the following:

- **Coverage**: All common areas, such as, lobbies, corridors, stairways, lavatories, passageways, utility areas, landscaping and mechanical areas including the equipment are to be cleaned.

- **Quality**: To maintain the highest standards, a well-planned quality system should be developed with customised checklists. The starting point in the process is the service standards and KPI’s set out in the shopping mall management contract between the client and workplace management. These service levels set the minimum standard that is to be achieved through the service delivery period. These central standards form the nucleus of the monthly management issued to the clients against which all standards are measured.
Irrespective of services mentioned above in scope of work or special services requested, client/occupants along with the property manager are the sole judges of the quality standards and required frequency of services to be provided.

Given below are a few guidelines to be followed to be able to maintain specific standards:

- **Entrances and lobbies**: The frequency with which lobbies are cleaned depends a lot on the weather and traffic. Mud tracked in during the rains can deteriorate floors/floor coverings. Runners or mats kept at the entrances pick up dirt. Cleaning duty performed in lobbies (hourly) includes wiping of smudges, finger prints on all glasses/mirrors and other polished surfaces, sweeping/swabbing of floors. The (daily) routine furniture, walls includes cleaning floors, ceilings, furniture, telephones and other fixtures and embellishments. Weekly performed tasks typically include vacuuming of the furniture, scrubbing of floors, walls and other hard to reach areas behind carpets.

- **Corridors and staircases**: Besides cleaning the floors, walls, cobwebs and railings, attention should also be given to the doors, light fixtures and fused bulbs, air supply vents and sprinklers, cameras. The walls should be cleaned for smudges, finger prints and skirting for the scuff marks.

- **Elevators**: Hand rails, control panels, doors, glass, mirrors, brass, steel surfaces should be carefully cleaned, polished, shined regularly and buffed repeatedly to be kept shining and free of finger prints, smudges, streaks, etc. Door tracks should be carefully brushed to be dust-free. Floors should be swabbed/ vacuumed as and when needed depending on the traffic.

- **Public restrooms**: Restrooms should be cleaned and disinfected as often as possible depending on the traffic. This keeps them clean and maintains a pleasant appearance.

- **Parking lots**: Floor area should be swept daily. Cobwebs should also be dealt regularly as they tend to form very quickly in these areas. The gates, gate closers and areas around these should be kept clean. Care should be taken to pick up litter more often. The pipes going through the parking areas should be dusted every ten days or so because there is a lot of dust in the parking bays with cars going in and out all day long.

- **Plant room**: All engineering plant rooms should be kept very clean. Grease and oil spills must be removed immediately, as dust tends to settle and make it look filthy. Not only that, grease tends to seep into the flooring gradually over a period of time and then nothing can be done to remove the stains.

- **Administrative offices**: The offices should be swept and swabbed daily. All desks, chairs, telephones, dustbins, blinds and fittings should be cleaned everyday. Thorough cleaning should be done weekly.

- **Pantries**: Pantries should be cleaned weekly.

- **Staff toilets**: It should be cleaned and disinfected at least twice daily.

- **Stores**: The stores should be kept clean and hygienic. Anti-fungal/bacterial treatment should be done by monthly or as when required.

### 6.4 Quality Measuring Tools

Some of the quality measuring tools are detailed below.

**Service Level Agreement (SLA)**

Service level agreement is a very important tool to monitor work done or services provided to the utmost level of satisfaction and comfort. The basic purpose of developing this service level agreement is to set out certain service standards which can hold well with certain modification globally. The ability to offer a consistency comes from high quality service, well-established practice of working within service level agreements (SLAs). These are applied equally to service providers, management and employees, as a result every member of the client team, from management to site based customers can rely on an agreed level of service.

**Key Performance Indicator (KPI)**

The actual level of service delivered within each SLA should be determined using key performance indicators, which provide an unambiguous measure such as the frequency, type or services provided. Within the KPI, performance can refer equally to the speed and the reliability of service. Client/occupants along with the property manager are the sole judges of the said quality standards and required frequency of services to be provided.
6.5 Importance of the Housekeeping Department

The first impression that a customer forms about a professionally managed property depends largely on the cleanliness and order of the property’s public areas. This addresses the cleaning responsibilities of the housekeeping department in relation to the public areas such as entrance, lobbies, staircases, elevators, restrooms, cinema halls and the facade of the building. Cleanliness and the condition of the public areas are a reflection on the standards of what people can expect in the offices and premises.

- Housekeeping is the department that deals essentially with cleanliness and all ancillary service attached to that.
- The standard plays an important role in the reputation of the malls. One feels comfortable only in the environment which is clean and well ordered, so cleanliness is important for health foremost also for well being.
- Shopping malls is the most revenue generating factor in Retail these days, the housekeeping department plays an important role.
- Malls offer customers the choice of specialty restaurant, coffee shops etc, which generates the revenue of the malls.
- House keeping is the department determines to a large extent whether customers are happy during their visits to malls.
- The customer satisfaction is the primary object and the hygiene factor must always be present in the shopping malls.

6.6 Personnel Involved in Housekeeping in Commercial Establishments

In most commercial organisations, the responsibility of housekeeping is assigned to a person called a housekeeper. She or he is responsible for upkeep and maintenance of the premises. Depending on the size and type of organisation, there may or may not be a separate section meant to look after various aspects of housekeeping. A small shop may depute a single person to look after these aspects. Yet bigger offices, commercial establishments, guest houses, hotels, hospitals, hostels, clubs usually organise a group of people to look after their housekeeping. These groups of people constitute a housekeeping department. Some establishments may also seek outside help and make use of certain agencies which specialise in such kind of work.

Wherever there is separate housekeeping department a proper organisational structure is necessary with different kinds of people responsible for different tasks and some people to supervise them. Let us now discuss the duties and responsibilities of each of them individually.

- **Housekeeper**- The housekeeper is the overall in-charge of the housekeeping department. He or she directly controls all the personnel as well as all aspects of housekeeping. She/ he is responsible for the cleanliness, beautification and maintenance of the premises.
- **Assistant housekeeper**- He or she is responsible for all the aspects similar to that of the housekeeper. In case the organisation works round-the-clock, there maybe more than one assistant housekeeper to work in different shifts. Housekeepers / assistant housekeepers are in turn assisted by the following members. These members also have workers to assist them.
- **Control desk supervisor**: This person communicates with the staff and coordinates with various departments of the organisation. He becomes the centre point of all messages, complaints etc., and also keeps records of what work has been assigned to whom and maintains the general follow-up of the same.
- **Floor supervisor**: For multi-storeyed buildings, each floor is attended by a floor supervisor. He/ she is responsible for the cleanliness and maintenance of the assigned floor which includes rooms, corridors, rest rooms, stair case, etc., for jobs like changing or repairing lights, switches, etc.
- **Public area supervisor**: He/she is responsible for cleanliness and maintenance of waiting halls, lobby, conference/ seminar room, recreation rooms, parking area, clubs, offices, etc.
- **Cloak room in-charge**: He/she is responsible for the maintenance and service of common toilets.
- **Horticulturist**: He/she is responsible for all the floral and plant decoration as well as the upkeep of gardens in the premises.
• **Skilled workers** - Skilled workers like plumbers, electricians, carpenters, painters are needed to do minor repairs. There may be a separate department for maintenance and engineering work and the housekeeping can coordinate with it to do these jobs. These services are to be rendered with the highest degree of efficiency. Besides this efficiency, housekeeping should also contribute to the saving in costs of labour, cleaning material and equipment, furnishings and the like in every type of establishment.

**Grooming of personnel involved in housekeeping**
A well-groomed personality projects a good image and speaks well of hygiene and efficiency. As far as possible, personnel involved in housekeeping should be:

- fresh, well groomed and clean, not half asleep or unkempt in appearance while reporting on duty
- have their hair neatly cut and tied properly
- have nails neatly trimmed
- dress in simple, clean and well ironed clothes
- avoid rings or other jewellery
- use light makeup, in case of women
- use footwear that is light, without heels and noiseless
- be healthy and not suffer from any skin disease, colds, etc
- avoid bad habits such as nail biting, nose picking, leg shaking, sitting on work table, spitting, chewing pan, smoking, etc
- bathe daily

If these hygienic standards are not maintained, it can spoil the reputation of the organisation.

### 6.7 Organising Project
The organising project is an important aspect so as to add discipline and a proper function to the housekeeping environment. Following are the steps used to organise any project in the shopping mall:

- Prepare an area chart. This should help to organise the duty schedules.
- Prepare job descriptions for each person in the department, right from the supervisor to the houseboys. The concerned people should be made to understand all that should be detailed therein and their individual job descriptions.
- Divide the area according to each person has to handle and attend to.
- Prepare a list of all tools and equipment required for the project, along with a responsibility chart for the same. Whenever any item is issued for any work, it should be given a specific person’s name, who should sign for it in the register kept for this purpose. This should help to keep control on the items used.
- Designate the person in-charge, who should handle the consumables and estimated budgeted usage. The estimated usage has to establish as exactly as possible to avoid pilferage and wastage, as these items are very expensive and have to be used sparingly due to high dilution needed to make them effective.
- Pay special attention to one project everyday which shall be the job that should be paid special attention to, beside all the routine works for all the days of that week.
- Briefings are important and need to be given to the staff everyday.
- For creating the right impression it should be imperative that the staff should be smartly turned out. During briefing, it must be checked if the people on duty are neat and presentable in their respective clean uniforms.
- A concise weekly report of the briefings conducted daily has to be sent to the corporate head of house-keeping to appraise the management of the activities in the unit.
- Any material other than that recommended needs to be approved corporate head of the department before it should be purchased.
• Mop all the floors with plain water. Do not add anything other than the recommended disinfectant. Even linoleum and rubber floors get damaged with frequent use of any detergent.

• House-keeping boys must carry caddies with all the material required for their specific work/areas while working in the premises. They must wash dusters and mops and spread them out before signing off everyday, so that they get clean before the next morning.

• A register must be carried by the house-keeping manager at all times, on their rounds of the premises and signed by the house-keeping in-charge at the end of the day.

• The checklist (annexure) has been planned in a specific manner to make the house-keeping job easier and more organised. These are very detailed formats so as to ensure that nothing gets left out. It should be, therefore, imperative that this is painstakingly filled out each day.

• Different areas have been given a specific serial number in the checklists. These numbers must be kept the same in all the house-keeping lists and other references. For example, if serial number 1 should be the main lobby in the daily checklist then in all the lists/schedules made for the housekeeping department, # 1 should always denote main lobby. There is a checklist difference between the checklist and the daily register. This is to ensure compliance of daily chores, whereas the register is meant to record complaints and extra or special jobs done or to be done as the manager proceeds on their rounds. Complaints recorded here are meant for the engineering department and should later be written on the proper Complaint format and sent to them.

• If the register is maintained up-to-date then any person can go through it to follow-up pending jobs/complaints at any time. It makes it easier to delegate or decentralise and control the work.

6.8 Handling Complaints

All complaints must be made to the engineering department in the proper printed format available in duplicate. The first copy of the form is send to the engineering department after all the details have been filled in.

• The master copy must be available with the suite manager at all times for inspection by the concerned authorities.

• These records must be available with the site manager all times for at inspection by the concerned authorities.

• These records are necessary to be maintained especially for the ISO 9000 certificate. It should be a company stipulation.

• It makes it simpler to follow up a complaint that has been forwarded in the proper manner.

• It has to be noted in your daily register.

• A copy of the same should be with the engineering department and one copy should be also available with the site manager for any follow-up that may be required.

• One should not depend on verbal requests. There should always be some regular document to support your case.

6.9 Lost and Found

If something is found lost or left over by a visitor or office staff, it should be immediately informed to the supervisor. The article found should be handed over to the same. It should further be recorded in the register in a proper format. Further, the information should be circulated so that the owner can claim it.

6.10 Duties of Guards

If a purse or wallet is found, then the guard should witness a search of the items by CMO, to identify the owner and verify the amount of cash within the item. If an item is collected after-hours, it should be taken to the Security Office and placed in the safe. Details should be recorded by security and if money is found then two guards should count, sign off and verify the find.

• Any item not collected within 4 months should be returned to the person who handed the item.

