# TENANT MIX AND CUSTOMER FOOTFALL AT SHOPPING MALLS IN LAGOS STATE: A STUDY OF IKEJA CITY MALL

#### AYODEJI GBENGA OMOTOLA

(06AC03527)

SEPTEMBER, 2021

## TENANT MIX AND CUSTOMER FOOTFALL AT SHOPPING MALLS IN LAGOS STATE: A STUDY OF IKEJA CITY MALL

BY

#### AYODEJI GBENGA OMOTOLA

(06AC03527)

B.Sc Industrial Relations and Human Resource Management, Covenant University, Ota

A DISSERTATION SUBMITTED TO THE SCHOOL OF POST GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE (MBA) DEGREE IN MARKETING IN THE DEPARTMENT OF BUSINESS MANAGEMENT, COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES, COVENANT UNIVERSITY, OTA, OGUN STATE, NIGERIA

SEPTEMBER, 2021

## **ACCEPTANCE**

This is to attest that this dissertation is accepted in partial fulfilment of the requirements for the award of the degree of Masters of Business Administration (MBA) in Marketing, in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria.

Mr. John A. Philip	•••••
(Secretary, School of Postgraduate Studies)	Signature and Date
Prof. Akan B. Williams	
(Dean, School of Postgraduate Studies)	Signature and Date

#### **DECLARATION**

I, **AYODEJI GBENGA OMOTOLA** (06AC03527) declare that this research work was carried out by me, under the supervision of **Dr. Taiye Borishade**, (Supervisor) of the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State.

I attest that the dissertation has not been presented either wholly or partly submitted for the award of any degree elsewhere. All sources of data and scholarly information used in this project are duly acknowledged.

AYODEJI, GBENGA OMOTOLA	

**Signature and Date** 

#### **CERTIFICATION**

We certify that this dissertation titled "TENANT MIX AND CUSTOMER FOOTFALL AT SHOPPING MALLS IN LAGOS STATE: A STUDY OF IKEJA CITY MALL" is an original work carried out by AYODEJI GBENGA OMOTOLA (06AC03527), in the Department of Business Management, College of Management and social sciences, Covenant University, Ota, Ogun State, Nigeria under the supervision of Dr. Taiye Borishade We have examined and found that this work is acceptable as part of the requirements for the award of the Degree of Masters of Business Administration (MBA) in Marketing.

Dr. Taiye Borishade (Supervisor)	Signature and Date
Professor Anthonia A. Adeniji (Head, Department of Business management)	Signature and Date
Professor Adedoyin O. Ologunde (External Examiner)	Signature and Date
Professor Akan B. Williams (Dean, School of Postgraduate Studies)	Signature and Date

## **DEDICATION**

I dedicate this study to the Almighty God, for leading me to take this program and guiding me from start to finish. Nothing I did was by myself but the mighty hands of God. Most specifically for His mercies that preceded His favor over me during this research work.

#### ACKNOWLEDGMENTS

The journey to the successful completion of my MBA degree would not have been possible without the help of the Almighty God. His mercies and faithfulness resulted in His constant provision, help, and guidance all through my program. The success of this research project has been made possible by the Almighty God, in whom there is no shadow of turning and His mercies endures forever towards me. I give God thanks for keeping me alive to complete this research work, to him alone be all glory. Amen.

My gratitude goes to Dr. David O. Oyedepo the founder and Chancellor of covenant University for his visionary leadership. I am grateful to the University management under the competent leadership of Professor Abiodun H. Adebayo (The Vice-Chancellor), Professor Akan Williams Dean School of Postgraduate Studies (SPS), Dr. Emmanuel O. Amoo (Sub-Dean School of Postgraduate Studies) and the Registrar Pastor Oluwasegun Omidiora. I deeply appreciate the support of Professor Uwalomwa Uwuigbe (Dean, College of Management, and Social Sciences). Special thanks to the Sub-Dean, Professor Obinna Nwinyi, for their leadership by example and continual support. I sincerely appreciate the efforts of the Head of Department Business Management, Professor Antonia Adeniji. May the Lord reward your labour of love and selflessness in Jesus name.

Furthermore, I sincerely appreciate my supervisor, Dr. Taiye Borishade, for her believe, patience, intellectual contributions, constructive criticisms, encouragement, and confidence in me. It has indeed been a privilege to work under her supervision. I deeply appreciate all the lecturers in the business management department, especially Prof. A.A. Adeniji, Prof. Rowland Worlu, Professor Chinonye Love Moses, Dr. Joseph Kehinde, Dr. Ayodotun Stephen Ibidunni, Dr. Salau, Dr. Mosun, Dr. Ufua, Dr. Augusta, Ms. Marvelous, Dr. Ojeka, Dr. Osinbajo, to mention a few. A world of thanks to all my coursemates and every single person I met during this program especially Ogunlade TY Stephen, Tobi, George, Sandra Idia, Buchi, my roommate Stanley, Kemi Onayemi, and a good friend, Ekene Chris-Ossai who I can say carried my studentship and need to come out in flying colors on her head; a person I believe God sent to take me through the path.

