

AN EVALUATION OF THE CONTRIBUTION OF LEISURE AND COMMUNITY FACILITIES TO SHOPPING CENTRE PATRONAGE IN LAGOS METROPOLIS

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ABSTRACT

The use of leisure and Community facilities as marketing tools to promote shopping centre development was investigated across Lagos Metropolis using 210 questionnaires distributed among shoppers, tenants, Architects and Estate Surveyors and Valuers. Fifteen existing and functional shopping centres were intensively investigated for the use of leisure and community facilities as marketing promotional tools. The results of the questionnaires established ten facilities, which are regarded as minimum basic features that a standard shopping centre must possess, and seventeen other facilities that are regarded as embellishments and which are actually classified as leisure and community facilities. The results of the survey showed that only few (about 20%) had a minimum of 50% of the identified leisure and community facilities which is an indication of poor provision of leisure and community facilities in shopping centre development. It was established that there is direct relationship between degree of provision of leisure and community facilities and degree of patronage. It is considered that leisure and community facilities are veritable tool in promoting shopping centre development but they tend to be restricted to prestigious development.

Keywords: Leisure, Community facilities, Marketing Promotional tools, Shopping centre and Patronage

INTRODUCTION

A shopping centre can be regarded as a property development initiated and put in a place to generate income. In essence, it is a business. If then it is accepted as a business then it must be planned and executed in a businessman like manner. If it is to be so executed, then the

operators must have at the back of their minds that "the primary business of every business is to stay in business and to do that you have to get and keep customers". (Bevan, 1991: 2).

What this points to is the fact that shopping centre conception and operation must be regarded as a "product" which Kotler (1986: 26; 43) defined as "anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. It includes physical objects, services, persons, places, organizations or ideas". Shopping centers are not new in concept but modern day shopping centre are characterized by the trend toward decentralization, which has given rise to a new type of shopping centre. This new type of shopping centre possesses, unique characteristics as they relate to planning of a successful shopping centre investment project with emphasis on preservation of capital, enhancement of its value and the earning of a net cash profit on the capital invested. (Hanford, 1970: 100). Enhancement of value is both a pre-contract and post completion affairs. At pre-contract stage, certain structures may be included in the design, which necessarily are aimed at drawing customers to the shopping centre. On completion, the managers must put in place a marketing mix, which aims at translating the potentialities of these structures into realities. These structures are referred to as leisure and community facilities, which for the purpose of this paper are defined as facilities, which are incorporated as complete package in a shopping centre for common enjoyment and use of the occupiers and shoppers during their spare time. It does imply that to avoid lack of patronage, extended void period, declining rent, high marketing cost, total abandonment and misplaced investment, emphasis must be placed on designs that are marketing oriented with emphasis on customer orientation, organization

integration and mutually profitable exchange between customers and the organization if we were to rely on Giles (1986:4).

People involved in urban development tend to see the development process as an industrial process. That is to say, as a functional process in which the market meets the demands of consumers by producing buildings for a variety of purposes shopping centres inclusive. (College of Estate Management, 1994:1). In these terms, development can be said to comprise the following tasks: -

- (a) The perception and estimation of demand for new commercial buildings of different types, shopping centres inclusive.
- (b) The identification and securing of site on which building might be constructed to meet demand.
- (c) The design of accommodation to meet the demands on the sites identified.
- (d) The arrangement of short and long term finance to fund site acquisition and construction.
- (e) The management of design and construction.
- (f) The letting and management of the completed building or complete sale

Given this kind of scenario, property development can be linked to any other industrial process in which raw materials are combined by a producer (developer) to produce a product (shopping centre) to meet the demands of a consumer (occupier or shopper). In achieving marketing objectives, shopping centre managers must put in place the marketing mix, which Kotler (1986: 296) defines as "the set of controllable marketing variables that the firm blends to produce the response it wants in the target market". The controllable variables are usually grouped under product, price, place and promotion. This is the cord connecting shopping centre development and marketing. The



Table 9: Ranking of level of patronage and level of available facilities from table 8

S/No	Shopping Centre	Level of Patronage (X)	Level of Facility (Y)
1	Falomo Shopping Complex	1	3
2	Ikeja Shopping Plaza	1	2
3	Ozede Shopping Plaza	2	5
4	Sura Shopping Complex	1	2
5	Maryland Shopping Centre	1	3
6	Foreshore Shopping Mall	1	1
7	God First Shopping Mall	3	5
8	Omolad Shopping Mall	4	5
9	Yemosa Shopping Mall	4	5
10	Dolly Plaza	4	5
11	Boa Shopping Complex	4	4
12	Supreme Plaza	4	4
13	Uhanitai Shopping Complex	4	4
14	Cheers Shopping Mall	4	4
15	Iponri Shopping Complex	1	3

Table 9 above paved the way for Table 10 below where cross tabulation of the frequencies for the level of patronage and level of available facilities are presented.

