

**THE INFLUENCE OF ENTERTAINMENT MARKETING AND CUSTOMER  
ATTRACTION BY SHOPPING MALLS IN NAIROBI**

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## DECLARATION

This Research Project is my original work and has not been presented for a degree in any other University.

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This Research Project has been submitted for examination with my approval as the Student's University Supervisor.

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## **DEDICATION**

I dedicate this research to precious family time throughout my research period and as I prepare my research proposal.

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## **LIST OF ABBREVIATIONS**

|      |  |
|------|--|
| AVOD | A video-On-Demand                          |
| AFPs | Advertisers Funded Program                 |
| CCN  | City Council of Nairobi                    |
| ICSC | International Council for Shopping Centers |
| FEC  | Family Entertainment Centers               |
| PVR  | Peripheral Vascular Resistance             |



## **ABSTRACT**

In this increasingly competitive global environment, entertainment marketing has become more relevant for the shopping malls. The research in the area of shopping mall is very limited in Kenya .The connection between entertainment marketing practices and customer attraction has been of interest in performance of shopping malls in Nairobi. It is against this background that this research was carried out to establish the extent to which entertainment strategies are used by shopping malls in Nairobi to attract consumers who seek fun and enjoyment through their mall activities. These attractiveness attributes covered seven factors. The research target population was ten shopping malls and respondents consisted of marketing managers, tenants and shoppers. A descriptive research design was used and primary data were collected through semi-structured questionnaires which were filled using center intercept interviews approach following systematic sampling. Three objectives were examined. The most important finding showed that all seven factors have a positive effect on customer attraction to a shopping mall in the Nairobi market; that positive experiences result in repeat business; and that entertainment can be an effective strategy of increasing customer visits and shopping malls performance. Further to this marketing of entertainment was perceived to encounter unique challenges in implementing the marketing tools. The research limitation was that the study was limited to Nairobi. Future research should study the moderating effect of variables such as brand image, the variety of stores, location and shoppers pursuing particular goods and services who are not generally drawn to entertainment activities.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the research**

As the market place turns out to be more aggressive and items turn out to be more homogeneous, organizations are concentrating on administration incredibleness to separate themselves and accomplish higher deals and a piece of the pie. Immense worldwide rivalry is driving associations towards more esteem included exercises such as benefit separation and customized benefit (Warren, 2015).

According to Dahari (2007), consumers not only buy necessities in shopping centers; they can also enjoy fun there. A research conducted by the British Broadcasting Corporation (2007), said that one out of ten Hong Kong occupants regularly reveled in the services given out by these malls and seemed to be zealous customers who bore needs to purchase everything in the mall. Shopping not only serves the purpose of buying items, it is also a form of recreation. Subsequently, malls take part of an important aspect of our social life, because consumer's desire experiences, and they are willing to pay more for goods that are creatively staged (Kim, 2012).

The word "Mall" in today's world has become a huge component of individuals living in metro and enormous urban communities. Shopping centers are mushrooming over the entire nation at a quicker pace. A couple of years back, individuals felt that shopping centers belonged to the elite. However, shopping center madness is now a norm among all individuals. Individuals back then, needed to choose between shopping stores or motion picture theaters however today all that is accessible under one stop shop with a wonderful

shopping experience. Today, individuals trust that the shopping centers are the best place to shop or hang out (Adiwijaya, 2008).

The development in retailing has prompted to the rivalry between the shopping centers and the choice of which shopping center to pick since every one of the shopping centers has stores that resemble the other. In view of the fact that the number of shopping centers are increasing, customers have a tendency to be choosier. They will probably frequent shopping centers that are more alluring and have a wide assortment of stores and stock that match their inclinations (El-Adly, 2007). Consequently, it is fundamental for shopping center supervisors to know the degree to which their shopping centers appeal their customers (Wong, 2001). In any case, features of a shopping center that are appealing for a few customers are not necessarily appealing to others. Proposed research will provide an insight into the role of entertainment in influencing behavior shopping.

### **1.1.1 Entertainment Marketing Practices**

Marketing can be described as a function carried out by organizations and individuals, a procedure for making, informing, conveying and trading offerings that have worth for clients, customers, associates and the community in general (Middleton, 2009). Today, like never before, advertising has put stress on the need for fulfilling the client wishes. The client's decision for purchasing a good or service is normally influenced by their assumption of the worth and fulfillment that the good or service delivers

From the organization's perspective, the objective of marketing is to establish first and afterward oversee a beneficial relationship with the client. To accomplish this, prior to marketing and selling of the item, it is important to ensure that the product is of high quality and that it is sufficient to satisfy the client's needs.

Along these lines the organization must be aware and be in comprehension of their clients; requirements, needs and demands. This is the reason why numerous organizations put a considerable measure of exertion and cash into making various types of client surveys examining their clients' conduct and finding out about the diverse ways for conveying client value and gratification (Kotler, 2004).