• Items found by tenants and employees within the Centre should be handed over to security, then to the CMO for an announcement to be made over the PA system.
• A lost and found register should be maintained in the given format and kept in the custody of the housekeeper.
• The guard should put this information on the notice board for six months after finding it.

### 6.11 Safety Rules

Safety can never be over-emphasised in working in high-rise/high-tech buildings. Employees should observe all safety rules and regulations on the job. Any accident/ injury should be immediately reported during the work. The area of work should always be clean. The equipments should be kept at safe place after use. Gloves, goggles and masks should be used while handling chemicals or other strong substances.

• Electric cords should not be left around for someone to trip over. All unsafe conditions and practices, faulty equipment, overloading, torn or loose arpets should be reported for corrective action to the supervisor immediately.
• Chemicals should be kept away from heat, sparks and flame. It should not be exposed to the sun. If contacted with eyes/skin, splash cool water. Should call a physician, if irritation persists.
• The safety manuals should be consulted and memorised thoroughly so as to tackle the unwanted situations.

### 6.12 Personal Hygiene and Staff Discipline

Since every person in a uniform is a representative of the organisation; it should be very important for him or her to present the right kind of image, especially since the firm is associated with keeping a place clean and maintained to international standards. It becomes the duty of the senior officials in-charge of the unit to see to it that their staff is smartly turned out at all times. They can be advised and then reminded time and again to strongly value personal hygiene.

They should further be reminded of the following disciplinary points:

• Always report on duty at least 30 minutes before the stipulated time, so that they can change into their uniforms.
• Unnecessary moments such as running and jumping should be avoided by the staff members.
• Do not allow the equipment and material to remain scattered all over the floor.
• Do not argue with the clients in any event.
• Any abnormality/loss or damage should be reported immediately to the supervisor.
• The argument with the client should always be avoided in any circumstances.

### 6.13 Guidelines to Motivate Staff

The staff should know that the work they do is important because this should be the primary business in that of house-keeping. They must take pride in the work. Once a person is proud of the work he does, his output improves. The spirit of give-and-take must be developed because when there is teamwork in the unit, work progresses more smoothly and efficiently.

• It is essential to see that right from the beginning, the staffs follow the supervisor’s instruction to the ‘T’s’ for which the supervisor must be organised. In following an organised routine, the firm actually saves time and the staffs develops a kind of confidence and regard when they see prioritised instruction, instead of running around in circles and planning as you go along.
• Since servicing the offices/malls/cinemas, etc. is a time-bound exercise, it becomes imperative that every person has a task to do and some results to show for which he should earn application. Personnel without individual goals can never comprehend the organisational goals. For them to improve upon their own contribution to the individual and organisational growth, the firm has to set them tasks and goals to help evaluate performances.
• Shared responsibilities never show the true performance because no one in particular should be really held responsible nor should be individually appreciated.
The important thing is to make everyone develop a sense of belonging to the organisation. They need to be able to take ownership of the property and the developments therein. They have to be reminded of all things, like, even right down to the point that their appearance adds value to the image of the organisation.

Daily briefings are very important because that is the time one can talk of all these matters in a congenial manner instead of complaining later.

6.14 Routine for Office/Cabin/Enclosed Area Cleaning

Following is the routine for office/cabin/enclosed area cleaning:

- Knock softly but audibly, announcing personnel and mission. Wait for 10 seconds and repeat if no reply is found. In case you still do not get any response, open the door to the enclosure, announcing who you are and seeking permission for entry. Follow the procedure even if you know that the cabin is empty.
- The door of the cabin in which any maintenance or cleaning activity is being carried out should be kept wide open.
- If the office staffs come, while the attendant is still working, he should ask if he may continue or come later.
- All the waste bins must be emptied into a garbage bag. The staff should be advised not to put their hands into the dustbins to avoid being harmed by discarded sharp or broken objects and also to avoid dirtying their hands more than is necessary. Also ensure that no personal objects go into the garbage.
- Ashtrays should be cleaned, washed and replaced, so that smouldering butts go into the garbage bags.
- Check all lights, A/c vents and report defects to the supervisor.
- Carpets are cleaned by either vacuuming or brushing. If being brushed, it must be done right at the start of the cleaning process. Cleaning of the carpet must always be started from its farthest end.
- Dusting should be started from top to bottom and from one end of the room to the same end of the room in either a clockwise or anti-clockwise direction.
- Care should be taken to clean the glasses, mirrors and other surfaces in the prescribed manner.
- All doors/windowpanes and frames should be doors and windows should be also be kept clean.
- Do not reshuffle any papers lying on the table top.
- Do not open any drawers or filing cabinets. But do shut the tops of piles of papers/files or books. Whatever you pick up for dusting underneath, must be replaced in exactly the same manner and in the same spot.
- Though the job to ensure the working of the electrical equipments is of electrical department, but the housekeeping department must ensure that the work is done.

6.15 Routine for Cleaning Toilets

Routine for cleaning toilets are given in detail below:

- Remove all tissue boxes, toilet rolls and hand towels so that they do not get wet while you are cleaning the area.
- Clear out the dustbins/sanitary buckets and disinfect them with recommended material.
- Clean from top to bottom and in one direction, clockwise or anti-clockwise.
- Clean the washbasins with recommended chemicals.
- The counter should be cleaned with a neutral cleaning solution, in the case of stubborn stains, clean with Colin, sparkle or any ammonia-based solution.
- Clean the urinals with cleaning solution and brush.
- Clean the w/c as per the standard operating procedure. Ensure that no cleaning solution used for cleaning the interiors of the w/c are allowed to fall on to the flooring, which might be harmed.
- Wash the seat and seat covers.
- Buff all the chrome fixtures with a dry cloth so that no watermarks remain.
• Wipe the tiles/walls with a damp duster and treat for stains. Buff with a dry cloth to remove any streaks left.
• Check all fittings while working to ensure proper functioning. If not working properly, inform the supervisor and follow-up. If any mess is left by the mechanics, clean up immediately and bring it to the notice of the supervisor.

6.16 Cleaning Directions

Do’s:
• Use repeated applications of weak solutions instead of one strong one.
• Test cleaning agents on hidden or non-prominent areas.
• Work from outer periphery of stain persists.
• Sponge, blot or rinse as the case may be after completing process.
• Use lather if using detergents on carpets/upholstery.
• Dry carpets outside or list off floor to dry inside.

Don’ts:
• Pour cleaning agents directly onto the surface.
• Over-wetting fabric or rub too hard.
• Experiment.
• Let cleaning agents touch backing of the carpets.
• Use household detergents directly on carpets/upholstery.
• Leave cleaning agents on any surface.
• Use dirty dusters/mops.
• Talk amongst yourselves loudly in public areas.
• Run in public areas.
Summary

- House-keeping services is an important aspect of facilities and shopping mall management services, dealing with the health and the hygiene of the occupants and needs due deliberation.
- House keeping services provides cleaning services of a character customarily provided in star hotels/ big business houses and maintain the hygiene standards of the complex.
- To maintain the highest standards, a well-planned quality system should be developed with customised checklists.
- Cleanliness and the condition of the public areas are a reflection on the standards of what people can expect in the offices and premises; hence, housekeeping department plays a crucial role.
- All common areas, such as, lobbies, corridors, stairways, lavatories, passageways, utility areas, landscaping and mechanical areas including the equipment are to be cleaned.

References

- *Cleaning Canvas Awnings at a Shopping Center Dallas Fort Worth TX DFW*. [Video Online] Available at: <http://www.youtube.com/watch?v=UV-3w_qAGKM> [Accessed 19 January 2012].

Recommended Reading

Self Assessment

1. ___________ deals with the decorations of floral patterns and gardens.
   a. Cloak room incharge
   b. Horticulturist
   c. Floor supervisor
   d. Skilled worker

2. Which of the following statements is true?
   a. Control desk supervisor takes care of the cleanliness of washrooms.
   b. Control desk supervisor communicates with the staff and coordinates with various departments of the organisation. He becomes the centre point of all messages, complaints etc.
   c. Control desk supervisor takes care of gardens and floral decorations.
   d. Control desk supervisor takes care of minor fittings and fixture work.

3. ___________ is responsible for the maintenance and service of common toilets.
   a. Cloak room incharge
   b. Horticulturist
   c. Floor supervisor
   d. Skilled worker

4. ___________ is a very important tool to monitor work done or services provided to the utmost level of satisfaction and comfort.
   a. Key performance indicator
   b. Service level agreement
   c. Top level management
   d. Key level agreement

5. Who has the overall charge of the housekeeping department?
   a. Assistant housekeeper
   b. Floor supervisor
   c. Housekeeper
   d. Guard

6. Which of the following trait is must for the housekeeping personnel?
   a. Personal grooming
   b. Untidiness
   c. Unkempt
   d. Beauty

7. As a disciplinary measure, staff should report on duty at least ___________ before the stipulated time, so that they can change into their uniforms.
   a. 15 minutes
   b. 45 minutes
   c. 30 minutes
   d. 40 minutes
8. Which of the following statements is true?
   a. Use one strong solution instead of repeated applications of weak solutions.
   b. Do not test cleaning agents on hidden or non-prominent areas.
   c. Work from outer periphery where stain persists.
   d. Do not sponge, blot or rinse after completing the cleaning process.

9. Which of the following has become very important for facilities and shopping mall management services?
   a. Housekeeping services
   b. Merchandising
   c. Branding
   d. Supply chain

10. The door of the cabin in which any maintenance or cleaning activity is being carried out should be kept ________.
    a. closed
    b. locked
    c. partially open
    d. wide open
Chapter VII
Fire Management

Aim

The aim of this chapter is to:

• introduce fire management
• explain fire-fighting system
• describe fire safety plan

Objectives

The objectives of this chapter are to:

• identify source of ignition, fuel and oxygen
• analyse risk assessment
• explain the responsibilities of supervisory staff in fire safety

Learning outcome

At the end of this chapter, you will be able to:

• identify different sources of fuel and oxygen
• elaborate fire safety plan
• explain general fire procedures for all staff
7.1 Introduction to Fire Management

Three factors are necessary for fire ignition, namely, a source of ignition, fuel and oxygen. If any one of these is missing, there cannot be an ignition. Taking steps to avoid the co-existence of these three factors should, therefore, reduce the chances of a fire occurring. Once a fire breaks out, it can spread very quickly and from one source of fuel to another. As it grows, the amount of heat it gives off increases and this can cause other fuels to self-ignite.

**Identify sources of ignition**

You can identify the potential ignition sources in your workplace by looking for possible sources of heat, which could get hot enough to ignite the material in the workplace. These sources of heat could include:

- **Naked flame:** Smokers’ materials, e.g. cigarettes and matches.
- **Hot surfaces:** Hot surfaces and obstruction of equipment ventilation, e.g. office equipment.
- **Mechanically-generated sparks:** Hot processes such as welding or grinding work.
- **Electrically-generated sparks:** Faulty or missed electrical equipment, lighting equipment, e.g. halogen lamps.

**Identifying sources of fuel**

Anything that burns is fuel for a fire. So, you need to look for the things that should burn reasonably easily and are in sufficient quantity to provide fuel for a fire, cause it to spread to another fuel source. Some of the most common ‘fuels’ found in workplaces are:

- Flammable liquid-based products such as paints, varnish, thinners and adhesives
- Flammable liquids and solvents such as petrol, white spirit, methylated spirit and paraffin
- Flammable chemicals
- Wood
- Paper and card
- Plastics, rubber and foam such as polystyrene and polyurethane, e.g. foam used in upholstered furniture
- Furniture including fittings and Fixtures
- Textiles
- Loose packaging material
- Waste materials, in particular finely divided materials such as wood shavings, off-cuts, dust, paper and textiles

**Identifying sources of oxygen**

The main source of oxygen for a fire is in the air around us. In an enclosed building, this is provided by the ventilation system in use. This generally falls into one of two categories, natural airflow through doors, windows and other openings; or mechanical air-conditioning systems and air handling systems.

In many buildings, there should be a combination of systems, which should be capable of introducing/extracting air to and from the building.