Table 10: Cross Tabulation of frequencies between patronage and facilities

	1	2	3	4	5	
1	1	2	3	0	0	6
2	0	0	0	0	1	1
3	0	0	0	0	1	1
4	0	0	0	4	3	7
	1	2	3	4	5	15

Using the Chi-square (χ^2) test for Table 9 above, (χ^2) calculated gives 17.5 as against (χ^2) tabulated, which gives 21 at 12 degrees of freedom and 5% level of significance. There is thus, close association between degree of patronage and level of available facilities at the 5% level of significance. Thus, the more of leisure and community facilities that are provided the more the level of patronage.

CONCLUSION AND RECOMMENDATIONS

The results of this study have shown that the concept of leisure and community facilities as marketing promotional tool is widely known and accepted among the significant actors in shopping centre development. The research had established that there is close association between available levels of leisure and community facilities and

degree of patronage of shopping centres. Nonetheless, the opportunities presented by these facilities are not being exploited except in prestigious shopping centre. development. It is recommended that future Shopping Centre developments should consider and incorporate leisure and community facilities, which should be economically exploited. However, further research is crucial particularly in areas of constraints that might be hindering the provision of the facilities in shopping centres.

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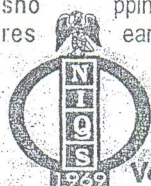
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When the returned questionnaires were aggregated, the generality of shoppers, occupiers, Architects and Estate Surveyors also identified increased annual rent, increased sales for individual shops, increased patronage of the centre and increased value of the property as shown in Table 6 in that order. However, increased management problem was also identified

which maybe a challenge to the property or facilities manager as the case may be.

RELATIONSHIP BETWEEN PROVISION OF LEISURE AND COMMUNITY FACILITIES AND LEVEL OF PATRONAGE

Table 8 below shows the degree of

observed patronage at various shopping centres investigated along with the level of available facilities as reflected in Table 3 above. Table 8 below shows the ranking level of patronage and level of available facilities. Table 9 below shows cross tabulation of level of patronage and level of available facilities.

Table 8: - Degree of observed patronage at various shopping centres and levels of available facility

S/No	Shopping Centre	Level of Patronage	Assigned Value	Level of Facility
1	Famomo shopping complex	Heavily Patronized	4	41
2	Ikeja shopping plaza	Heavily Patronized	4	55
3	Ozdee shopping plaza	Lightly Patronized	3	14
4	Sura shopping complex	Heavily Patronized	4	55
5	Maryland shopping centre	Heavily Patronized	4	41
6	Foreshore shopping mall	Heavily Patronized	4	77
7	God first shopping mall	Lightly Patronized	2	14
8	Omolad shopping mall	Sparsely Patronized	1	14
9	Yemosa shopping mall	Sparsely Patronized	1	14
10	Dolly plaza	Sparsely Patronized	1	14
11	Boa shopping complex	Sparsely Patronized	1	18
12	Supreme Plaza	Sparsely Patronized	1	18
13	Uhanital shopping complex	Sparsely Patronized	1	18
14	Cheers shopping mall	Sparsely Patronized	1	18
15	Iponri shopping complex	Heavily Pat.	4	4

Key

Heavily Patronized = 4; Reasonably Patronized 3, Lightly Patronized = 2 Sparsely patronized 1, Level of available leisure and community facilities as shown in Table 4 are reflected in Column 5 in Table 8 while level of patronage as observed at the Shopping Centres are shown in Column 3 with the assigned values in column 4. This paved way for Table 9 below where the level of patronage and level of available facilities for each Shopping Centre are ranked.

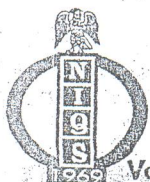


Table 4: Shows the level of provision of leisure and community facilities in investigated shopping centres. Foreshore shopping mall accounted for the best with 77% while Iponri Shopping Complex had the least with 4%. Using the mean (X) which is approximately 26 as compared to the mode and median which give 14 as the dividing line, Shopping Complex with 18% and below could be regarded as poor while those ones with above 18% could be regarded as fair. In the fair category are Falomo Shopping Centre, Ikeja Shopping Plaza, Sura Shopping Complex, Maryland Shopping Centre and Foreshore shopping Mall.

