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AVM'LERİN TERCİH EDİRLİKLERİNİ ARTIRMAK İÇİN UYGULADIKLARI BÜTÜNLEŞİK PAZARLAMA İLETİŞİMİ ETKİNLİKLERİ: İSTANBUL ÖRNEĞİ

*INTEGRATED MARKETING COMMUNICATION ACTIVITIES IMPLEMENTED
BY SHOPPING CENTERS TO INCREASE PREFERABILITY: A CASE STUDY
ON ISTANBUL*

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Özet

Alışveriş insanların üretmeye başladıkları zamandan bu yana değişen bir kavram olarak karşımıza çıkmaktadır. Alışveriş kavramının değişmesi alışveriş için tercih edilen mekanların da değişimini gerekli kılmıştır. Temeli kapalı çarşı modellerine dayanan alışveriş merkezleri günümüzde tüketicilerin birçok sebepten "özellikle" tercih ettikleri yapılar olarak karşımıza çıkmaktadır. Bu tercihin nedeni çok çeşitli olmakla birlikte temel sebebi modernliğe, çeşitliliğe ve sosyal ortamlara sahip olmalarıdır. Metropollere göçün sürekliliği ile birlikte artan nüfusun daha çok tüketim ihtiyacını beraberinde getirmesi, büyük şehirlerde kişi başına gelir artışının mağazalı perakende işletmesi müşterisi olacak bir kitlenin ortaya çıkmasına neden olması, özel araba sahipliğinin hızla yaygınlaşması ile birlikte özellikle otoyol civarlarına kurulu alışveriş merkezlerine ulaşımın kolay olması, kredi kartları kullanımının tüketiciye ödeme kolaylığı sağlaması, her türlü ürün ve hizmetin çeşitliliği gibi faktörler tüketicilerin alışveriş merkezlerine yönelmesinde etkili olmaktadır. Kısaca alışveriş merkezlerini için bu yüzyılın tüketicisinin her tür gereksinimini karşılamayı amaçlayan çağdaş, dinamik ve canlı yaşam merkezleri olarak tanımlamak yanlış olmayacaktır.

Bu araştırmada, iç ve dış turizmi besleyen alışveriş merkezlerinde uygulanan bütünleşik pazarlama iletişimi aktiviteleri (IMC) incelenmiştir. Alışveriş merkezlerinin uyguladıkları bu aktiviteler, İstanbul Avrupa yakasının en işlek aksları üzerinde bulunan beş alışveriş merkezi esas alınarak konu edinmiştir. Bu AVM'lerin rakiplerinden farklılaşarak tercih edilebilirliklerini arttırmak için uyguladıkları bütünleşik pazarlama iletişimi çalışmalarının neler olduğu, özellikle hangilerinin tercih edildiği, ziyaretçi sayısı, yapısı ve satışların durumunu nasıl etkilediği araştırılmıştır. Araştırmada adı geçen AVM'lerin uyguladıkları etkinlik türleri, türlere göre AVM'ye olan etkileri yetkili kişilerle yapılan derinlemesine mülakatlar ile ortaya koyulmuştur.

Anahtar Kelimeler: Alışveriş merkezleri, bütünleşik pazarlama iletişimi, IMC aktiviteleri, Türkiye'de perakende sektörü

Abstract

We come across shopping as a concept changing continuously since when people started to produce things. Changes regarding the concept of shopping activity

also required changes to places preferred for shopping. Today we come across shopping centers, which are modeled after closed bazaars, as constructions preferred by consumers "especially" for many reasons. Although there are various reasons for this preference the main ones are their modernity, variety and social spaces. These factors may affect consumers to head for shopping centers: the need for more consumption brought by an increasing population with continuous immigration to metropolitan areas, per capita income growth causing emergence of a mass who can be retail customers, easy access to shopping centers established around highways with the rapid expansion of private car ownership, ease of payment provided to consumers with credit cards. In short, it would not be incorrect to define shopping centers as modern, dynamic and vibrant wellness centers aiming to meet any requirements of consumers of this century.

This research examines integrated marketing communication (IMC) activities implemented in shopping centers which influence domestic and external tourism. These activities which are implemented in shopping centers were evaluated on the basis of 5 shopping centers located in the most active/busy axes on Istanbul's European side. The study investigates IMC activity types, their preference, number of visitors and sales impact in relation to these shopping centers implementing them to increase their preferability by differentiating from their competitors. Types of activities carried out by the shopping centers in the research and their individual influences over shopping centers are presented through in-depth interviews conducted with authorized persons.