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7.2 Introduction to Fire-Fighting System

Mall by the nature of it, gets a lot of visitors, with an estimated average footfall of 5000 visitors every hour, hence the safety of people should be a prime concern. To achieve this, elaborate measures have been taken into account while designing fire detection and fighting system for the mall. The mall internally should be supported with best system for fire-fighting with state-of-the-art technology.

This includes intelligent-type analog addressable fire detection cum-alarm system that consists of intelligent panel and addressable detectors and devices with conventional detection system and beam detection for auditorium. Three types of detectors have been provided (Photo-Electric type, Ionisation type, and Heat detectors) besides sprinklers; fire hydrants supported by fire pumps connected to a fire tank of a capacity of 100,000 litres of water should be supplemented with underground tank of a capacity of 90,000 litres.
7.3 Risk Assessment

Fire risk assessment is a crucial step in fire management. As a part of fire risk assessment, fire safety requirements of property should be assessed periodically for ensuring their function ability and serviceability.

- **Step 1**: Identifying fire hazard: sources of ignition, sources of fuel, work processes
- **Step 2**: Identify location
- **Step 3**: Evaluate the risks: Are existing fire safety measures adequate?: Control of ignition source, fire detection/warning, means of escape, means of fighting fire
- **Step 4**: Record findings and action taken
- **Step 5**: Keep assessment under review

**Fig. 7.1 Fire risk assessment**

7.4 Fire Safety Plan

Fire safety should be an important responsibility for everyone. Occupants depend on the knowledge, skills and training of the supervisory staff should be providing and maintaining a fire-safe environment. Procedures contained in a Fire Safety Plan must be designed specifically for each building. In a fire emergency, if followed properly, the procedures should reduce the risk to life for all occupants, visitors and staff in the building. To be effective however, a Fire Safety Plan requires the following:

**Commitment by management and supervisory staff to fire safety**
A willingness by management to promote fire safety knowledge of the building, knowledge of the fire safety protection equipment, a clear understanding of the procedures and how to implement them properly and co-operation of supervisory staff to enhance the fire safety of occupants.

**Developing the fire safety plan**
The purpose of the emergency plan should be to ensure that the people in your workplace know what to do if there is a fire; and to ensure that the workplace can be safely evacuated.

In assessment of the plan, an audit of all systems and equipment within your facility is to be prepared. The human resources that are available to respond to emergencies are also important to include as part of the planning information. These resources may include food service staff, maintenance staff, house-keeping staff, security staff and others, if applicable. The plan for your building should be a unique document; the preparation and implementation of a Fire Safety Plan should ensure the optimum use of all life safety features installed in your building. The complete plan must reflect the various functions within your building and the resources available to your occupants.

Fire Safety Plan must identify the essential components to ensure an orderly and safe emergency evacuation of all occupants and staff under emergency conditions. In a fire emergency, the prime consideration of any Fire Safety Plan should be to ensure that the occupants are safe. This often means moving the occupants in the immediate fire area to an alternate zone. If the fire cannot be quickly brought under control, occupants may have to be moved to an alternate floor or even relocated to other areas.
The extent of fire development, building layout, weather conditions, the state of health of the occupants and other factors should dictate the need to relocate occupants, some almost immediately. Relocation arrangements for occupants must become a set of established, pre-planned options, especially when it becomes necessary to evacuate a building due to fire or other emergency. The relocation arrangements for the occupants need to address the length of time that alternate accommodation may be required. In addition to alternate accommodation, it should be important for the plan to identify the means of transportation that should be used necessary to evacuate a building due to fire or other emergency.

The relocation arrangements for the occupants need to address the length of time that alternate accommodation may be required. In addition to alternate accommodation, it should be important for the plan to identify the means of transportation that should be used and the agency that should be providing it. Always ensure that there should be sufficient transportation available. When considering the arrangements for the transportation of occupants, it should be important to recognise that in most situations it should be required on extremely short notice.

The plan should provide clear instructions on:

- The action employees should take if they discover a fire;
- How people should be warned if there is a fire?
- How the evacuation of the workplace should be carried out?
- Where people should assemble after they have left the workplace procedures for checking whether the workplace has been evacuated?
- Fire-fighting equipment provided
- Identification of key escape routes, how people can gain access to them and escape from them to places of safety?
- Duties and identity of employees who have specific responsibilities in the event of a fire
- Arrangements for the safe evacuation of people, identified as being especially at risk such as contractors, those with disabilities, members of the public and visitors
- Where appropriate, any machines/processes/power supplies which need stopping or isolating in the event of fire?
- Specific arrangements, if necessary, for high-fire-risk areas of the workplace
- How the fire brigade and any other necessary emergency services should be called and who should be responsible for doing this?
- Procedures for liaisoning with the fire brigade on arrival and notifying them of any special risks, for example, the location of highly flammable materials and
- What training employees need and the arrangements for ensuring that this training should be given?

Single line drawing for larger spaces could show

- Essential structural features such as the layout of the workplace, escape routes, doorways, walls, partitions, Corridors, stairways, etc. (including any fire-resisting structure and self-closing fire doors provided to protect the means of escape)
- Means for fighting fire (details of the number, type and location of the firefighting equipment)
- The location of manually equipment for the fire alarm operated fire alarm call points and control
- The location of any emergency lighting equipment and any exit route signs
- The location of any automatic fire-fighting system and sprinkler control valve
- The location of the main electrical supply switch, the main waters shut-off valves and where appropriate, the main gas or oil shut-off valves

Fire Action Notices compliment the evacuation process. The Fire Action Notice may also incorporate a simple plan indicating the route to a safe place. Where appropriate, the notice should include a translation into other languages.
**Fire safety responsibilities**

- Establishing and posting the fire emergency procedures on each floor.
- Appointing, organising and training supervisory staff to carry out fire safety duties and emergency procedures.
- Scheduling and co-ordination of regular fire.
- Ensuring that fire hazards throughout the building are identified and eliminated or controlled.
- Providing alternate measures for fire safety during the temporary shutdown of fire protection equipment or systems.
- Completing the necessary checks, fire protection equipment tests, the drills building are identified and keeping records of all tests and corrective measures of the above of.
- Keeping adequate records of all training and fire safety delivered to occupants and staff.

**Auditing your building**

An audit of the fire safety systems, equipment and must include information on the following features:

- Fire alarm system
- Exit locations
- Fire department access

**Portable fire extinguishers**

- Standpipe and hose systems
- Automatic fire pumps
- Automatic sprinkler systems
- Emergency power and lighting
- Voice communication
- Gas shut-off valves systems Smoke control measures Water supplies such as private and public hydrants
- Main power disconnects

The audit should also include the following additional information:

- Description of building construction (combustible, non-combustible, etc.)
- Building size by area
- Number of stores
- Number of resident rooms

**7.5 Fire Management Team**

An effective Fire Safety Plan should depend upon the knowledge, experience and commitment of management personnel. Every Supervisor/Manager must have a clearly defined role and the authority to respond appropriately. All new staff MUST receive training in the Fire Safety Plan before responsibilities can be delegated. Training for all staff members must be organised and should be conducted at least annually. A fire management team requires the following staff:

**Supervisory staff**

- Assistant Security Officer (Fire Safety Officer)
- Head Guard
- Guards
Fire protection equipment
- Portable fire extinguishers
- Standpipe and hose systems
- Automatic fire pumps
- Automatic sprinkler systems
- Emergency power and lighting
- Voice communication
- Gas shut-off valves
- Smoke control measures
- Water supplies such as private and public hydrants
- Main power disconnects

The audit should also include the following additional information:
- Description of building construction (combustible, non-combustible, etc.).
- Building size by area
- Number of stores
- Number of resident rooms

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7.6 Responsibilities of Fire Safety Officer and Supervisor

- Ensure a Fire Safety Plan should be developed and fully implemented. Ensure that the Fire Safety Plan should be maintained, updated.
- Ensure a sufficient number of alternates are designed and trained to act in a supervisory capacity, in the event that the appointed Supervisor/Manager is absent from the building.
- Ensure that all staff receives appropriate training in the use of existing fire protection equipment and actions to take when responding to a fire emergency.
- Ensure that fire drills involving all staff are held at least monthly. It should be advantageous to have these drills activated in various locations at different times. A sufficient number of fire drills must be held to ensure all shift workers participate.
- Adequate records of all staff training and fire drills must be kept for future reference.

Supervisor

- Identify and establish a plan for occupants who require evacuate, due to physical or mental disabilities.
- Ensure all hallways and stairways are kept clear equipment (such as appliances and tools used maintenance).
- Ensure stairwell doors and doors in other fire separations are kept closed except where approved hold-open devices are provided. Do not allow anyone to interfere with the self-closing device or any door.

Maintenance supervisor responsibilities to fire safety

- To ensure that all the responsible persons are in their locations like pump operator, DG operator, AC technician, etc.
- If he is the senior-most at that particular time, he should like charge of the overall situation of the building and inform the seniors.
**Mall Management**

- Manage the evacuation procedure in the building.
- Sending the personnel to the respective location to try to control the fire crisis.

### 7.7 General Fire Procedures for All Staff

**If you discover a fire or smoke**

Many facilities are using the acronym “REACT”, to assist staff in following the correct emergency procedures. The sequence of the steps in the acronym should vary depending upon the circumstances of the fire and the abilities of the responding individuals. For example, activation of the fire alarm could be the initial step upon discovery of smoke or fire, to alert other staff of the danger.

**“REACT” upon discovery of fire or smoke**

- Remove persons in immediate danger, if possible
- Ensure the door(s) should be closed to confine the fire and smoke
- Activate the fire alarm system using the nearest fire alarm station
- Call the fire department and/or notify switchboard
- Try to extinguish the fire or concentrate on further evacuation

**If you hear a fire alarm alert signal**

- Check your floor to make sure the fire is not in your area.
- If you see fires in your area “REACT” above Prepare for the assembly and relocation of occupants.
- Ensure that all of the occupants who require special assistance are prepared for relocation.
- Await further instructions.
- If assigned, assist in the relocation of endangered occupants.
- If assigned, meet arriving fire department and provide them with any necessary information (e.g. location of the fire if known, occupants needing assistance to relocate, etc.)

**To handle an alarm condition**

An alarm should be activated on some or all fire alarm hooters, buzzers etc.

**Determine if there is a fire:** Buildings have a fire alarm annunciator located in the security control. The annunciator should indicate what area (or zone) of the building an alarm originated from. Investigate that area thoroughly and any other area that could be a source of an alarm, to determine if there is a fire.

If there is a fire, call 101, report the fire and leave the fire alarm sounding. DO NOT proceed with the silence or reset instructions below.

If you are sure there is no fire and you are authorised, open the fire alarm control panel and press the button labeled “Signal silence/acknowledge”. Do not press the reset button at this time. Pressing the silence/acknowledge button “silences” or “acknowledges” an alarm condition. Usually only one press should be needed. If there is more than one alarm condition, it may be necessary to press the silence/acknowledge button more than once.

At the annunciator, write down the zone(s) that caused the alarm. If you are unable to determine the cause of the alarm, do not press the reset button in the fire alarm control panel. Call a service technician. In the silenced/acknowledged mode only the zone(s) silence/acknowledged are silenced and disabled. In most cases, the rest of the fire alarm is working fine and can activate (signal) additional fire alarm conditions if it is detected.

If the Originating zone(s) were found, press the fire alarm reset button. Hold the reset button for 10 to 20 seconds. If the alarm resounds, start with item 1 above but do not attempt to reset. Call for fire alarm service.
To handle a trouble condition
A trouble condition indicates a problem (not an alarm) with the fire alarm system. As a life safety system, the fire alarm should be continuously checking itself to determine if certain keys are in proper working order. For example: the fire alarm continuously checks the wiring to most of all the fire system devices. If a problem is detected, then the fire alarm goes into “trouble”.

A trouble condition should be usually indicated by a loud high pitch buzzer at the fire alarm control panel and at the annunciator (if the system has an annunciator). Press the trouble silence/acknowledge button in the fire control panel. Do not press the reset button because a trouble condition cannot be reset. In most of trouble conditions the fire alarm continues to provide protection to the building and its occupants. Contact service personnel to arrange for service of the fire alarm.