Aims and objectives of incorporating leisure and community facilities in shopping centre development.

Table 5: Identified property owners' aims of incorporating leisure and community facilities in shopping centre development.

S/No	Objectives	Frequency	Rank
1	Improved Value of property	12	1
2	Marketing promotion	9	2
3	Bait for would be customers	8	3
4	Prestige	7	4
5	General of additional income	4	5
6	Compliance with basic design principles	2	6
7	Response to social and religious beliefs	2	7

Table 5 above shows property owners' aims of incorporating leisure and community facilities as identified by the property owners. Clearly, the property owners' aims of incorporating these facilities can be stated in order of importance as to improve the value of the property, to promote the shopping center, baits for potential customers, to enhance the prestige of the center and to generate further income. It can thus be deduced that the essence of incorporating leisure and community facilities are essentially economic and promotional. Promotional in the sense that it makes the shopping centre thrive which itself is a precondition for economic enhancement of the shopping centre.

Table 6: - Impact of leisure and community facilities on shopping centres as perceived by property owners

S/No	Effective of leisure & community facilities	Frequency	Ranking
1	High Level of Patronage	12	1
2	Enhanced marketing the centre	11	2
3	Improved value of property	10	3
4	Improved sales	9	4
5	Enhanced environment	8	5
6	Low void period	5	6

Table 7: - Economic impact of leisure and community facilities on shopping centers as perceived by significant actors in shopping centre business

S/No	Perceived Impact	Frequency	%	Ranking
1	Increased annual rent	134	96	1
2	Increased sales for individual shops	132	94	2
3	Increased patronage of the centre	130	93	3
4	Increased value property	129	92	4
5	Increased Management problem	88	93	5

Tables 6 above reveals the economic impact of the provision of leisure and community facilities as perceived by property owners on shopping centres where high level of patronage topped the list followed by enhanced marketing of the centre with low void period coming at the rear. This actually buttressed the fact that the essence of leisure and community facilities is economic and promotional which might be worth exploring.

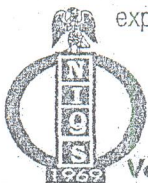


Table 3: Facilities regarded as necessary embellishments in a shopping centre and their classifications.

S/No	Description	Frequency	%	Classification	Ranking
1	Advertising Boards	38	66	Community Facility	1
2	Swimming Pool	36	62	Leisure	2
3	Nursery / Primary School	34	59	Community Facility	3
4	Generating Service	33	57	Community Facility	4
5	Daycare Centre	32	55	Community Facility	5
6	Central Air Conditioning	30	52	Community Facility	6
7	Display Hall	30	52	Community Facility	6
8	Cascade / Foundation	29	50	Leisure	7
9	Indoor Games Hall	28	48	Leisure	8
10	Newsroom	28	48	Community Facility	8
11	Vertical/Horizontal Movement Facilities	27	47	Community Facility	9
12	Telephone Exchange	21	36	Community Facility	10
13	Worship Centre	19	33	Community Facility	11
14	Heating Services	16	28	Community Facility	12

Table 3 above identified 13 facilities that are regarded as necessary embellishments in a Shopping Centre and their classification going by Torkildsen (1992, 181-251). Here, ten community facilities and three leisure facilities were identified. It basically shows that designers and developers are aware of the contributions that these facilities can make in promoting the shopping centres where they are available. By ranking, Architects and Estate Surveyors attach greater importance to Advertising Boards while heating services attracted least attention perhaps depicting the tropical climate Nigeria is in. However, it should be noted that Indoor Games Hall might include Long Tennis, Handball and Volleyball. This should guide developers and designers interested in exploring these facilities in promoting their shopping centres.