Key Words: shopping center, integrated marketing communication (IMC) activities, The main IMC segments, retail sector in Turkey

Introduction

Shopping centers are considered to be modern, dynamic and vibrant wellness centers aiming to meet any requirements of the 21st century consumers. Built as artistic city constructions, these shopping centers differ from traditional ones since they are managed by a central administration within the scope of one single property and image. This type of shopping centers differ also in terms of their size, variety of commercial activities, length of common business hours and economic value of investments. They are viewed as economic and cultural symbols and artistic constructions of the modern day especially due to their architectural characteristics. That is why shopping centers aiming to meet shopping requirements of consumers with an organized structure and contemporary understanding are called "modern organized shopping centers".

However, there are different definitions for modern organized shopping centers in the literature. One of them refers to planning, developing, appropriation and managing various commercial units under one single property with a group of retailers (Levy and Weitz, 2004, 218).

According to another approach modern organized shopping centers are huge complexes managed and controlled through rental of each unit within the center which is supervised by an administrator responsible for it under a central administration system. (Beddington, 1992, 8)

Common characteristics of modern shopping centers can be enumerated as operating within a planned architectural structure, managing shopping center as a whole and in a systematic way, caring to accommodate selected enterprises which will determine the image of the shopping center, choosing a region which can be easy to access for consumers, adequate parking area, and pedestrian walks stretching from parking area to the entrance of shopping

center and from entrance to each unit (store). The main purpose of these characteristics is to maximize customer traffic which can be channeled to modern shopping centers. (Akgün, 2010, 155)

Notwithstanding mixture of brands, quality or variety of products/services offered in a shopping center it is difficult for a shopping center to be successful unless it keeps consumers informed. IMC activities become more important if the rental system in shopping centers are formulated as percentage of gross sales plus rent. It is because income of shopping centers increases in line with sales generated by tenants within the center. Therefore, IMC activities are quite important for a shopping center. It is necessary to attract consumers to shopping centers and encourage them to do shopping through these activities. However, this is only possible with the selection and implementation of an effective IMC strategy (Alkibay; Tuncer; Hoşgör, 2007, 124).

A shopping center's comprehensive IMC program includes advertisement, sales promotion, marketing public relations, direct marketing, social media, point of purchase and personal selling activities. These activities are applied in an integrated manner. They have an influence over the brand popularity and preference of shopping centers in concern. This highly competitive sector requires IMC activities to be implemented centrally and in an effective manner.

IMC activities in shopping centers

Components of IMC—that is advertisement, sales promotion, personal selling, direct marketing, point of purchase and marketing public relations—are integrated but they have different functions in terms of creating popularity and awareness regarding a shopping center as well as attracting consumers (Tosun, 2010, 24). These six components integratedly contribute to positive image creation and a shopping center's preference over its competitors and sales continuity.

Personal selling, the oldest component of the IMC, is achieved with the help of personal selling experts working at the stands in shopping centers. Quality of the tenants of a shopping center and thus all employees create a positive image in the eyes of consumers and reflect brand value for shopping centers. Similarly, sales promotion and advertising components serve the same purpose. Collective discounts, installment advantages, lotteries, vouchers, presents, activities, concerts and advertisements broadcast through different channels (banners, brochures, electronic bands, TVs and even radios) in shopping centers matter in terms of perceived value of a shopping center and competition.

IMC which, were introduced together with different and more improved components when promotional activities began to fall short in the pos-1990's, is based on integrated use of its six components to achieve preferability and sale continuity for a shopping center. Direct marketing, one of the new components added in the 90's, consists of e-mail, SMS, MMS, catalogue-based marketing activities whereas point of sale communications serve the brand of a shopping center in ways which influence the atmosphere, odor, architecture, music and stores of the shopping center.

On the other hand, it is generally difficult to control promotional activities which are examined under the marketing mix in the literature. This sort of activities may enhance the overall image of a shopping center as well as damaging it. Promotional activities need to be directed as appropriately as possible due to their delicate nature; close and good relations need to be established with media outlets. For instance, coverage of a criminal or a small fire incident

by the media may give the impression that adequate security measures are not taken in that center. Shopping center administrations should first attract attention to a shopping center by organizing different activities and then make appropriate statements to the press to protect itself from such problems (Carpenter 1974, 89). For instance, choosing the Mother of the Year and rewarding her with the mother's day may have a positive sale-increasing impact but reflecting that the shopping center is interested in an event valued by the society can make it a more successful attempt.