Entertainment marketing is a specific facet of marketing that focuses on reaching consumers through entertainment. It can take different structures, beginning from item arrangement, sponsorships, content creation, reality diversions, live shows and events (Barney, 2012).

Entertainment marketing is a holder term alluding to a heap of organizations, firms, and brands. Placement of products to the contrary, is the infusion of items or brands in movies, which some of the time can communicate negative sentiments, such as, aggravating the viewers in the event that it contains clear messages on brands or items which are already acceptable in the mind of the viewers. Placement of products is for the most part utilized as a part of popular (TV) arrangement, such as, 'Friends', 'Big Brothers' and sporting events. Dahari (2007) both sponsorships and placement of products are known as Advertisers

Funded Program (AFPs), and it is among the quickest approaches to get involvement of brands. Sponsorships are what organizations have been taking an interest in since time immemorial. Branded entertainment marketing is the situation when a brand name is incorporated into a film, TV program, or other channel not necessarily regarded as a platform for advertisement. The advertiser tends to part with a lump sum of money for such a placement (Bryson and Alston, 2004). Nevertheless, in various cases, the brand may be thought to be a part of the film plot by the directors, who may then ask for permission from the marketer.

Marketers in both cases profit by being showcased to extensive and varied viewers in a target domain. An additional advantage is that; the brand is connected to the characters they played. Item arrangement, a showcasing apparatus, accompanies numerous points of interest: since it focuses on an attentive group of viewers, it is social in nature, and therefore free from the disorderliness that other advertisements have. Different benefits include a regular recurrence, product exposure, decreased cost and source affiliation (Houghton, 2010).

Current studies have demonstrated that approval of the placement of products can be seen from the overall fulfillment acquired from the information in the film by the viewers (DeLorme, 1999). A number of researchers have uncovered that many viewers did not object to the idea of the placement of products, in fact, it was found to be a lot less invasive than the other types of advertisements (Gupta and Gould, 1997; Nebenzhal and Secunda, 1993). This has generated an increased acceptance in the utilization of the placement of product, which is anticipated to grow further, as a result of reaching a huge number of viewers (Pardun and McKee, 1996). Be that as it may, placement of product has been confronted with challenges

with respect to brands that are ethically-charged in films, such as, liquor, cigarettes, and guns Gupta (1997). These types of brands are assumed to be less acceptable by customers, in contrast to other different brands. In any case Gupta (2000) reported that these outlooks differ across different cultures and beliefs.

Technology progression has likewise altogether changed the manner in which marketing choices are made and have favorably influenced the development of the placement of products. Some of these advancements are capable of skipping some advertising messages through the utilization of peripheral vascular resistance (PVR). Interactive television presentation is another technology advancement, which has facilitated the assimilation of product placement into the shows (Pqmedia, 2005).

There is no single concept to brand entertainment, as marketers realized. Regardless, this is the time for investigation and experimentation. The market is yet to be captured by some initiatives that will be amazing while others will be brief. The market sphere is littered with unlimited opportunities; that it becomes difficult to anticipate with conviction the path to be next taken. In any case, a few things are clear; branded entertainment has jolted not just individual creativity but also the media. Branded entertainment has diverted far from the conventional methods of advertisement through the use of digital circulation. The conventional advertisement model involved firms spending more money on the media and less on adverts. Branded entertainment hence fixes this by ensuring that more money is allocated on creation and less of that on the media (Pqmedia, 2005).

### **1.1.2 Consumer Attraction**

It's a marketing term that gauges how goods or services provided by a firm meet or exceeds a client's assumptions (Houghton, 2010). Gratification of a customer's needs and wishes is the actual objective for success in business. Thus, an effective marketing methodology must focus on out-doing the rivals when it comes to serving the client/ shoppers. The supervisor in marketing ought to be keen on uncovering the intricacies of an individual clients, change in the customer's behavior, they should also attempt to figure out individual customer dissimilarities so that he/she can section the total market based on those dissimilarities (Nisel,2001).

Decision making among customers ought to be painstakingly examined by firms and marketing supervisors so as to fully comprehend how customers acquire information, how they model their assumptions, and what particular product-choice criteria are used by clients. Particular services or products can then be developed that will satisfy the proper needs of these bunch of people. Thusly, identifying the reason for differing decision-making in customers is important for the firm meeting its end goal of satisfying its customers (Nisel, 2001).

Differing decision-making in customers can help the administrators in categorizing people into relevant homogeneous subgroups .In order to attract different types of customer's a number of variables ought to be considered, including income, sex, age, predispositions, and beliefs. When creating a consumption policy that is both sustainable and efficient, an overall analysis of customer behavior, in addition to variables of attitudes ought to be considered.