Table 4 - Available leisure and community facilities in investigated shopping centres

S/NO	CENTRE/FACILITY	F	I	O	S	M	Fh	G	OM	Y	D	B	SP	U	C	IP
1	Pabx Telephone	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Passenger/Good Lifts	-	x	-	-	-	x	-	-	-	-	-	-	-	-	-
3	Escalator	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Fire Fighting Equipment	x	x	-	x	x	x	-	-	-	-	-	-	-	-	x
5	Generators	x	x	-	x	x	x	-	-	-	-	-	-	-	-	-
6	Heating Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7	Central A/C	x	x	-	-	-	x	-	-	-	-	-	-	-	-	-
8	Modern Sanitary System	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
9	Security Network	x	x	-	x	x	x	x	x	x	x	x	x	x	x	x
10	Central Sewage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11	Indoor Games	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
12	Long Tennis	-	-	-	-	-	x	-	-	-	-	-	-	-	-	-
13	Swimming Pool	-	-	-	-	-	x	-	-	-	-	-	-	-	-	-
14	Eatery	x	x	-	x	-	x	-	-	-	-	-	-	-	-	-
15	Cascade/Fountain	-	-	-	-	-	x	-	-	-	-	-	-	-	-	-
16	Worship Centre	x	x	-	x	x	x	-	-	-	-	-	-	-	-	x
17	Car Park	x	x	x	x	x	x	-	-	-	-	x	x	x	x	x
18	Newsroom	x	x	-	x	x	x	-	-	-	-	-	-	-	-	x
19	Nursery / Daycare	-	-	-	x	-	x	-	-	-	-	-	-	-	-	x
20	Display Hall	-	-	-	x	-	x	-	-	-	-	-	-	-	-	-
21	Water Supply	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
22	Management Office	x	x	-	x	x	x	-	-	-	-	-	-	-	-	x
	Total Available	9	12	3	12	9	17	3	3	3	3	4	4	4	4	9
	Percentage	41	55	14	55	41	77	14	14	14	14	18	18	18	18	18

Key to Symbol

- F = Falomo I = Ikeja O = Ozdee Shopping Plaza S = Sura Shopping Complex
- M = Maryland Shopping Centre Fh = Foreshore Shopping Mall Y = Yemosha Shopping Mall
- G = God First Shopping Mall OM = Omolad Shopping Mall D = Dolly Plaza
- C = Boa Shopping Complex SP = Supreme Plaza U = Uhanital Shopping Complex
- C = Cheers Shopping Mall IP = Iponti Shopping Centre
- = Facility not present X = Facility present



In administering the general questionnaire, fifteen shopping centres selected based on double sampling as amplified above were used.

For the Architects and the Estate Surveyors and Valuers, latest directories of members of each professional body, that is, the Architects Registration Council of Nigeria (ARCON), the Nigerian Institution of Estate Surveyors and Valuers (NIESV) were obtained.

Practising professionals based in Lagos were collated for each body and the table of random numbers was employed to get the

required numbers for each profession. Consequently, selected professional offices were located and questionnaire delivered and followed up personally through phone and personal contact.

It was generally difficult to track down people to fill the questionnaires. The occupiers of shops had to be convinced beyond reasonable doubt that the exercise had nothing to do with government rates and statutory levies. Even, the professionals were reluctant on account of being busy or that the requested schematic drawings and cost analysis had to be paid for.

Percentages and frequency counts were

used to analyze the leisure and community facilities identified and to determine their relevance to property value and contribution to shopping centre patronage. Simple statistical tool such as Chi-square (χ^2) test was used.

RESULTS AND DISCUSSIONS:

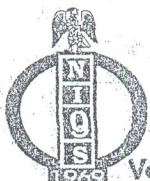
Table 2 below shows minimum basic features of a standard shopping centre while Table 3 shows facilities regarded as embellishments in a shopping centre development.

These embellishments are regarded as leisure and community facilities. Table 4 depicts available leisure and community facilities in investigated shopping centres.

Table 2 Architects and Estate Surveyors' view on minimum basic features of Standard shopping centre.

S/No	Description	Frequency	%	Ranking
1	Car Park & Loading bay	40	69	1
2	Water Supply system	40	69	1
3	Sewage Disposal	39	67	2
4	Garbage Disposal System	39	67	2
5	Fire Fighting Facilities	38	66	3
6	Security Network	37	64	4
7	Toilet Facilities	36	62	5
8	Malls	35	60	6
9	Management Office	30	52	7
10	Information Room	25	43	8

Table 2 above shows ten basic features that a shopping centre must possess, with car park and loading bay topping the list and information room coming on the rear. This requirement accords with College of Estate Management (1994) and Hanford (1970) propositions. It then shows that any shopping centre lacking in any of these facilities can be regarded as defective.



shopping centre patronage. They have also shown that Nigeria has experienced shopping centre development in various scales yet this area is less written on or talked about. In Nigeria as far as promotion of these centres are concerned, emphases are on advertising in the papers, journals, radio and television and only when such centres are to be let or sold or when vacancy exists. The impact of community facilities is not seriously explored. This research therefore is an attempt to bridge the gap between pure advertising and the use of leisure and community facilities as marketing promotional tools for shopping centre development.