For shopping center administrations, the purpose of marketing public relations, another of IMC component, is to establish a solid relationship between the center and the public. Exchanging information, recognizing society and introducing organized shopping center to them are the main goals. Shopping center administration can avail of various tools while establishing this communication. Some of them include creating customer help units, conducting surveys within and outside shopping centers and learning consumer expectations by placing suggestion boxes on certain visible points. The purpose of this and other similar activities are to accurately determine consumers' preferences and requests. Informing them in the light of the obtained data about the extent to which a shopping center meets elements expected from an organized shopping center is the responsibility of the center administration. Brand recognition/value and sales continuity cannot be ensured until characteristics differentiating one shopping center from others are communicated to consumers or various IMC activities are carried out with this purpose.

There is no clear consensus in the literature on the type/extent of IMC activities required by a shopping center of any size. However, a shopping center's needs at this point depend on its geographical location, intensity of the competition it's involved in, tenant mixture and, most important of all, its financial position. In other words, it depends on how the center administrator wishes to position the shopping center in the market (Alkibay; Tuncer; Hoşgör, 2007, 127).

Studies in the USA reveal that shopping centers with an area below 18,600 m² (200,000 square meters) are not constantly engaged in promotional activities and do not consider it necessary. On the other hand, property owner and tenants feel the necessity of jointly organized promotional activities in centers with an area above 18,600 m² and such collaboration is sought by almost all tenants when the area in concern is above 37,000 m² (400,000 square meters). And we see implementation of common promotional activities inevitably by an administration-tenant mixture in organized shopping centers with a capacity of over 55.800 m² (600,000 square meters) (Carpenter, 1974, 92). When examined from the perspective of the shopping center administration, the need for promotional activities increases in line with the size of the center and specialized persons and institutions are required to manage this function. For example, in the US practice, a "Merchants Association" or "Marketing Fund", created within the shopping center, generally finance promotional activities of organized shopping centers. Creating and managing this merchants association or marketing fund is clearly specified in the rental contract and tenant participation is obligatory. Tenants mostly guarantee to pay a certain amount of money per each square meter of rentable area to the merchants association or marketing fund. The higher the rented area gets, the lower the amount guaranteed to be paid per square meter becomes (Callahan, 1974, 53-54). For example: When shopping centers grow in size and an on-site manager is appointed IMC activities are implemented either through an outside contracted firm or a hired specialist who is an expert on IMC activities. An IMC expert works under the

payroll of the merchant's union and pays careful attention to remaining within plan and budget limitations it determines.

IMC activities implemented in the 5 organized shopping centers located on the European side of Istanbul

Jones Lang La Salle Turkey announced the first 6 month results of the "Turkey Real Estate Market Outlook" Report for 2013. Dynamism of the retail market, according to the report, continues with entrance of new brands to the market. According to the information shared by Avi Alkaş, Turkey President of the Company: (<http://yasam.bugun.com.tr/turkiyedeki-toplam-avm-sayisi-haberi/757832>)

1) The total rentable area in Turkey has now reached 8.9 million square meters with 336 shopping centers—following the addition of 22 shopping centers and 581,000 square meters since late 2012.

2) There are 88 shopping centers to be completed by the end of 2016. They will have 3.1 million square meters of rentable areas. And the number of shopping centers are expected to rise to 424.

3) It is seen that in addition to Istanbul, the retail supply which will emerge especially in the cities of Ankara, İzmir, Bursa, Antalya, Muğla, Konya and Kocaeli will be strong.

According to the assessment of the Shopping Center Investors Association, (<http://emlakkulisi.com/avmlerin-tum-kentlerin-dokusuna-sizdigi-belirlendi/171527>) the number of cities proliferating with shopping centers for the last 10 years has reached 54 and the total number of shopping centers has reached 299. 91 of these shopping centers are located in Istanbul. Ankara, İzmir, Antalya, Kocaeli and Bursa follows this city with 32, 18, 13, 9 and 9 shopping centers, respectively. They are followed by Konya, Aydın and Balıkesir (7); Tekirdağ and Muğla (6); Mersin, Kayseri and Samsun (5); Diyarbakır, Denizli, Adana, Manisa and Eskişehir (4) with same number of shopping centers.