I remain eminently grateful to my parents, Pastor and Pastor Mrs. Omotola for their unwavering support in all ways possible, my only biological sibling, soon to be Dr. Olushola Odumusi, her

husband Barrister Opeyemi, and their big boys Sijibomi and Seye for their constant support and love in diverse ways all through the course of my program.

A special thanks go to Dr. Olumuyiwa Oludayo who God used to birth this project topic which was confirmed by my supervisor. To my brother and friend Mr. Femi Ojumola who helped make my admission process and onboarding seamless, Dr. Osibanjo, Professor Adeniji who vouched for me during the admission process and entire program, Dr. Adegbuyi, Dr. Ogunnaike who made grounded in marketing by making me read and summarise a marketing textbook; the experience I would not recover from. The entire marketing department has a special place in my heart for the way they accepted me into the program and the patience to see me grow by learning.

In addition, I appreciate the entire Cannanland living faith church for helping me gain my sanity when things were tough by creating an atmosphere of miracle at all services. To the Jinadu twins, your impact on my life is greatly significant to my successful completion of this program; Dr. Kenny and Aunty Blessing, I cannot appreciate and thank you enough; I am glad we have a great future together ahead.

To Dandi company for always stimulating my thought process in marketing, Luto and the entire Nack team, comedian Deeone, Emmaohmagod, Seyi Awolowo, Babatunde Makinde of Gidioti, Abdul of the Africas, Olumide Adeoye, Larrie O, Official Lolu, Adeola of Tshirt factory, Ebisan Arayi, Samklef, the redefined media, Reejay and all the people who allowed me to work with them on their dreams despite my unavailability and inadequacy that I might have, I do not take it for granted.

Likewise, man shall not live by bread alone, so I express gratitude to the postgraduate cafeteria of Covenant University, Mama D, Edo Kitchen, Bells restaurant, Bolanle kitchen, Ore who at one time or the other provided food to strengthen my mortal body during my program. To the shoppers of Ikeja City Mall and respondents of my questionnaire, I say thank you for their willingness in responding to my interviews and rendering every support needed in filling my questionnaire.

I will not fail to remember, in great appreciation, these amazing set of strong people God placed in my life as a support system, Mr. Emmanuel Edunjobi, and his loving family, Mr. Eniola Ositelu, Mr. Bunmi Ositelu, Mr. Festus Adinoyi, Yocojay, Opeyemi Ogundare and other people who played various significant roles directly or indirectly while accomplishing my MBA Degree.

#### TABLE OF CONTENTS

COVEI	R PAGE	i
TITLE		ii
	PTANCE	iii
	ARATION	iv
	FICATION	V
	ATION	vi
	OWLEDMENTS	vii
	E OF CONTENTS	ix
	OF TABLES	xi
	OF FIGURES	xii
ABSTR		xiii
ADSIN	AACI	AIII
CHAPT	TER ONE - INTRODUCTION	
1.1	Background to the Study	1
1.2	Statement of the Problem	2
1.3	Objectives of the Study	3
1.4	Research Questions	4
1.5	Research Hypothesis	4
1.6	Significance of the Study	4
1.7	Scope of the Study	5
1.8	Outline of chapters	5
1.9	Limitations of the Study	5
1.10	Operationalization of research variables	7
1.11	Schematic model of the study	7
1.12	Definition of significant terms	8
	Brief History of the Case Study	9
CHAPT	TER TWO: LITERATURE REVIEW	
2.1 Shop	pping malls	10
2.2 Con	ceptual Framework	22
2.3 The	oretical Framework	29
-	pirical Review	32
	s in Literature	38
CHAPT	TER THREE: METHODOLOGY	
3.1 Stud	•	39
3.2 Rese	earch Methods	39
	earch Design	39
3.4 Popu	ulation of the Study	40
3.5 Sam	pple Size Determination	40
3.6 Sam	pple Frame	40
	ppling Techniques	40
3.8 Sour	rces of Data Collection	41
3.9 Rese	earch Instrument	42
3.10 Va	lidity of Research Instrument	42
3.11 Re	liability of Research Instrument	43