For some customers, concerns about income level indicate that enterprises could be built on their desire to send social messages.

Feminine sensibility may account for the purchase of particular household products, while the male orientations are vital in influencing bigger buys, such as, automobiles and electronic devices. Distinctive methodologies will attract to different consumers, that is, elderly versus youthful customers. For instance, some recommend focusing on customers in marketing terms, for instance green versus aloof, youthful versus householders, currently constrained versus long-term restricted, which would then affect the design of the policy the selection of tool to be used (UKSCR, 2006). If the marketing blend and cost of items are inside the normal standards of the appropriate market, then traits like sustainability will appeal to the customer

### **1.1.3 Shopping Malls in Nairobi, Kenya**

It's a cutting-edge term that depicts a type of mall in which at least one or more buildings make upon aggregate of shops displaying sellers with hallways that inter-connect hence enabling customers to move from one unit to the next. According to Leong (2001), "shopping malls provide urban public space by attracting opportunities for social life and recreation in a protected pedestrian environment." As part of daily urban shopping malls function as part of multifunctional urban public spaces of modern era according to (Roy, 2007). They provide urbanity and public attraction from the very beginning of development.



This city space as noted by Hussain (2008) gives opportunity for businesses to operate from and served three important functions that include; a place of meeting, marketing and connecting. Shopping malls provide venues for trade. Banks have opened new branches in malls due to the convenience of having many stores and services. The malls as they has been conceived for the last one century, are at critical changing point (Beyard,1999).Increased wave of global changing trends are causing malls to change the roles they play in peoples' lives. While they were primarily meant for shopping, consumers are now visiting malls looking for experiences that go well beyond traditional shopping (Sigghal, 2007).

Nairobi is becoming more of a shopping destination. New electronics, household items furniture, branded gear enter the market every day. Being a cosmopolitan city, international brands are really thriving in Nairobi. The shopping variety available is vast to suit any preference. Access to these commodities is widespread. For more local items, it is advised to visit the town shopping stalls, whereas for more high-end products the malls are a better option.

## **1.2. Research Problem**

The marketing administrators are confronted with ever-changing customer behavior and an unstable competing environment. In such a fierce environment, the comprehension and forecasting of the performance of the shopping center is fundamental. Thus, the shopping center marketing administrators become pressured to alter the marketing mix approach in order to be able to adapt to new marketing tendencies and changing customer demands. This arises from the changing customers' behavior that has prompted to erratic decisions when

purchasing and extraordinary rivalry between the shopping centers both in a similar district and in the diverse areas. Subsequently, this has made it difficult for shopping centers to pull in customers, inspire support and deliverance of services which affect shopping center performances. A lot of customers are searching for more than reasonable costs and ease, which are the foundations of utilitarian value (Karim et al., 2013), therefore making it hard for marketing mix choices to be made that marketers have adapted.

Research carried out by (Kawai, 2009) on strategy for marketing for the purpose of retaining clients found that there was a narrow link between the strategy for marketing and performances. In this way, a blended strategy for marketing mix draw in and hold frequent customers in the shopping centers subsequently increases their income. Mokgabudi (2011) further examined the influence of shopping centers on shopper behavior. The research found that the decision on a preferred shopping center was not logical in terms of price but rather on a compromise of fulfilling financial, social and mental needs. Most of the studies were done in either first or second world countries. Thus, there is scarce literature in area of research with regard to developing economies. The little that has been undertaken in the developing countries has avoided disapproval, title, scope; methodologies utilized henceforth and therefore the disparities in research. Hence the current research looks to answer the question: To what extent does entertainment marketing influence customer attraction to shopping malls in Nairobi City?

### **1.3 Objectives of the research**

They include:

- i. Identify the different forms of entertainment used by Nairobi shopping malls to attract customers
- ii. Assess the influence of marketing entertainment practices on customer shopping.
- iii. Determine shopping malls challenges of the customer entertainment marketing practices implementation.

### **1.4 Value of the research**

To the Real estate participants like investors, developers, real estate professionals the research can to review the various factors that affect its operations, and eventual performance of the industry. This is because the research will enhance acquisition of knowledge and better understanding of such factors that either enhance or hinder performance of the shopping malls the results will also enable industry players in real estate business in Kenya to appreciate and understand the impact of different factors on mall performance and enable make each party to informed decisions on the same.

To the regulatory bodies the research will also form a foundation for creating relevant laws relating to the private real estate industry. This will ensure that only professional companies are registered and licensed for the provision of up-to-standard services to the clients.

To the academicians, this research will add to information already existing, speak to and give the foundational data to research firms, scholars and researchers who will need to do undertake further research pertaining to the topic. Broader implications of the research include contributing to a nascent body of work aimed at enhancing better performance of real estate industry.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter looks into the following areas: theoretical foundation of the research on how entertainment marketing influence where shoppers visit or customer attraction. It also gives literature on: -entertainment marketing, entertainment and customer attraction and finally the chapter summary.