Total shopping center investments in Turkey have amounted to 40 billion dollars until today. Shopping centers have a total of 8.3 million rentable areas. According to this, there are 106 square meters of shopping center per 1,000 people. A 1.1 million square-meter area will be added with 25 new shopping centers to be opened in 2014 and the total area is expected to reach 9.4 million square meters. (<http://emlakkulisi.com/avmlerin-tum-kentlerin-dokusuna-sizdigi-belirlendi/171527>)

Advertisements are an evidence of the intensity of competition in the sector. This study, therefore, focuses on five large organized shopping centers on the European side of Istanbul where population density and consumption are at a maximum level. It investigates IMC activities of these shopping centers which implement them to increase their preferability and differentiate from their competitors.

Research

This study examines shopping center IMC activities which influence domestic and external tourism. 5 shopping centers were chosen for this on the main axes of the European side of Istanbul, which is the hub of the sector. These are Cevahir Shopping Center, Profilo Shopping Center, Capacity Shopping Center, MetroCity Shopping Center and Carausel Shopping Center. Activities of relevant departments of shopping centers were gathered and tables were generated for them.

IMC activities implemented in shopping centers can vary greatly in terms of their types and characteristics. These are:

1- **Flyers and brochures:** these brochures have a sketch showing a shopping center's geographical location and a detailed plan illustrating the interior of the center with floors and stores. Opening and closing hours of the shopping center, public transport vehicles arriving there, bus stops and departure times of the center-owned special shuttles are also specified. Socio-cultural activities also are announced to the public with monthly flyers and placards.

2- **Magazines and catalogs covering shopping centers and stores/brands within them:** This is a promotional tool used by all organized shopping centers trying to preserve their existence in such an intensive competition. These books/catalogs have detailed up-to-date information regarding shopping centers, all the stores/brands, goods that are sold, social activities and joint use areas within them. These magazines and catalogs are published at certain periods.

3- **Month-end and year-end discount sales:** All the units within shopping centers start discount sales at the same time. An advertisement campaign is launched through different channels. Discounts are communicated to consumers with the help of outdoor advertisements, on-car advertising, social media, printed media and even radio channels. It generates a serious customer traffic as well as contributing to sales enormously.

4- **Fashion days/week discounts:** This sort of discount sales enabling stores/brands to run down their stocks are activities launched twice-four times a year and are much sought after. They are launched between certain dates. Low prices are offered especially between these dates in an effort to increase both customer traffic and overall sales volume in shopping centers.

5- **Mother's, Father's, Women's and Valentine's Day discounts:** These discounts are offered on special days at shopping centers. Also social and cultural activities are organized for parents. They include choosing the Best Cooking Mum or the Best Father of the Year. Organizing live music concerts, offering romantic meals by preparing special menus and preparing every detail as they wish help creating most effective activities for couples.

6- **Anniversary activities:** In addition to the discounts they offer on the anniversary of the shopping center, they hold a photo exhibition or other events which reflect construction phases.

7- **Arts performances:** Amateur and professional artists from any branch perform their works on the pre-determined days.

8- **Gift vouchers:** Gift vouchers which are prepared in various amounts to be used in all the stores of the shopping center and increase sales are given to those who want them.

9- **Gift-giving:** Gifts are given to consumers with a lottery especially on important days to encourage sales. A draw number is given when shopping spending at a store exceeds a certain limit within a certain period and the draw is conducted at the end of that period. Generally expensive gifts are chosen for this sort of draws so that they can be encouraging. For instance, giving a new model car as a gift to revive Christmas shopping is seen to be most expensive award.

10- **Cinema and theater days:** Likewise, showing well-known films with artistic value is considered to be an important activity to enhance the prestige of the center and generate customer traffic.

11- **Art exhibitions:** Exhibiting workshop examples of artists from the fields of painting, sculpture, photography, pottery, weaving, ceramics and mosaic in the center is one of the most frequently implemented activities.

12- Automobile exhibitions: Exhibiting cars produced with cutting-edge technologies are among activities generating most customer traffic. Also, exhibition of antiquated automobiles can attract as much attention as the new ones.

13- Events for children: Children have various kinds of activities in shopping centers since families with kids specifically choose these places to pass time. Toy sellers, game courts, games for kids, entertainment and activities are some of them.

14- Painting contests: Another event intended for children are painting contests. Various gifts are given to the winners in the contest and their paintings are displayed in the center.

15- Dance contests: Contests are arranged for every age group. Performances are arranged at certain times.

16- Charity sale (kermes) days: Kermes activities are arranged to collect aid for street children, the homeless or animals. They are jointly carried out especially with associations and institutions.