If you hear a fire alarm evacuation signal
• Relocate all occupants who are ill danger.
• Co-ordinate the assembly and relocation of all occupants.
• Await further instructions, if floor area is in no immediate danger.

Responsibilities during a fire emergency
• Ensure that the fire department has been called.
• Co-ordinate the evacuation, assembly and relocation of all occupants to safe areas of the building
• Meet fire department and ensure that they have access to the building and are provided with master keys
• Direct the fire department to fire alarm panel and central system and assist them with the operation of these systems
• Co-ordinate the transportation of all occupants needed and their personal and medical records to other facilities, if needed

Control room in-charge responsibilities during a fire emergency
• Notify the fire department after confirmation from CSO/ASO/senior-most staff member. Do not depend on the outside fire alarm or security agency to contact fire officials
• Provide voice communication messages as instructed by the Fire Safety Plan, management and the fire department
• Activate procedures to summon off-site to the facility. Assist with the evacuation, assembly and relocation of occupants, including arranging for alternate accommodation and transportation

Night supervisor/head guard responsibilities during a fire emergency
• Undertake Owner/Facility Manager responsibilities if they are not on-site
• Supervise and direct the evacuation, assembly and relocation of all visitors and occupants
• Inform CSO, ASO and senior-most staff member by telephone
• Inform arriving fire department of any occupants, visitors or staff who requires assistance or rescue

Maintenance supervisor responsibilities during a fire emergency
• Meet arriving department
• Upon request, provide fire department with master keys for all areas and rooms in the building
• In large facilities, provide floor plans that show the locations of exits and all fire protection equipment
• Upon request, direct fire department to the location of the fire alarm and voice
• Communication systems, sprinkler system, control valves, natural gas shutoff valves and Hydro disconnects
• At the direction of the fire department, initiate any smoke control system, emergency power systems and fire-fighter’s elevators
At the direction of the fire department, transmit special instructions to occupants, visitors and staff via the voice communication system

Be available to assist the fire department

**Sample responsibilities of staff members during a fire emergency**

- Follow the instructions of the PA system
- Help the customer to evacuate the building through staircases
- Help the response team to extinguish fire
- Inform the security for any emergency

**Control of fire hazards**

The Fire Safety Plan must contain information on the control of fire hazards. For example, everyone must be aware of the potential fire hazards that can exist throughout the facility. Therefore, it should be recommended that facility administrator / ASOs perform a weekly walk-through of the entire facility. The walk-through should include at least the common areas, stairwells, storage, electrical and furnace rooms of the building.

**Check the following to ensure that potential fire hazards are being controlled**

- Smoking in facilities should be closely monitored. Smoking by staff, visitors and occupants should be restricted to designated areas
- Smoking material, such as Cigarette butts and the contents of ashtrays should be disposed off with caution and never into combustible containers
- Restrict ignition sources in areas where oxygen is in use
- Never dispose off flammable liquids in garbage chutes
- Avoid unsafe cooking practices in kitchen areas, such as deep fat frying and/or unattended stoves
- Always keep storage, furnace and electrical rooms clear of combustible materials
- Do not store any materials or equipment in exit stairwells
- All personal electrical appliances used by the occupants must be monitored and must meet ISI Standards
- Do not wedge installed on them open any fire doors or disengage the closely self-closing device installed on them

**Note:** Ensure that visitors to the facility are familiar with the fire safety rules. Where practical, it should be recommended that a guest register be used to record visitors received by the occupants. The guest register should help to keep track of visitors at all times. The register should also be a valuable source of information during an emergency.

**7.8 Fire Protection Equipment**

The ASO /Fire Safety Officer must do the following:

- Ensure that all fire protection features and equipment, such as fire separations, smoke control equipment, emergency lighting, fire alarm systems, automatic sprinkler systems, standpipe systems, fire extinguishers, fixed extinguishing systems, voice communication systems, firefighters’ elevators and emergency generators are checked, tested, inspected and maintained in accordance with the frequencies specified.
- Maintain records of all fire equipment tests and maintenance.
- The Fire Safety Plan must contain a detailed schedule or list of required checks, inspections and tests of all fire safety systems and features provided in the building. Instructions on the Use of Fire Safety Systems Provided in the Building.
Instructions on the use of fire safety systems provided in the building
The ‘Fire Safety Plan’ must contain detailed instructions on the use of:

- The voice communication system
- The fire alarm system
- Emergency power system (including the manual operation of the transfer switches, if applicable)

Alternate measures for temporary shutdown of Fire Protection Equipment or Systems, Supervisory staff shall be notified when the fire alarm or voice communication systems are shut down or temporarily out-of-service. This includes the shutdown of sprinkler control valves or fire protection water supplies for more than a 24-hour period.

To ensure that fire safety in the building continues under fire protection impairment conditions, a regular fire safety patrol of the building should be established until such time that the fire equipment or system should be repaired and returned to service. Persons conducting the patrol must be provided with a means of communication, should an emergency arise. Each tour of the building by the fire safety patrol must be recorded by time and date.

As well, any deficiencies noted and any measures taken to correct the deficiencies must also be recorded. Supervisors/Managers should always have designated alternates to ensure that an incident should be handled adequately in their absence. It should be necessary to appoint someone who is familiar with all of the procedures in the building’s Fire Safety Plan.

Fire drills
Procedures for conducting fire drills should be implemented in the Fire Safety Plan and fire drills should be held at least monthly. The importance of being prepared has been stressed throughout this guideline. Due to the nature of the emergency actions required of the staff in a fire or other emergency situation, fire drill practices must become an integral part of staff preparedness.

The purpose of a fire drill should be to ensure that the staff should be familiar with the building’s overall evacuation procedures.

To maximise the benefits of these fire drills, they should be scheduled and rotated throughout the year in such a way that the personnel on all three shifts employed in the facility participate. Fire drills can be used to provide additional training for staff by allowing them to become more familiar with the use of the building’s fire safety systems.

Supervisory staff should practice using the emergency voice communication system and other equipment, where applicable, during these fire drills to gain experience and confidence, it should be very important that all personnel with specific responsibilities attend a de-briefing meeting, following every practice fire drill. This meeting should be held to review the procedures and reactions of all participants.

During the de-briefing, problem areas can be identified and, if necessary, solutions to overcome any deficiencies in the facility’s Fire Safety Plan can be discussed and corrected. The date and time of all fire drills, as well as the names of participating staff, should be recorded in the facility’s permanent logbook.

Warning signs
Warning signs indicating the direction of travel should be provided in the stairwell to prevent individuals from trying to evacuate to the roof. Signs cautioning individuals to use an alternate exit stairwell or find refuge in the nearest Suite/room if they encounter smoke within the stairwell should also be considered.

Portable fire extinguishers
Portable fire extinguishers enable suitably trained people to tackle a fire in its early stages, if they can do so without putting themselves in danger. All workplaces should be provided with means of fighting fire for use by people in the premises. When you are deciding on the types of extinguishers to be provided, you should consider the nature of the materials likely to be found in your workplace. The extinguisher kept at different locations must be checked from time to time, with their detailed inventory made with location installed for ready reference.
7.8.1 Fire Safety Committee

It is recommended that occupants should consider establishing a Fire Safety Committee. The committee should include representation from management, supervisory staff, and volunteers. The committee can assist management and supervisory staff in promoting the importance of fire safety planning and fire prevention. They can emphasise the need for regular fire drills and be key players in providing assistance to ensure that the facility has available and effective Fire Safety Plan.

The committee can also help to facilitate the delivery of fire safety education programmes to staff and occupants. The principle of getting people involved helps to promote the importance of fire safety, as it generates the necessary input from concerned employees, patients/resident relatives and volunteers.

Fire safety plan distribution/implementation

A copy of the plan must be made available to the following:

- Facility owner and facility manager
- Supervisor /Manager of administration staff
- Supervisor/Manager of maintenance staff
- Supervisor/Manager of house-keeping and

A copy of the fire emergency procedures and other supervisory staff duties, as prescribed in the Fire Safety Plan should be given to all supervisory staff. It may also be appropriate to have sections of the plan posted in staff work areas, lunchrooms and any information bulletin boards provided for visitors and occupants.

<table>
<thead>
<tr>
<th>Equipment</th>
<th>Daily</th>
<th>Weekly</th>
<th>Monthly</th>
<th>Six Monthly</th>
<th>Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Extinguishers</td>
<td></td>
<td>Check that it is located at right place and whether it’s clean or not</td>
<td>One fire extinguisher of each type to be selected at random and operate it for its performance.</td>
<td>Extinguishers checking-cleaning. Check refilling and inspection date.</td>
<td>Extinguishers hydraulically tested and refilled.</td>
</tr>
<tr>
<td>Co2 Type</td>
<td></td>
<td></td>
<td>Co2-weigh it. Oiling the valve opening/closing of control valve. Check horn and handle.</td>
<td></td>
<td>Co2-every 5 years.</td>
</tr>
<tr>
<td>ABC Dry Powders</td>
<td></td>
<td></td>
<td>ABC-check pressure gauge, check hose for any blockages, breakage.</td>
<td></td>
<td>ABC-Every 4 years.</td>
</tr>
<tr>
<td>Foam Type</td>
<td></td>
<td></td>
<td>Foam-check cartridge weight, brass, stir the solution.</td>
<td></td>
<td>Foam-every 2 years.</td>
</tr>
<tr>
<td>Fire hose reels</td>
<td>Visual inspection of hose reels. Check that stop valves to hose reel supplies are open.</td>
<td>Open the hose reels for checking cracks, waer flow, nozzle oiling and operation. At least 20% of the hose are checked so as to cover the complete reels every 6 months.</td>
<td>Lubrication of shut-off nozzle and all joints.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>-------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire hydrants, rising mains and fire hoses</td>
<td>Check location for any damages/loss. Hydrant pump and water supplies to be checked by basic run test.</td>
<td>Check all hydrants for sound condition and obstruction. Check that all stop valves are open. Greasing of hydrant valves and opening/closing for smooth functioning.</td>
<td>Hoses to be pressure tested. The process should be done such that all fire houses are tested annually. All hydrants and rising main systems to be painted.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sluice valves, NRV’s and fire brigade inlets</td>
<td>Check all valves are in open position. Space in front of fire brigade inlets should be clear.</td>
<td>Checking of valve pits for cleanliness.</td>
<td>Brass cleaning, greasing, opening, closing for correct operation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire Pumps jockey pump, main pump</td>
<td>Check all pumps are on auto mode.</td>
<td>Basic run for smooth operation. Check leakages, motor guards, alignment of pump and motor pressure. Checking of gland packing, oiling/ greasing of shafts.</td>
<td>Checking of electric terminals, supply cables, pressure switches, relays for proper functioning. Replace the defective.</td>
<td>Full pump maintenance should be carried out at least annually in accordance with the manufacturer’s schedule.</td>
<td></td>
</tr>
</tbody>
</table>
| Mall Management | Fire Alarm Installations | Operate at least one detector or call point per zone to test control equipment and alarm sounders. It should be carried out such that all the detectors are checked once in six months. Visual inspection of standby batteries or generators. | Test standby power supply.  
Cleaning of detectors for dust.  
Cleaning of main and repeater panels. | Full function test of control equipment by the operation of a detector or call point on each zone.  
Test to be conducted on all alarm sounders, remote signaling and all ancillary function.  
Visual inspection of complete system to ensure that structural or occupational changes have not been carried out which affect the requirements of the system. Detectors and call point should remain unobstructed. | Each detector checked for correct operation.  
Visual inspection of all wiring and equipment. |
<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Emergency lighting</td>
<td>Visual inspection for functionality.</td>
<td>All system components should be inspected for correct operation.</td>
<td>Full test and inspection programmes to be conducted.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fire signages</td>
<td>Physical check for dislocation</td>
<td>Cleaning for dust. Replacement of the defective ones.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

88/JNU OLE
Check all doors for clearance, condition and correct operation. Push bar mechanism in case of automatic system. Release by access control to be tested.

All fire doors and shutters to be inspected and maintained. Check for hardware gas sealing if required.