3.12 Common Method Bias	44
3.13 Method of Data Analysis	44
3.14 Ethical Considerations	44
CHAPTER FOUR: RESULTS AND DISCUSSIONS	
4.1 General response rate	46
4.2 Demographic profile of respondents	47
4.3 Descriptive analysis of data on items	52
4.4 Testing of the hypotheses and interpretation of results	58
4.5 Discussion of results	75
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDAT	ΓIONS
5.1 Summary of the research work	80
5.2 Summary of findings	81
5.3 Conclusion	82
5.4 Contributions to Knowledge	82
5.5 Suggestions for Further Research	83
5.6 Recommendations	83
REFERENCES	85
APPENDIX	94

#### LIST OF TABLES

Tables	Pages
Table 3.1 Reliability of items	44
Table 3.2 Collinearity Statistics	46
Table 4.1 Response Frequency	46
Table 4.2 Distribution of age	47
Table 4.3 Distribution of gender	48
Table 4.4 Distribution of marital status	49
Table 4.5 Distribution of educational qualification	49
Table 4.6 Distribution of occupation status	50
Table 4.7 Distribution of monthly income	50
Table 4.8 Distribution of how long have you been shopping with the mall?	51
Table 4.9 Distribution of respondents based on variety of compatible tenant stores	52
Table 4.10 Distribution of respondents based on proper tenant placement	53
Table 4.11 Distribution of respondents based on ambience of tenant stores	54
Table 4.12 Distribution of respondents based on loyalty of customers	55
Table 4.13 Distribution of respondents based on attraction of customers	56
Table 4.14 Distribution of respondents based on preference of customers	57
Table 4.15 PLS Algorithm for variety of compatible tenant stores and the attraction of	
customers	60
Table 4.16 PLS Algorithm for proper placement of tenant stores and the preference of	
customers	61
Table 4.17 PLS Algorithm for ambience of the tenant stores and loyalty of customers	63

#### LIST OF FIGURES

Figu	res Pa	iges
1.1	Tenant Mix and Footfall Model	7
1.2	Ikeja City Mall	9
2.1	Çatalhöyük 5000 BC and today	11
2.2	Agora of Athens 5th Century B.C	13
2.3	Forum of Trajan in Rome	14
2.4	Trajan's Market today, Rome	14
2.5	Marks & Spencer Chain Store	15
2.6	Northgate Shopping Mall	17
4.1	Path Coefficients and P-values for variety of compatible tenant stores and the attractio customers to the mall	59
4.2	Path Coefficients and P-values for proper placement of tenant stores and the preference of customers	e 61
4.3	Path Coefficients and P-values for ambience of the tenant stores and loyalty of customers	62
4.4	Path Coefficients and P-values for variety and customer attraction	63
4.5	Path Coefficients and P-values for proper store placement and preference	
	of customers	64
4.6	Path Coefficients and P-values for proper placement and preference of customers	66
4.7	Path Coefficients and P-values for store arrangement and customer preference	67
4.8	Path Coefficients and P-values for variety of the tenant stores and customer attraction	68
4.9	Path Coefficients and P-values for ambience of the tenant stores and loyalty of customers	69
4.10	Path Coefficients and P-values for mall design and shopping convenience	71
4.11	Path Coefficients and P-values for ambience of the tenant stores and loyalty	
	of customers	72
4.12	Path Coefficients and P-values for mall temperature on customer experience	73
4.13	Path Coefficients and P-values for tenant mix and customer footfall of the tenant mix	74

#### **ABSTRACT**

The wave of modern mall development is fast hitting on sub-Saharan Africa and the growing population and economy can attribute this to the rapid growth of the consumer market as influenced. Consumers have a taste for classy retail format that is associated with the emerging shopping malls and these shoppers have expectations and they expect an extraordinary degree of experience that will meet their different needs at once. The goal of every mall is to be able to provide to their shoppers and visitors all they need in the most decent way which in the long run attract more customers, tenants and ultimately increase sales/revenue. It is on this premise that this study made use of the quantitative method to examine the effect of tenant mix and its influence on customer footfall. With the cross-sectional research design, having distributed 385 questionnaires and gotten 358. The Statistical Package for Social Sciences (SPSS) was used to analyse the descriptive data gotten, while the Smart-Partial Least Squares (Smart-PLS) was used to test the hypotheses. The results show that there is a significant relationship between tenant mix and customer footfall. It was recommended amongst others that mall managers should make sure that there are complementary stores in the mall, so that shoppers experiences can be enhanced. They should ensure that the tenant stores in the mall are properly arranged, so that shoppers prefer the mall, and their purchases are made easy and comfortable. Also, that the design of the mall is one that promotes convenience, in addition to good temperature control and beautiful décor, so that the shoppers have increased loyalty to the mall.

Keywords: Agglomeration theory, Customer footfall, Shopping mall, Spatial theory, Tenant mix.