METHODOLOGY

For the purpose of this research and because the design of the study is largely exploratory the methodology adopted involved the two-stage descriptive survey method (Leedy, 1997) for data generation and analysis. The qualitative data production stage comprised a preliminary research approach to generate important constructs or themes. This approach comprised personal interviews of managers of Falomo and Tejuosho Shopping centers which are popular, standard, strategically located and have come of age having been established more than twenty years ago. This technique is also frequently used in the first stages of survey work (Jankowicz, 1995). Findings from an extensive literature survey and the outcome of these interviews were used for the second quantitative data production stage comprising the design and administration of structured questionnaires covering the whole of Lagos Metropolis. The state is divided into twenty local government areas. However, Local Government areas that are at the precincts of the state and not having standard shopping complex were not included. Such Local Government areas include Badagry, Epe, Ajeromi Ifelodun, and Ibeju Lekki leaving fifteen effective Local Government areas. These fifteen Local Government areas are connected by the major roads in the state. Such roads include;

- * Ikorodu Road through to Oyingbo "
- * Ota Toll gate through to Victoria Island
- * Victoria Island through Third Mainland Bridge to Apapa

- * Badagry through to National Theatre
- * Iba through to Idimu to Iyana Ipaja
- * Maryland through Airport to Toyota Bus stop
- * Iyana Isolo through Egbe to Ikotun
- * Osolo Way through to Oshodi

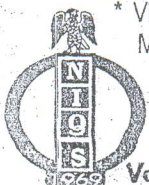
These roads were driven through and the shopping centres identified were compiled for each Local Government area. Each of these shopping centres was again visited for proper observation taking note of the features present and level of business activities. Those that could be reasonably called shopping centres going by Hanford (1970) and College of Estate Management, (1994) were then retained on the compiled list. Then, double sampling method was then used to select the shopping centres to be investigated. First, random sampling was used by writing all the names of the shopping centres for each local government area on cards and taking the top card each time the cards are shuffled continuously to pick initially three shopping centres. Finally, the three shopping centres that came out were again reshuffled to pick one each for the local government area. This method became crucial because of the complexity of Lagos being a conurbation. However, this sample limitation might have introduced an element of bias into the survey, which could limit the application of the results on a wider scale, but it is anticipated that the results could at least form the framework for future research of a larger area. The objectives here included identification and evaluation of shopping centre features, establishing available leisure and community facilities,

rise to which these facilities were deployed and to be able to select tenants and shoppers for questionnaire distribution. The selected shopping centres as highlighted above were investigated. In order to assess the contribution of leisure and community facilities to shopping centre patronage, care was taken to examine the shopping centres chosen from the perspective of quality of design, number of incorporated shops, sizes of shops, mall availability, catchments area, quality of the environment, degree of patronage, accessibility and strategic location. (Institute of Real Estate Management, 1981). In order to ensure a broad based investigation, a structured investigation document was prepared which was appropriately filled out during field survey.

There were three structured questionnaires. The first was addressed the Architects to establish the necessary and basic features of a shopping centre development and the aims and intentions of such features. The second went to the Estate Surveyors and Valuers to establish the features they expected from a standard shopping centre that will make its letting thrive. They were also to state their medium of advertising. The third went to the occupiers as well as shoppers to establish the major motivating factors that attracted them to the shopping centres. A total of 210 questionnaires were administered while 140 were duly completed and returned. The distribution/return patterns for the questionnaires are as shown in Table 1 below: -

Table 1: Details of Questionnaires received from location .

Target Sample	Distribution	Returned	% Response
Architects	30	23	76.6
Estate Surveyors	40	35	87.5
Tenants	40	25	62.5
Shoppers	85	42	49.4
Property Owners	15	15	100
Total	210	140	66.66



shopping centre is the product, while the promotion is leisure and community facilities. The questions now are: to what extent are these leisure and community facilities being integrated into shopping center designs in Nigeria and how are the objectives for which they are incorporated into the structure being fulfilled?