<table>
<thead>
<tr>
<th>Table 7.1 Fire safety equipment inspection and maintenance schedule</th>
</tr>
</thead>
</table>

### 7.8.2 Inventory of Fire Equipments Required

#### Fire extinguishers

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water-type Fire Extinguisher (Capacity 9 Litres.)</td>
<td>20 Nos.</td>
</tr>
<tr>
<td>Mechanical foam-type Fire Extinguisher (Capacity 50 Litrs.)</td>
<td>20 Nos.</td>
</tr>
<tr>
<td>CO2-type Fire Extinguisher (Capacity 4.5 Kgs.)</td>
<td>20 Nos.</td>
</tr>
<tr>
<td>ABC-type Fire Extinguisher (Capacity 10 Kgs.)</td>
<td>05 Nos.</td>
</tr>
</tbody>
</table>

#### Fire hydrants

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yard Hydrants (Single Outlet)</td>
<td>05 Nos.</td>
</tr>
<tr>
<td>Fire Hydrant Chambers (Double Outlets)</td>
<td>11 Nos.</td>
</tr>
<tr>
<td>Terrace Hydrant (Single Outlet)</td>
<td>01 No.</td>
</tr>
<tr>
<td>Fire Brigade inlet (Suction)</td>
<td>01 No.</td>
</tr>
<tr>
<td>Fire Brigade inlet (Discharge 4 in 1)</td>
<td>01 No.</td>
</tr>
<tr>
<td>Fire Hose Reel (30 Mtrs. Long)</td>
<td>11 Nos.</td>
</tr>
<tr>
<td>Fire Hose (15 Mtrs.)</td>
<td>34 Nos.</td>
</tr>
<tr>
<td>Branch pipe (Nozzle)</td>
<td>17 Nos.</td>
</tr>
<tr>
<td>Fireman Axe</td>
<td>11 Nos.</td>
</tr>
</tbody>
</table>

#### Fire pumps

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jockey Pump (Capacity 15 HP)</td>
<td>01 No.</td>
</tr>
<tr>
<td>Hydrant Pump (Capacity 75 HP)</td>
<td>01 No.</td>
</tr>
<tr>
<td>Sprinkler Pump (Capacity 75 HP)</td>
<td>01 No.</td>
</tr>
<tr>
<td>Diesel Pump (Capacity 90 HP)</td>
<td>01 No.</td>
</tr>
</tbody>
</table>
## Mall Management

### Fire detection system

<table>
<thead>
<tr>
<th>No.</th>
<th>Equipment</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fire Panel (Addressable)</td>
<td>01 No.</td>
</tr>
<tr>
<td>2</td>
<td>Fire Panel (Conventional/Zonal)</td>
<td>03 Nos.</td>
</tr>
<tr>
<td>3</td>
<td>Smoke Detectors (Ionisation type)</td>
<td>82 Nos.</td>
</tr>
<tr>
<td>4</td>
<td>Smoke Detectors (Photo-electric type)</td>
<td>05 Nos.</td>
</tr>
<tr>
<td>5</td>
<td>Heat Detectors (Rate of rise Temp. Sensor)</td>
<td>75 Nos.</td>
</tr>
<tr>
<td>6</td>
<td>Beam Detectors</td>
<td>08 Nos.</td>
</tr>
<tr>
<td>7</td>
<td>Manual Call Points</td>
<td>07 Nos.</td>
</tr>
<tr>
<td>8</td>
<td>Hooters</td>
<td>03 Nos.</td>
</tr>
</tbody>
</table>

### 7.8.3 Security Inventory

#### CCTV systems

<table>
<thead>
<tr>
<th>No.</th>
<th>Equipment</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Camera (Fixed)</td>
<td>22 Nos.</td>
</tr>
<tr>
<td>2</td>
<td>Camera (Doom)</td>
<td>02 Nos.</td>
</tr>
<tr>
<td>3</td>
<td>27” Color Monitor</td>
<td>03 Nos.</td>
</tr>
<tr>
<td>4</td>
<td>17” Color Monitor (Samsung)</td>
<td>02 Nos.</td>
</tr>
<tr>
<td>5</td>
<td>CPU</td>
<td>02 Nos.</td>
</tr>
<tr>
<td>6</td>
<td>Keyboard</td>
<td>02 Nos.</td>
</tr>
<tr>
<td>7</td>
<td>Mouse</td>
<td>02 Nos.</td>
</tr>
<tr>
<td>8</td>
<td>Speakers</td>
<td>02 Nos.</td>
</tr>
<tr>
<td>9</td>
<td>Distribution Ampliphire</td>
<td>02 Nos.</td>
</tr>
<tr>
<td>10</td>
<td>Matrix</td>
<td>01 No.</td>
</tr>
</tbody>
</table>

#### Metal detectors

<table>
<thead>
<tr>
<th>No.</th>
<th>Equipment</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Door Frame Metal Detector</td>
<td>02 Nos.</td>
</tr>
<tr>
<td>2</td>
<td>Hand-Held Metal Detector</td>
<td>01 No.</td>
</tr>
</tbody>
</table>

#### Parking

<table>
<thead>
<tr>
<th>No.</th>
<th>Equipment</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Security Cabin</td>
<td>02 Nos.</td>
</tr>
<tr>
<td>2</td>
<td>Parking Barriers (Automatic)</td>
<td>02 Nos.</td>
</tr>
<tr>
<td>3</td>
<td>Monitor (10”) (mono)</td>
<td>01 No.</td>
</tr>
<tr>
<td>4</td>
<td>CPU</td>
<td>01 No.</td>
</tr>
<tr>
<td>5</td>
<td>Keyboard</td>
<td>01 No.</td>
</tr>
<tr>
<td>6</td>
<td>Mouse</td>
<td>01 No.</td>
</tr>
<tr>
<td>7</td>
<td>Barcode Reader</td>
<td>01 No.</td>
</tr>
<tr>
<td>8</td>
<td>Ticket Printer</td>
<td>01 No.</td>
</tr>
<tr>
<td>9</td>
<td>Thermal Printer</td>
<td>01 No.</td>
</tr>
<tr>
<td>Item</td>
<td>Quantity</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>----------</td>
<td></td>
</tr>
<tr>
<td>UPS</td>
<td>01 No.</td>
<td></td>
</tr>
<tr>
<td>Lan Driver</td>
<td>02 No.</td>
<td></td>
</tr>
<tr>
<td>Cashbox</td>
<td>01 No.</td>
<td></td>
</tr>
<tr>
<td>Parking Cones</td>
<td>06 Nos.</td>
<td></td>
</tr>
<tr>
<td>Plastic Chain</td>
<td>36 ft.</td>
<td></td>
</tr>
<tr>
<td>Signage (Stand Type)</td>
<td>09 Nos.</td>
<td></td>
</tr>
</tbody>
</table>

First-Aid box

Communication device

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walkie Talkie</td>
<td>07 Nos.</td>
</tr>
</tbody>
</table>

PA system

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>PA Amplifier</td>
<td>02 Nos.</td>
</tr>
<tr>
<td>Transformer</td>
<td>02 Nos.</td>
</tr>
<tr>
<td>MIC</td>
<td>02 Nos.</td>
</tr>
<tr>
<td>Speaker</td>
<td>36 Nos.</td>
</tr>
</tbody>
</table>

7.8.4 Checklist for Emergency Evacuation Drill

Communication

- P.A. System in place
- Message for announcement
- Name of announcer
- Who should communicate the emergency to Emergency Control Room?
- Report of Emergency Control Centre. i.e., Security to Emergency Controller
- Emergency Controller to decide evacuation

Maintenance team

- To be in communication with Emergency Controller.
- To ensure that Access Control System should be deactivated.
- All AHU to be closed.
- To reach at site of fire with Fire Extinguishers.

Security team

- To inform the Controller.
- To reach at the site of fire.
- To inform the fire brigade.
- To inform the doctor on call.
- To inform ambulance.
- Please note that some of these jobs to be assigned to some one in case facility have only one or two security guards at a time.
Mall Management

**General**

- Signage for guiding the occupants to Assembly area.
- Arrangement for Fire Demo.
- Checklist for observers—Observers to be briefed for drill.
Summary

- Three factors are necessary for fire ignition, namely, a source of ignition, fuel and oxygen.
- Naked flame, hot surfaces, mechanically-generated sparks and electrically-generated sparks are sources of ignition.
- The main source of oxygen for a fire is in the air around us.
- The mall internally should be supported with best system for fire-fighting with state-of-the-art technology, such as, intelligent-type analog addressable fire detection cum-alarm system.
- It is recommended that occupants should consider establishing a Fire Safety Committee. The committee should include representation from management, supervisory staff, and volunteers.

References

- Lougheed, G.D. & McCartney, C., Malls, sprinklers and smoke: is smoke in a shopping mall atrium more of a problem that we bargained for? Recent tests have been looking at the concernsAvailable at: <http://www.nrc-cnrc.gc.ca/obj/irc/doc/pubs/nrcc45665/nrcc45665.pdf> [Accessed 4 Jan 2011].

Recommended Reading

Self Assessment

1. Which of the following is not a source of ignition?
   a. Naked flame
   b. Hot surfaces
   c. Mechanically-generated sparks
   d. Water

2. ________ help in controlling fire within a cabin or enclosed area.
   a. Sandbags
   b. Sprinklers
   c. Oil
   d. Oxygen

3. Fire drills should be held at least __________.
   a. bi-weekly
   b. fortnightly
   c. quarterly
   d. monthly

4. Air flow fall in two categories, namely, natural and __________.
   a. artificial
   b. mechanical
   c. man-made
   d. distilled

5. It is mandatory to provide a copy of the fire safety plan to __________.
   a. facility owner
   b. vendor
   c. suppliers
   d. guests

6. ________ indicating the direction of travel should be provided in the stairwell to prevent individuals from trying to evacuate to the roof.
   a. Warning signs
   b. Billboards
   c. Sensors
   d. Pamphlets

7. Which of the following equipment should be checked daily?
   a. Fire extinguishers
   b. Co2 type
   c. Foam type
   d. Fire hydrants
8. ____________ enable suitably trained people to tackle a fire in its early stages, if they can do so without putting themselves in danger.
   a. Portable fire extinguishers
   b. Fire drills
   c. Warning signs
   d. Safety plan

9. What can be used to provide additional training for staff by allowing them to become more familiar with the use of the building’s fire safety systems?
   a. Portable fire extinguishers
   b. Fire drills
   c. Sprinkles
   d. Warning signs

10. The Fire Safety Plan must contain information on the control of __________.
    a. fire extinguishers
    b. fire hazards
    c. hot surfaces
    d. fire hydrants
Chapter VIII

Security Services

Aim

The aim of this chapter is to:

• introduce the importance of security services in a mall
• evaluate the design process in security management
• enlist the scope of security management

Objectives

The objectives of this chapter are to:

• elucidate the need of parking management
• explain the procedures of bomb threat treatment
• describe various responsibilities of security services

Learning outcome

At the end of this chapter, you will be able to:

• understand the evaluation of threat
• recognise various chief officials involved in the security services
• identify the method used during the time of emergency
8.1 Introduction

Security is and should be of prime consideration at any mall. The purpose of security should be to provide round-the-clock effective and efficient security to the mall to ensure safety to the occupants and visitors and to prevent unauthorised entry, theft, vandalism and damage. This would be attained through manned guarding, mobile patrols, alarm systems, CC1V’s and other security systems installed in the Mall.

The security should be developed keeping certain factors in mind, namely:

- Providing an enhanced security and comfort level to the visitors and the occupants.
- Guarding the property and people from natural and forced calamities such as earthquakes, fire, bomb threat or external miscreants.

Security services can further be divided into three parts:

- Security management
- Parking management
- Bomb threat procedures

8.2 Security Management

Security management is necessary to tackle any kind of emergency or attack viz. natural calamity or bomb threat. Top management at any mall give extensive consideration to security management so in the time of emergency, things could be controlled without any property damage and risk to life is minimised.

8.2.1 Design Process

A well-connected security programme has following three parts:

- **Personnel**: Personnel are staff members, management and line personnel who enforce the policies and procedures, administer and operate any security systems that may be present and respond as security-related events arise.
- **Policies & Procedures**: Policies represent the rules that govern the use of the building. Procedures are developed to support the policies. For example, hours of operation, credentials, freight, material shipping and receiving, moves, property removal and visitor handling are but a few of the activities to be governed by policies.
- **Physical Security**: Physical security includes both barriers (doors, windows, locks, key control, protective lighting, etc.) and electronic systems. There are many electronic systems designed to deter crime, detect wrong-doers, provide a means of seeking help simply and quickly, assist in assessing alarms, provide a means of investigation in the aftermath of such occurrences and support policies and procedures.