17- Gymnastic performances and courses: Such courses increase people's commitment to shopping centers and attract consumers to centers depending on the frequency of courses.

18- Career days: Information about professional and business life are given by experts in their subjects on these days prepared for teenagers.

19- Special concert days: Artists (writers, actors, musicians, etc.) organize seminars, speeches, concerts within centers.

20- Beauty contests at shopping centers: Tenants of shopping centers are usually the sponsor of this kind of organizations. Various awards are given to the achievers to increase participation.

21- Book fair and book-signing days: Well-known writers are invited to shopping centers with autograph sessions and book fairs designed to improve customer circulation.

22- Fashion shows: Fashion shows held early in the season and on certain special occasions are activities that can attract customers to shopping centers.

23- Billiards, bridge and backgammon competitions: Performances of master pool players are among interesting activities. Other than that, prize tournaments of bridge and backgammon are among important events organized at shopping centers.

24- Contests for pets: Different types of animals have started to appear in every house with an increased understanding of animal rights. Shopping centers have prize competitions for them as well.

25- Cooking competitions: Shopping centers organize prize cooking contests to attract female consumers who make up their actual target audience.

Table 1: Significance-based ranking of the main IMC segments implemented to increase popularity and preferability of shopping centers

The main IMC segments	Cevahir Mall	Profilo Mall	Capacity Mall	Carousel Mall	MetroCity Mall
Personel selling	4	4	3	5	4
Advertising	1	2	1	1	2

Sales promotion	3	3	2	3	4
Direct marketing	5	5	4	6	5
Point of purchase	3	3	3	4	3
Marketing public relations	2	1	1	2	1

*IMC segments preferred by shopping centers are numbered according to their significance starting with 1.

*The same numbers show that they are equal in terms of importance.

Table 2: What are the IMC activities implemented in shopping centers?

The implemented IMC activities	Cevahir Mall	Profilo Mall	Capacity Mall	Carousel Mall	MetroCity Mall
1.Flyers and brochures	✓	✓	✓	✓	✓
2.Magazines and catalogs	✓	✓	✓	✓	✓
3.Month-end and year-end discount sales	✓	✓	✓	✓	✓
4.Fashion days/week discounts	✓	✓	✓	✓	✓
5.Mother's, Father's, Women's and Valentine's day discounts	✓	✓	✓	✓	✓
6.Anniversary activities	✓	✓	✓	✓	✓
7.Arts performances	✓	✓	✓	✓	✓
8.Gift vouchers	✓	✓	✓	✓	✓
9.Gift-giving	✓	✓	✓	✓	✓
10.Cinema and theater days	✓	✓	✓	✓	✓
11.Art exhibitions	✓	✓	✓	✓	✓
12.Automobile exhibitions	✓	✓	✓	✓	✓

13.Events for children	✓	✓	✓	✓	✓
14.Painting contests	✓	✓	✓	✓	✓
15.Dance contests	✓	-	-	-	-
16.Charity sale (kermes) days	✓	✓	-	✓	-
17.Gymnastic performances and courses	✓	✓	✓	-	✓
18.Career days	✓	-	-	-	✓
19.Special concert days	✓	✓	-	-	-
20.Beauty contests	-	✓	-	-	✓
21.Book fair and book-signing days	✓	✓	✓	✓	✓
22.Fashion shows	✓	✓	✓	-	✓
23.Billiards, bridge and backgammon competitions	✓	✓	-	✓	✓
24.Contests for pets	✓	✓	-	-	-
25.Cooking competitions	✓	✓	✓	-	-

Table 3: How does number of visitors and sales appear according to implemented activities?

The number of events	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
The number of visitors and sales increase	✓	✓	✓	✓		✓	✓							✓				✓		✓			
The number of visitors increases but sales remain stable						✓			✓	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓

Participation continuity for visitors attending events held each year with certain intervals are shown on table 3 in accordance with the information obtained from the event records:

Table 4: How does the visitor structure attracted to shopping centers by these activities appear?