The Aim and Objectives:

This study proposes to investigate the extent to which leisure and community facilities are being used as marketing tools in promoting shopping centre development and whether their use is actually generating the required response in the target market.

The objectives are to establish the use or otherwise of leisure and community facilities as marketing promotional tools for shopping centre sales or letting and to assess their effectiveness in inducing patronage.

TYPES AND FEATURES OF A FUNCTIONAL SHOPPING CENTRE

Shopping centres come in variety of shapes and sizes, largely depending on their position within the retail hierarchy of the town, city or sub-region. Developments range from traditional linear suburban developments to pedestrian precincts standing independently of a road system the latter also vary considerably in concept. Some are pedestrian streets and squares open to the sky. Others are in the form of enclosed air-conditioned buildings.

The Institute of Real Estate Management (1981: 7-12) averred that the shopping centre industry has traditionally been characterized by four basic types of centres based primarily on size and on the types and number of anchor tenants. These are neighbourhood centres; community centres; regional centers and the specialty centres. The College of Estate Management (1994: 1-18) identified the following types of shopping centres:

- (a) The district centre otherwise called the community centre.
- (b) The regional centre otherwise called town centre or downtown centre
- (c) The out-of-town or suburban centre.

it must incorporate some fundamental features. These include:-

- * An efficient pedestrian flow; careful disposition of "Magnet" traders.
- * A well planned tenant mix
- * A design achieving an environment attractive to shoppers and efficient to manage
- * The use of appropriate building materials, technique and detailing in order to achieve efficient cleaning, lighting, security, ventilation and air-conditioning.
- * The establishment and maintenance of an efficient centre management organization.
- * Attractive design of shops.

Attention to details is often the key to the success of shopping centre development. Examples include the provision and design of seating, litterbins, floor covering, and lighting, planting features, signposts; lettering and advertisement displays. Ease of pedestrian and vehicular accessibility is of the highest importance in any new or existing scheme. Thus, the most successful shopping developments often incorporate features intended to produce a lively atmosphere. The accessories and embellishments are regarded as leisure and community facilities intended to promote and sell the centres.

A classical understanding of leisure is that it is made up of activities, which enlighten and educate. Leisure therefore is made up of activities. Torkildsen (1992:30) regards leisure as living in relative freedom from the external compulsive forces on one's culture and physical environment so as to be able to act from internally compelling love in ways which are personally pleasing intuitively worthwhile, and provide a basis of faith.

Operationally, leisure has been defined as a public building with facilities for sports and other activities for people to do in their spare time. Community facilities on the other hand are regarded as facilities, which are incorporated as complete package in a shopping centre for common enjoyment and use of the occupiers and shoppers during their spare time.

These two variables can be viewed as part of the "quality", "style" and or packaging of shopping centre development. Their

essence is to aid, and abet the core service of a shopping centre which is to provide a congenial, functional and conducive environment for trade where shoppers and sellers interact to dispose off their wares and meet their needs and wants. Thus, leisure and community facilities are put in place to "promote and sell" the shopping centre complex.

A critical study of College of Estate Management (1994: 1-18) of the types and features of shopping centre development clearly indicates that leisure and community facilities fall into three categories namely integral facilities, free standing facilities and amenities / environment.

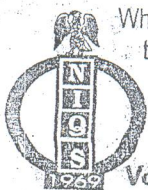
Integral facilities are facilities that are part and parcel of the development and in-built into the structure to provide specified services. These are commonly referred to as community facilities. In property management they are commonly called common services. These include:

- * Vertical and horizontal movement facilities such as passenger and or good lifts; paternoster and escalator.
- * Fire fighting equipment such as hose reel, drencher etc
- * Generator.
- * Air-conditioning systems such as central air conditioning plant, room units and split units.

Freestanding facilities are facilities that are within the vicinity of the shopping centre that may be individually managed or let yet forming the main features of the centre. Such facilities include indoor games hall; swimming pool; restaurant, cascade etc. Amenities / Environment is such latent but crucial issues such as shop layout; mall disposition, finishes and accessibility. All these are put in place to enhance the value of the shopping centre; improve the quality of the environment and above all creating a one-stop centre where shoppers and tenants can meet all their needs with a feeling of satisfaction and a strong desire to return.

THE FOCUS OF EMPIRICAL WORK IN THIS PAPER

The papers reviewed have indicated the usefulness of leisure and community facilities as marketing promotional tools for



Whatever the type or scale of the shopping centre, however, to be successful