General categories of electronic security include access control, alarm monitoring, CC1V surveillance, audio assessment and intercommunication devices. Within these broad categories fall many technologies, sensors and systems that act as parts of an integrated system. Command and control may be centralised or distributed among multiple control points.
### 8.2.2 Security Deliverables

To cater these needs, the security needs to achieve certain key deliverables as mentioned below:

<table>
<thead>
<tr>
<th>Key deliverables</th>
<th>Specifications</th>
<th>monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guarding property (exterior)</td>
<td>Protect people and property from external miscreants.</td>
<td>• Deployment of security guards in and around the property who should work as the eyes and ears of the Mall Managers.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CCTV</td>
</tr>
<tr>
<td>Guarding property (interior)</td>
<td>Protect people and property.</td>
<td>• Appointment of security guards at the entrance gate(s) and important locations of the mall.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Security alarm system.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CCTV</td>
</tr>
<tr>
<td>Traffic movement (vehicular/pedestrian)</td>
<td>Efficient flow of traffic from the entrance to the basement parking and ground floor parking besides protection of the vehicles.</td>
<td>• Security guards equipped with vehicle checking instruments and trained in diverting the traffic supported by parking attendants.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Automatic parking system at entry and exit.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CCTV</td>
</tr>
<tr>
<td>Material movement (incoming and outgoing)</td>
<td>Control and restrict the movement of materials such as diesel, stock for shops, etc.</td>
<td>• Material incoming and outgoing register.</td>
</tr>
<tr>
<td>Fire-fighting</td>
<td>Trained manpower to prevent fire from spreading, to evacuate people safely and coordinate with fire brigade and police.</td>
<td>• Installation of fire detectors, sprinkler system, fire hydrants inside and outside the building.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fire fighting training/ drill logbook.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fire extinguishers inspection logbook.</td>
</tr>
<tr>
<td>Emergency procedure (fire, bomb threat, earthquake, etc.)</td>
<td>Zero casualty and safe evacuation of all people and important materials.</td>
<td>• Emergency evacuation plans at strategic locations and exits.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Signage’s showing the entry and exits, evacuation route, location of fire extinguishers and fire hydrants.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Do’s and don’ts for emergency situations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Liaison with government, law and safety/emergency officials.</td>
</tr>
<tr>
<td>First- Aid</td>
<td>To cater for minor ointment and provide first aid.</td>
<td>• Keeping a log of all medicines</td>
</tr>
</tbody>
</table>

**Table 8.1 Key security deliverables**
8.2.3 Scope

Security has become an important issue. Thus, it carries a vast scope as it ensures the security and safety of the whole mall and the customers too. Following are the reasons responsible for the vast scope of security in mall management.

Coverage

The security personnel including Assistant Security Officers (ASOs) should be provided by the security agency which shall provide security-specific services in order to ensure the safety and security of the entire mall, including human life and assets.

- The coverage provides the security of the entire premises including the entire building, common areas, lobbies, corridors, roads, atrium areas, basement areas, stairways, driveways, common area toilets, passageways, service and utility areas and escalators, etc.
- The security agency shall provide service that shall be of the highest possible calibre. Security personnel shall be qualified, professional and supervised by knowledgeable, attentive management who shall be available on a 24-hour, 7 day a week basis.
- The security agency shall pay particular attention to his procedures for hiring, training and providing directions to the individual guards assigned to mall and workplace management to comply with intent. The aim of this to lay proper set of functioning parameters for security services.

Service standard

The head security should implement the deployment, assignment and special instructions customised for each of the premises in the complex.

- Manned security personnel should be deployed to control and guide the users, clients, staff and visitors, 24 x 7 x 365, unless otherwise specified.
- All security personnel appointed shall be trained in security and safety operations such as basic fire-fighting, first-aid training, etc.
- A central help-desk/control room to be setup. The same should be manned 24 hours a day, dealing with handling complaints of the clients/users/visitors sympathetically and providing assistance as necessary.
- Manage all cars parking facilities within the complex and directing the traffic as required and necessary. Managing and maintaining all fire-fighting equipments and security equipments with proper inventory and history reports.

Schedule

Security services shall be provided all seven (7) days a week. Monday through Sunday on a 24-hour basis all throughout the year.

Supervision

The security agency shall employ competent supervisory personnel in the buildings who should be capable of guiding the guards and other personnel on all critical issues as well as on the day-to-day functioning and should provide all reports required. The supervisor shall inspect the property on a daily basis, investigate all retailers’ complaints, report all items needing repair or maintenance and generally supervise the entire safety and security of the building. He should also ensure that all the guards report incidents, repairs needed or any other unusual or unsafe conditions they encounter at their designated areas.

Uniform and equipment

All Security Personnel shall be properly uniformed and display identification of their company at all times.
8.2.4 Security Organisation
For the security to be high standard, it is inevitable to focus on some of the important aspects, discussed as under:

Duties and functions
Security agency shall at all times maintain good order and discipline among its employees. In addition to the foregoing, security agency should perform the following functions and duties:

- Patrol assigned areas. Round-the-clock surveillance (Electronic/Manual)
- Operate radio-transmitting equipment
- Provide information to retailers’ employees, the public and other users and visitors of the building
- Prevent loss, damage or misuse of property
- City violators of vehicle parking policies
- Survey security and safety of property, its premises, contents, supplies and equipment
- Operate card access system/intruder alarm system, if installed
- Control removal of equipment from premises
- Assist in the evacuation of personnel, if necessary
- Ensure after-hours activity
- Report any unusual incidents or hazardous conditions
- Assist in fire life safety training and evacuation drills as directed by client and property manager
- Assist in the updating of building evacuation and emergency disaster plans as directed by client and property manager
- Assist fire department, medical services and police agencies as necessary
- Maintain and update the security logbooks, incident reports and surprise check details, attendance books and material movement and fire/life safety guidelines
- Any additional duties, which client, workplace management and contractor may agree upon from time to time.

Training
They should be given the training of the following issues:

- To understand the purposes and principles of the physical security system
- To guard duties and responsibilities
- To help in functioning of the security force
- Patrol procedures
- Package and material control
- Security communication
- Company rules, policies and procedures
- Report writing
- Lock and key procedure
- Fire and life safety policies and procedures
- Bombs, bomb threats, or other overt acts
- Public relations
- Records
Records and reports
Security personnel shall observe and report any unusual or hazardous individual conditions or events by means of immediate oral/written report to the security officer/ property manager designated by workplace management. Such reports shall be submitted to workplace management’s representative, prior to the end of the reporting security officer’s shift, during which the incident occurred, or not later than 0900 hours, the first regular work day following the incident. Security agency shall submit weekly time-sheets showing date and time each guard worked. These weekly sheets must be received and verified.

8.2.5 Responsibilities
The responsibilities of various security officials are discussed as below:

Security Officer/Assistant Security Officer
• Security and safety of property and occupants of property by controlling and managing deployed security manpower
• Ensure proper functioning of security functions like visitor movement, car park, material movement, etc.
• Training and conducting drills to make security and employees ready for any emergency
• To prepare budget for security department
• Ensure quality of staff, developing them to ensure maximum continuation.
• Good connection with local authorities.
• Should be able to attend to all problems related to police, all occupants of property, viz., minor brawls, drunken driving, accidents and limited follow with police for investigation.
• Should have capability to investigate incidences acting as a detective
• Operation and maintenance of access control, CCTV’s and other security equipments.
• Liaison with local police and authorities.
• Parking management

Supervisor/Head Guard
• To supervise, the shift operations ensuring the absolute safety and security of the premises and reporting to security officer / ASO
• To maintain the help-desk of the security department effectively
• Detailing works to the security personnel’s and ensuring their positioning and placement
• Monitoring and responding to installed security systems.
• Maintaining a log of occurrence
• Control of vehicles and parking. Locking and unlocking of the premises as necessary.
• Maintenance of the security equipments
• Direct and assist the visitors
• Ensure that commercial house-keeping equipment should in good working order
• To take charge of the situation, if he is the senior at that time. maintained
• Ensure that all doors are kept open; there should be no obstruction on stairs path.
• Manage the evacuation procedure in the building.
• Sending the personnel to the respective location to control the fire/crisis.
• Help/guide the people to escape by his manpower.
• Help the response team to control the situation.
8.3 Parking Management

It is a generally accepted fact that the entertainment or shopping experience for the modern consumer begins long before entering the stores. The first point of contact that a property has with the perspective client is the entrance of parking garage.

Almost no one comments or praises an ordinary or even above average experience in a parking lot. However, poor standards, long queues, poorly-trained staff and congested parking areas always cause a stir and can be a primary reason to shift to another complex.

A properly planned and efficiently managed parking lot can add immense value to a development as
- Firstly, by attracting consumers to the centre and generating commerce for the core business and
- Secondly, by turning parking revenues into profit centre for the property through effective controls and fraud traffic management

The various standards which form an important part of the parking management are discussed below:

Parking charges
The parking charges are decided according to the policy of the mall.

Cleaning of parking facilities
The house-keeping department should maintain the cleaning of the facilities, both externally and internally.

Traffic control
- Parking Facility: The parking attendants under the ASO shall be responsible for maintaining traffic flow within the parking facilities by directing patrons to available parking, preventing traffic delays and directing patrons away from areas that are full. This control may include closing entire levels or sections of the structures if necessary.
- Traffic direction: During very busy times, additional staff may be requisitioned to direct traffic within the structures and shall ensure that all ramps and cashier stations are being fully utilised. Liaise with local Traffic Police for assistance when required.

Exit lane procedures
There are various procedures which should be followed while the exit of the vehicle from the mall. This is the responsibility of various officials as discussed under:

Designated parking attendant responsibilities
- The designated guards shall check each open lane well in advance and the parking attendants are working in their full efficiency.
- Designated Guards shall document any unusual occurrences during these checks.

Lost tickets
- A flat charge should be levied for any lost ticket, regardless of the entry time.
- Authenticity of the lost ticket shall be determined by the designated guard (after approval of the ASO), as well as from the information obtained in the inventory of prior lost tickets.
- If a customer has claimed one lost ticket during the preceding month or three lost tickets during the preceding 90 days, he or she shall be charged more money, regardless of the excuse and a special notation shall be made on the lost ticket form.
‘0’ Charge tickets
The following categories of “0” charge transactions shall be permitted:

- Emergency Service (fire, police and paramedic) vehicles entering the parking structures
- Vehicles’ belonging to property’s approved repair
- Emergency start-up vehicles.
- Tow trucks used to remove illegally parked and abandoned vehicles

When a ‘0’ charge vehicle enters the facility, it must take a ticket. Except in case of a life-threatening emergency, a “0” charge slip must be completed stating the name, affiliation, license number and reason for “0” charge. Cashiers, only with due approval of the ASO, shall process these as exceptional transactions. All other vehicles must pay the posted rates. These should be brought to the notice of the general manager of the mall.

 Complaints
The ASO should be responsible for answering all complaints directed to it orally and in writing and shall respond in writing within 48 hours of receipt of the complaint. All complaints should be brought to the notice of CSO/GM mall.

 Cash deposit
Cash build up in excess or every 6 hours or as agreed upon shall be immediately deposited to mall accountant/cashier.

 Exit gate
Under no circumstances should the exit gate be opened manually without the permission of the ASO. Any exception should be submitted with the daily reports for the day to the CSO/GM mall.

 Security
The security of the following particulars is required:

 Receipts
All receipts collected are the responsibility of the parking cashier. Money received shall be deposited with the mall accountant/cashier. The parking cashier has the obligation to safeguard the parking receipts. The parking shall immediately inform ASO of any loss or theft of parking receipts.

 Keys
The parking cashier shall exercise extreme care to assure that access of keys to the parking office and to various pieces of revenue control equipment are registered only to those personnel needing the keys to perform their duties properly. The parking cashier shall keep a log or master list, who has keys to which doors and pieces of equipment.