Types of Events	"Generally" the same people come to the shopping center	"Generally" different people come to the shopping center	Same and different people come together
7.Arts performances			✓
10.Cinema and theater days			✓
13.Events for children			✓
14.Painting contests			✓
15.Dance contests			✓
16.Charity sale (kermes) days			✓
17.Gymnastic performances and courses		✓	
18.Career days		✓	
19.Special concert days	✓		
21.Beauty contests at shopping centers		✓	
22.Book fair and book-signing days		✓	
23.Billiards, bridge,backgammon competitions	✓		
24.Contests for pets	✓		
25.Cooking competitions	✓		

Conclusion

Modern shopping centers enable consumers who are faced with a too intensive work pace and abstain from spending too much time shopping to purchase things altogether at once. Furthermore, it makes it possible for them to find everything in bulk, park easily, avoid unfavorable climate conditions and quickly benefit from social and cultural activities offered in the center. Having become centers for shopping, entertainment and other activities shopping centers now frequently implement integrated marketing activities to enhance their preferability and ensure loyalty to the center in this increasingly competitive environment. It is of utmost importance for them to know the profiles of their current and potential consumers to preserve

and enhance their market shares or acquire information about their purchasing behavior to specify their needs and wishes so that they can determine marketing communication strategies accordingly.

5 shopping centers were chosen for this study on the main axes of the European side of Istanbul, which is the hub of the sector. They are Cevahir Shopping Center, Profilo Shopping Center, Capacity Shopping Center, MetroCity Shopping Center and Carausel Shopping Center. IMC activities from relevant departments of shopping centers were gathered and activity type and their influence degrees were investigated.

When we first look at the significance level ranking of major IMC segments implemented to increase popularity and preferability of shopping centers we see that advertising and marketing public relations are considered to be priorities by the shopping center administration. Sales promotion and point of purchase communication come 3rd and 4th in terms of their role. Direct marketing based on forwarding companies' messages directly to consumers without using a medium (direct e-mail, direct mail, telemarketing, etc.) emerges as the least used IMC component.

Activities are grouped under 25 titles when we look at the IMC activities applied in the above-mentioned shopping centers. The shopping centers implementing them are given in Table 2. In particular flyers and brochures, magazines and catalog covering a shopping center and stores/brands located within it, discounts for bulk sales, fashion day/week discounts, Mother's, Father's, Women's and Valentine's Day discounts, anniversary events of shopping centers, book fairs and autograph sessions, month-end and year-end discount sales, various exhibitions and competitions are activities preferred and implemented by all the aforementioned shopping centers.

Especially the number of competitions intended for children are on the increase in recent years. The reason for this is shown as the increase in the number of child-centered families in parallel with better educational levels. Child-centered families often consist of working parents with higher education and income levels. This type of families aims to raise confident, extrovert, success-driven children with a strong ego but these kids get the upper hand after a period and they make decisions on anything ranging from meal to be cooked for dinner to the weekend program, product to be bought for home to the venue where holiday will be taken. Shopping center managers targeting this type of families have basically two purposes: First mothers are attracted to the shopping center with activities in concern and drawn to shopping after the entertainment phase. Second, children are accepted as a market segment and turned into loyal consumers, in other words, permanent users of a product by creating an environment whereby their loyalty to the center will be preserved in the future. Shopping center managers know that if they can turn a child into a shopping center's customer before he/she starts making his/her own independent purchasing decisions that child will become a its loyal customer when he/she starts to make his own buying decisions. Their main target within this structure is to attract children to shopping centers by organizing a variety of competitions.

The number of visitors and sales performance are examined under 2 titles according to events. These are: 1-The number of visitors and sales increase 2- The number of visitors increases but sales remain stable. Activities which increase the number of visitors and sales are priority factors since the main goal of shopping centers are to enhance their popularity, sales and loyalty. Discount sales for bulk shopping, fashion day/week discounts, Mother's, Father's,

Valentine's and Women's Day discounts, anniversary events, gift vouchers, gift-giving, kermes days, month-end and year-end discount sales, beauty contests and fashion shows in shopping centers directly affect the number of visitors and sales.

The structure of visitors attracted to shopping centers depending on activity types are examined under 3 titles on Table 4. "Generally the same people come to the shopping center", "Generally different people come to the shopping center" or "Same and different people come together". Considering that the main goal is to bring both same (loyal/current) and different (potential loyal) customers to a shopping center, one can observe that art performances, theater days, painting/dance contests and kermes days serve this purpose.

Studies show that when all the components of IMC are used integratedly they contribute to popularity, awareness, preferability and sales continuity at the end of the day. Competitive advantage can be achieved especially if the shopping centers on the main axes of the city can use these components together in their intensely competitive environments. Direct marketing are determined to be inadequately used in these campaigns. Campaigns which can be supported with direct marketing are estimated to be more successful.

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