 Tickets
The parking cashier shall be responsible for protecting all parking tickets, new and used, from theft or other misuse and shall be held accountable for all tickets issued.

 New ticket procedures
Mall cashier shall:
- Order and receive all shipments of new tickets.
- Store tickets in a secure place in numerical sequence with only supervisory access.

 Reports
All reports shall be completed using the prescribed designation for ticket and exit lanes.
**Daily cashier shift reports**
To be completed by the parking cashier within a 24-hour period. The Cashier report includes:

- Number and value of validations
- Number and types of exceptional transactions
- Actual number of tickets turned in
- Transaction of cash, checks and total deposit
- Cash deposits taken prior to shift end

**Daily master report**
From the cashier shift reports, ticket reviews and deposits, one master report should be completed. That report includes:

- The total tickets collected and total rupee amounts of those tickets, including overall cash totals for the day.
- Total paid tickets, “0” charges, voids and lost tickets by facility and total rupee amounts, including total tickets by facility for the day, number of tickets in each price band, number and value of validations and average price per paid ticket for the day by lot.
- Total transaction counts
- Total amounts refunded and the reasons for the refunds
- Total revenues from daily and monthly permit patrons

**Daily car counts**
The parking cashier shall accurately account for the number of vehicles parked at opening time and closing time.

**Ticket audit**
The ASO shall audit a minimum of 30% of regular tickets for accuracy of data entry and correct tabulation in reports. New cashiers, suspect cashiers and cashiers who consistently make errors shall be extensively audited until accuracy can be assured. All non-routine tickets shall be audited, prior to submitting daily reports.

**Records maintenance**
The parking cashier shall retain copies of the above report for 90 days. The parking cashier shall complete a monthly report in a format developed, to be submitted with its billing. It should include at least the following items:

- Total monthly gross revenues
- Total tickets collected
- Revenue recap- revenue per day and tickets per day
- Profit and loss summary
- Opening/ closing accounts receivable balance
- Detailed receipts of expenditure
- Operations report- report on operations occurring per month (construction, customer incidents operations and personnel)

**Procedures for audit**
It is the duty of assistant security officer to perform the auditing operation. The ASO should be responsible for completing all the aforementioned forms and reports accurately. The audit process shall include the checking of all reports for accuracy and correcting errors. The auditing process shall be performed in different colour ink from that used during the preparation of the original report. The ASO shall audit a minimum of 30% of all tickets for accuracy, alteration, etc.

The ASO shall perform parking management audits without the knowledge of staff assigned to the parking at least twice each month. These audits should include tracing tickets through the system to ensure that charges have been handled correctly and accurately.
**Accounting**
The ASO cashier shall maintain original books/reports of entry. All records shall be available for inspection any time by the designated representatives of the management.

**Cash receipts**
All parking revenues should be deposited with the mall accountant/cashier. The daily cash report (DCR) should be a detailed breakdown of the various revenue sources generated through parking. These sources are monthly parkers if any (private and public), daily transient and other income which includes card deposits, lost card/ticket collections, etc.

**Budget procedures**
A detailed budget shall be prepared for the parking management each year. The budget shall be in the same format as the monthly financial report, broken down by month.

**Internal audit**
An audit of the facility’s financial records and control system shall be performed by the company’s internal audit department. A written audit report should consist of audit findings and recommended actions to be taken.

**Emergency procedures**
These are the procedures which should be used in case of following emergencies:

- **Oil pilferage**
  - Contact security
  - Block off area with any available materials that won’t create a spark.
  - Attempt to catch leaking oil in a bucket or other container.
  - Prevent anyone from smoking in the area.
  - Put down oil absorbent to soak up the oil and prevent slipping (do not attempt to flush with water)

- **Accidental Injury or Very ill Customer or Employee**
  - Customer or employee- Security should be informed. Their known should be contacted and should be asked for any help. A brief statement, carrying their name and time, should be mentioned in the register.

- **Burglary**
  - Security should be contacted.
  - Physical contact to anything, that may have fingerprints (door knobs, desk, etc.), should be avoided.
  - Police should be informed immediately and co-operate with the investigation.

- **Mugging and/or Rape**
  - Contact security
  - Call the Police and request an ambulance, if necessary.
  - Victim should be calmed down and made comfortable.

- **Earthquake**
  - Raise the gate arms to exit traffic. Do not attempt to collect tickets or money.
  - Check elevators to see if operating/turn off.
  - Turn off any gas or water mains in the facility
  - Search for injured victims.
  - Keep on-site the emergency medical kit, extra supply of flashlight/batteries and battery powdered radio.
8.4 Bomb Threat Procedures

In recent years, the use and threatened use of explosives in our society has increased at an alarming rate. The bomb threat is a serious public nuisance of modern times. The realisation that no one is immune to this form of attack necessitates that organisations prepare a plan of action to respond effectively. The problem can be minimised by proper planning and nomination of appropriate decision-making authorities.

When faced with a bomb threat, the primary concern must always be the safety of personnel. A comprehensive threat response policy is required to ensure the maximum margin of safety of all persons. This section has been prepared with this most essential criterion in mind. Basic guidelines are provided which should assist agencies in developing a procedure specific to their particular environment. Each agency requires a plan which should provide a thorough and efficient method of responding to the reception of threats or the location of unidentified suspicious items.

Steps to be considered

- Security: prevention
- Threat reception: information gathered and disseminated
- Notification
- Co-ordination: responsibility for all actions to be taken
- Threat evaluation: non-specific and specific threats
- Search procedure: floor wardens, search teams, control floor plans, reporting
- Locating unidentified suspicious objects
- Evacuation procedure: search of routes, partial evacuation, partial evacuation, reassembly, accounting for all evacuated personnel
- Re-occupation of building
- Training of essential personnel: prevention, operation.

Security
The first line of defence against bomb attack should be the fitting of appropriate locks and security devices including alarms, to entry/exit points so the premises are secure out of business hours. Restricting public access past reception areas and/ or searching customers or clients are higher order levels of security which may be enforced should the level of risk warrant it. Controlling access to car parks can also be instituted. Good house-keeping both inside and outside the premises should further reduce the opportunity for an explosive device to be planted undetected.

Threat reception
Threats can take the form of a written message, telephone advice, word-of-mouth or suspect object found.

Written threats
It is important that every possible effort be made to avoid unnecessary handling of written messages so as to retain evidence such as possible fingerprints, handwriting etc.

Telephone threats
An accurate analysis of the telephone threat can provide valuable information on which to base recommendations action and subsequent investigation.

Word-of-mouth
An accurate description should be made of the person including any distinguishing features.
Suspect object
A suspect object is any object found on the premises and deemed a possible threat by virtue of its characteristics, location and circumstances. More commonly, bomb threats are received over the phone. The following procedures can help the person taking a bomb threat call respond appropriately and should be prepared to obtain precise information if the information has not been volunteered, including:

- Remain calm. Be courteous and don’t interrupt the caller.
- The time the call was received and on which telephone number or extension. The exact words of the person making the threat should be recorded.
- Note whether the caller is male or female, an adult or a child. Note any accent or speech impediment or slurring of speech which could indicate intoxication or an unbalanced condition.
- Keep the caller on the phone as long as possible. Don’t hang up until the caller does. The phone company may be able to trace the call if you stay on the line long enough.
- If the switchboard or a Caller ID System displays the caller’s phone number, write it down.
- Ask questions to get information. Write all information down.
- Try to find out:
  - The location of the bomb
  - The time of detonation
  - What kind of bomb it is and what it looks like?
  - Where the caller is?
  - How the caller knows about the bomb?
  - If the caller is familiar with the building?
  - When the bomb is set to explode?
  - Whether other bombs have been placed and where?
  - Why the bomb was placed?
  - Why did you place the bomb?
  - What is your name?
- Inform the caller that the building is occupied and that the bomb could cause injuries or death.
- Listen for any background noises such as traffic, music or other voices and any caller mannerisms, voice characteristics or accents. Decide if the voice is familiar.
- After the caller hangs up, call your local emergency number and the owner or manager of the business in which you are working. Explain the situation.
- Do not use walkie-talkies, beepers or two-way radios during a bomb threat. Some bombs can be set off by these communication devices.
- The caller may provide specific information by answering these questions. To assist the person receiving the call, it is suggested a printed form be readily available.

Notification
Upon receipt of a bomb threat or discovery of a suspect object, the police should be immediately advised, but it should not be assumed that the police would conduct bomb searches. Planning for these emergencies should be done in conjunction with the police.

Co-ordination
In the event of a threat being received, the responsibility for all action taken should be in the hands of one person. The co-coordinator should be the CSO, or in his absence the ASO or someone in senior management. The responsibilities of the co-coordinator include:

- Devising and maintaining a search plan
- Devising and maintaining (or input into this process) the evacuation plan
• Assessing the long-term and short-term threat
• Making the decision to evacuate
• Making the decision to re-occupy
• Liaison with police
• Arranging staff training and security drills

**Threat evaluation**

Threats can be classified as specific or non-specific.

The Co-Co-ordinator should categorise the bomb threats as follows:

- **Non-specific threat** - This is the most common type of threat, usually with little information given other than, “there is a bomb in your building.” Generally, very little, if any additional information is provided other than that a device has been placed on the premises.

- **Specific threat** - This occurs when there is detailed information provided which may include statements describing the device, why it was placed, its location, time of activation, etc.

The non-specific threat is the more common, but neither can immediately discounted without investigation. Evaluation involves assessing one of four possible alternatives:

- Take no further action,
- Search without evacuation,
- Evacuate and search, or
- Evacuate (without search).

Specific threats should be considered more serious in nature, requiring a more concerted effort in the response. The non-specific threat, however, cannot be ignored. A policy must be developed to respond effectively to both threat levels.

**Certain actions should be taken regardless of the threat category:**

- Notify the police
- Notify your internal security
- Notify your management personnel
- Initiate the search procedure

Notification to police should be prompt, and include as much detail as possible. The person who received the threatening call should be available immediately for police interviewing.

The appropriate search procedure should be initiated. A search cannot be made effectively by police, as they are unfamiliar with the environment and cannot readily identify items that are foreign or out of place. Personnel who work in a particular area, or who are responsible for an area, provide a much more thorough search. A system which utilises the employees who are most familiar with what belongs where should be developed. Such a system should use volunteers.

**Search procedure**

The aim of the search is to identify any object which:

- Should not be there or is out of the ordinary
- Something that does not belong or cannot be accounted for
- Is out of place or
- Becomes suspect for any other reason e.g. suspiciously labeled similar to that described in the threat etc.
On locating an unidentified or a suspect object DO NOT TOUCH IT OR MOVE IT.

**Locating an unidentified suspicious package**

When an unidentified object or package is found, the finder must not attempt to move or handle it. Notify the Central Control centre and give the following information:

- Location of the object
- Reason(s) suspected
- Description of the object
- Any other useful information
- Evacuation intentions

Central Control centre should immediately notify the police, providing them with all available information. At this point, the police are directed to contact the Explosives Disposal Unit.

While awaiting arrival of the Explosive Disposal Unit, the control center should:

- Remove persons at risk.
- Establish perimeter control of the attempts to move the object. area and ensure no one approaches or
- Endeavour to establish ownership of the object. There have been instances where legitimate property has been left behind in error by innocent persons, prior to the bomb threat being received.
- Detail someone familiar with the building and the area where the object is located to meet the Explosives Disposal Unit personnel on their arrival.
- Continue your search procedure until all areas have reported to the Central Control Centre, as there may be more than one unidentified object.

**Evacuation procedure**

The decision to not evacuate, partially evacuate or commence a full evacuation should be determined by considering a number of factors, including perceived level of risk from information gained from the threat, the long-term risk associated with the nature of the premises and any current circumstances which may add to the risk factor.

When vacating, a quiet and systematic evacuation from the area should be conducted. Evacuation to a minimum distance of 300 feet in all directions as well as the area above and below should be carried out, giving regard to the type of building construction (thick walls glass) and the size of the suspicious package. Elevators should not be used to evacuate people under normal circumstances. A power failure could leave them trapped in a hazardous area.

**Re-occupation of building**

Re-occupation of the building is a decision, which is to be made by an appropriate company official. If the evacuation was made without a search, the premises should be searched before re-occupation.

**Training**

Any effective threat procedure must be accompanied with an adequate training programme. Training the essential personnel should encompass both the preventative and operational aspects of the procedure.
Summary

- The purpose of security is to provide round-the-clock effective and efficient security to the mall to ensure safety to the occupants and visitors.
- The security personnel including Assistant Security Officers (ASOs) should be provided by the security agency which shall provide security-specific services in order to ensure the safety and security of the entire mall, including human life and assets.
- The head security should implement the deployment, assignment and special instructions customised for each of the premises in the complex.
- The security agency shall employ competent supervisory personnel in the buildings who should be capable of guiding the guards and other personnel on all critical issues as well as on the day-to-day functioning and should provide all reports required.
- A properly planned and efficiently managed parking lot can add immense value to a development.
- There are various procedures which should be followed while the exit of the vehicle from the mall.
- Cash build up in excess or every 6 hours or as agreed upon shall be immediately deposited to mall accountant/cashier.
- All receipts collected are the responsibility of the parking cashier. Money received shall be deposited with the mall accountant/cashier.
- The ASO shall audit a minimum of 30% of regular tickets for accuracy of data entry and correct tabulation in reports. New cashiers, suspect cashiers and cashiers who consistently make errors shall be extensively audited until accuracy can be assured.
- It is the duty of assistant security officer to perform the auditing operation.
- The bomb threat is a serious public nuisance of modern times.
- Threats can take the form of a written message, telephone advice, word-of-mouth or suspect object found.
- A suspect object is any object found on the premises and deemed a possible threat by virtue of its characteristics, location and circumstances.

References


Recommended Reading

Self Assessment

1. Which of the following is not a part of a security plan?
   a. Personnel
   b. Policies and procedures
   c. Parking facility
   d. Physical security

2. The security agency shall employ competent ____________ in the buildings who should be capable of guiding the guards and other personnel on all critical issues.
   a. supervisory personnel
   b. security officer
   c. equipments
   d. security organisation

3. Which of the following is not a duty of a security agency?
   a. Operate radio-transmitting equipment
   b. City violators of vehicle parking policies
   c. Prevent loss, damage or misuse of property
   d. Operate the cleanliness

4. Which of the following is not the part of training given to the security officials?
   a. To guard duties and responsibilities
   b. To help in functioning of the security force
   c. Updating the building evacuation
   d. Lock and key procedure

5. Which of the following statement is false?
   a. Security personnel shall observe and report any unusual or hazardous weather conditions.
   b. Security agency shall submit weekly time-sheets showing date and time each guard worked
   c. Security agency shall at all times maintain good order and discipline among its employees.
   d. Security services shall be provided all seven (7) days a week

6. Which of the following is not a responsibility of security officer?
   a. Security and safety of property and occupants
   b. To prepare budget for security department
   c. To maintain the help-desk of the security department
   d. Parking management

7. Which of the following is not one of the category of “0” charge transaction?
   a. Emergency Service
   b. Regular customer vehicle
   c. Vehicles’ belonging to property’s approved repair
   d. Emergency start-up vehicles
8. Which of the following do not require any security in the mall?
   a. Receipts
   b. Keys
   c. Tickets
   d. Reports

9. Which of the following statements is true?
   a. The first line of defence against bomb attack should be the fitting of appropriate locks and security devices.
   b. The first line of defence against bomb attack should be setting the alarm.
   c. The first line of defence against bomb attack should be informing the police immediately.
   d. The first line of defence against bomb attack should be vacating the area immediately.

10. Which of the following is not a duty of the co-ordinator in bomb threat management?
    a. Devising and maintaining a search plan
    b. Assessing the long-term and short-term threat
    c. Check the location of the bomb
    d. Liaison with police
Case Study I

Port Centric Warehousing Strategy for a Leading Indian Logistics Service Provider

We created a port centric warehousing strategy to position our client a leading player in end-to-end 3PL space and achieve a revenue target of INR500 crores in 5 years from warehousing. The estimated payback period on the investment is 4.5 years.

Background

- The client is leading freight forwarding and contract logistics service provider in India.
- They have industry level expertise in Freight forwarding, project logistics and customs clearance.

Business scenario

- The client is looking to become a globally renowned end-to-end logistics service provider and supply chain partner.
- The client wants to invest in value added port centric warehousing, which complements its existing freight forwarding business, and which is also an important component of its end-to-end value proposition.
- A strong India growth rate has also created unforeseen opportunity in port centric warehousing that needs to be addressed.

Our solution

- We adopted a systematic and methodical approach to address the opportunity
  - Customer need identification,
  - Industry opportunity identification,
  - Current state of the market,
  - Competition landscape,
  - Aqua’s positioning and value proposition
  - Investment and ROI assessment
- A detailed warehousing locational strategy, target industries and services and rollout plan was created.

Benefits

- Value based warehousing strategy defined, and implementation plan was created.
- ROI assessment helped in justification of business and investment plan - 10 year NPV of 496 crore, Payback Period of 4.5 year.


Questions

1. What are the future plans of the client of the company mentioned in the above case study?
   
   **Answer**
   
   The client is looking to become a globally renowned end-to-end logistics service provider and supply chain partner.
   
   The client wants to invest in value added port centric warehousing, which complements its existing freight forwarding business, and which is also an important component of its end-to-end value proposition.
A strong India growth rate has also created unforeseen opportunity in port centric warehousing that needs to be addressed.

2. What solution is given for fulfilling the future plans of the clients?

**Answer**

We adopted a systematic and methodical approach to address the opportunity

- Customer need identification,
- Industry opportunity identification,
- Current state of the market,
- Competition landscape,
- Aqua’s positioning and value proposition
- Investment and ROI assessment

A detailed warehousing location strategy, target industries and services and rollout plan was created.

3. Give an overview of the client’s background as mentioned in the case study.

**Answer**

The client is leading freight forwarding and contract logistics service provider in India. They have industry level expertise in freight forwarding, project logistics and customs clearance.
Case Study II

McDonald’s Food Chain

McDonald’s is a fast food chain with restaurants all over the world. It serves burgers and other fast food. It remains consistent in terms of cost and quality of burgers. To meet such high standards, it was essential to have an excellent supply chain management system.

McDonald’s was started as a drive-in restaurant by two brothers, Richard and Maurice McDonald in California, US in the year 1937. The business, which was generating $200,000 per annum in the 1940s, got a further boost with the emergence of a revolutionary concept called ‘self-service.’ Prices were kept low. Speed, service and cleanliness became the critical success factors of the business. By mid-1950s, the restaurant’s revenues had reached $350,000. As a result, franchisees started showing interest. However, the franchising system failed because the McDonald brothers observed very transparent business practices. As a consequence, imitators copied their business practices and emerged as competitors.

In 1996, when McDonald’s entered India, Mumbai-based Radhakrishna Foodland Private Limited (RFPL) was chosen as a distribution agent who would act as a hub for all its vendors. RFPL stored the products in controlled conditions in Mumbai and New Delhi and supplied them to McDonald’s outlets on a daily basis. By transporting the semi-finished products at a particular temperature, the cold chain ensured freshness and adequate moisture content of the food. The specially designed trucks maintained the temperature in the storage chamber throughout the journey. From its experience in other countries, McDonald’s was aware that supply chain management was undoubtedly the most important factor for running its restaurants successfully.

In India as in other parts of the world, McDonald’s had a very well orchestrated supply chain, called the ‘cold chain’. Around the world (including India), approx. 85% of McDonald’s restaurants were owned and operated by independent franchisees. Yet, McDonald’s was able to run by outsourcing nine different ingredients used in making a burger from over 35 suppliers spread all over India through a massive value chain. McDonald’s sourced its ingredients from all parts of India. For example, the iceberg lettuce was specially developed for India using a new culture farming technique.

Thus, US-based fast food giant, McDonald’s success in India had been built on four pillars: limited menu, fresh food, fast service and affordable price. Intense competition and demands for a wider menu drive-through and sit-down meals - encouraged the fast food giant to customise product variety without hampering the efficacy of its supply chain.

Questions

1. Which business strategies were used in McDonald’s food supply chain?
2. What was the role of outsourcing in SCM?
3. How does McDonald’s continue to be the fast food giant?
Dell’s Direct Selling Model

US based computer hardware manufacturer Dell Inc. (Dell) aims to integrate its supply chain and achieve higher efficiency and quality. It is a leading direct computer systems manufacturing company. Earlier, all Dell’s factories had been managed regionally, and procurement functioned as a separate division. Dell had been the top PC manufacturer till the second quarter of 2006. But in the third quarter of 2006, HP overtook Dell for worldwide PC shipments.

To rank first among PC manufacturers, Dell used direct selling method. The Dell’s direct selling model had the idea of selling computers directly to the consumer eliminating the need for middlemen and distributors. Dell sold its computer systems directly to end customers, bypassing distributors and retailers (resellers). Thus, Dell’s supply chain consisted of only three stages: the suppliers, the manufacturer (Dell), and end users.

By selling PCs directly to the consumers, the company was better able to understand the needs of its customers. Its direct contact with customers allowed it to identify market segments, analyse the requirements and profitability of each segment and develop more accurate demand forecasts. The company’s procurement decisions were based on four criteria - quality, cost, delivery and technology.

The first computer Turbo PC was introduced in 1985. The launch was advertised in computer magazines and sold directly to customers. Dell also began employing computer literate sales personnel to guide consumers in their choice of systems. Each system was assembled according to the preferences of the customers. This option helped customers to get computers at a price lower than other brands.

Dell matched supply and demand because its customers ordered the computer configurations over the phone or online. Dell received orders via the telephone, internet, e-mail, etc. With advancement in technologies, the choices available for the consumers also widened. Customers could use Dell’s website www.dell.com, to configure their customised computer and place an order for it and choose from a variety of products ranging from desktops, notebooks, servers, printers, etc. The website catered to different segments of customers like individuals, home office customers, small businesses, medium businesses, large businesses and public sector customers like Government departments, educational institutions and healthcare institutions. Thus, it got popular amongst all.

Dell’s strategy was to provide customised, low cost, and quality computers delivered on time. Dell reduced the cost of intermediaries that would otherwise add up to the total cost of PC for the customer. The time on processing orders was saved that other companies normally incur in their sales and distribution system. Moreover, the company got a clearer indication of market trends. This helped to plan for future besides better managing its supply chain.

It was also able to get the customers requirements regarding software to be loaded. Dell loaded the ordered software in its plant itself before dispatching it. By eliminating the need of a PC support engineer to load software, the customers gained both in time and cost. Dell collaborated closely with its suppliers in order to manage its operations with low inventory levels.

Demand forecasting with 75% accuracy was done as it maintained a database to track the purchasing patterns of corporate customers and their budget cycles. It also maintained a similar database for individual customers in order to cater to their future requirements for PCs. The changing demand patterns were communicated to the major suppliers frequently.

Questions
1. How did direct contact with the customers helped Dell to rank first among PC manufacturers?
2. Dell has always used innovative information technology tools to supplement its supply chain. How did IT tools benefit Dell? Explain.
3. Which databases were created in order to cater to the customer’s future requirements for PCs?
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**Recommended Reading**


Self Assessment Answers

Chapter I
1. a
2. c
3. d
4. d
5. a
6. b
7. c
8. d
9. b
10. a

Chapter II
1. d
2. b
3. a
4. d
5. c
6. d
7. c
8. a
9. a
10. b

Chapter III
1. b
2. c
3. a
4. b
5. d
6. b
7. a
8. c
9. c
10. a

Chapter IV
1. a
2. d
3. b
4. a
5. b
6. b
7. d
8. a
9. c
10. b
Chapter V
1. a
2. d
3. b
4. c
5. d
6. b
7. a
8. b
9. b
10. a

Chapter VI
1. b
2. b
3. a
4. b
5. c
6. a
7. c
8. c
9. a
10. d

Chapter VII
1. d
2. b
3. d
4. b
5. a
6. a
7. d
8. a
9. b
10. b

Chapter VIII
1. c
2. a
3. d
4. c
5. a
6. c
7. b
8. d
9. a
10. c