### **2.2 Theoretical Foundations**

We can define theory as a carefully considered statement, or a number of statements, which are upheld by proof, intended to illustrate some phenomenon. A hypothesis is a systematic illustration of the link among phenomenons. Hypotheses give a summed-up illustration to an event. Hence, researchers ought to be acquainted with those hypotheses appropriate to his range of research (Kombo, 2004). As indicated by (Kinuu, 2007) a theoretical framework is intended for directing research, figuring out what variables to quantify, and finally, which statistical links to search for with regards to the problems being studied. Hence, literatures on theories aid the researcher to plainly identify the variables in the research: gives an overall data examination framework; and aids in the selection of a relevant research design. The proposed research will be guided by consumer behavior and entertainment theories.

#### **2.2.1 Cue utilization theory**

There are various components that play in the decision making of customers. Some of the important factors include the image of the shop, perils connected to the customers in purchasing the item or good and the buyer's assumption of price on the store or about the

product classification. Store image involves factors like the time for opening and time for closing, accessibility of stock, accessibility of a product while shopping, being acquainted with the shopping attendant, employee behavior while dealing with client, employees capability while helping the client and the issue connected to the return of products (Burton, 1998).

The theory assumes a vital part in decision making for the items that are new or not tested by the buyers. Assumed risk is the anticipated negative usefulness connected with the buy of a specific brand. We can categorize risk into two classes. Inherent risk is the first, and it refers to risk that functions at primary demand level. Handled risk on the other hand is a customer behavior factor at a brand level. These particular risks have been analyzed in the measurements that follow; Financials, Social, Performance, Physical, Psychological, Economics, Loss of opportunity and Time (Jacoby, 1972).

Greatorex (1994) has grouped perils connected to product purchase into four categories Functional/Physical, Psychosocial, Financial and Time related dangers. (Stone,1993), classified these perils into seven clear types, and these are, Financial, Social, Time, Performance, Functional, Psychological and the Functional risk which is assessed through physical performance and is likewise assessed by customer's perception on the difficulty of product category production and this difficulty has to do with technology and components required. Psychosocial perils emanate from the consumer's assumption of being analyzed negatively because of the item they are associated with (Batra, 2000). Corstjensand (2000) separated retail customers into two sections. To begin with the first one is depicted by

“Quality” section. In this section, the clients profited through the assumption of the products degree of excellence and the second being the low-price section. They recommended that by making the store mark stick out in the section of quality awareness, a retailer can prevent the switching of brands by customers.

Another method for enhancing assumed quality and store mark value is by providing sampling tests to clients. Baltas (1997) recommended trial packs to enhance the recognition of the store brands among clients. The quality assumption of a store brands is improved through the use of samples, when the high quality was from private label brand (Sprott, 2004). The assumptions of the quality are enhanced when these specimens were attempted before the quality was judged.

The theory of cue utilization upholds the usage of samples to improve the assumed quality of a brand (Sprott, 2004). At the point when the clients utilize the free specimen, it empowers them to assess the item in light of the characteristic. Intrinsic cues refer to the items attributions, which when changed will bring about change in the constituents found in the product. Extrinsic cues on the other hand, are the items attributions that can be changed without affecting the products constituents, such as brand name and price.

Richardson et al (1994) observed customer's assessment of store brand is driven by more by brands extrinsic cues than intrinsic one. In another research experiment, he proposed that consumer's assessment driven by extrinsic cues, right aesthetic decisions creates a more positive image of the store.

### **2.2.2 Theory critique**

Cue utilization theory has been criticized by different authors in different ways. Product assumption is observed as being an intricate processing of information, in terms of cue utilization. It includes a procedure for making deductions about items from the formation of cues. This kind of data preparation will most probably be connected to complex products rather than simple (Adiwijaya, 2008). It is a suggestion that the persistence in the cues connected to a product, is clearly linked to the intensity of assumption of a product. Initial findings of a research to test these theories are shortly analyzed, and the importance of attribution hypothesis to product assumption is discussed.

In addition, Dahari (2007) indicates that a significant part of the data that people get about items originates from the analyzing the cues related to the product. A person in a purchasing setting is as often confronted with the issue of appraising the value of an item which he can't impartially assess based on physical manipulation and perception of its attributes alone. Among the procedures utilized by the purchaser is handling data contained in messages about the item. This has been extensively discussed in the literatures. The buyer may switch according to cues provided by the product, the setting in which it is found and the general population who utilize it. These cues can give a premise to deducing the qualities of the object under question. The procession of this data includes making derivations about the product from the specific processing of cues related to the product.

It is vital for advertisers to deal with the components which will decide the degree to which derivations will be made in specific circumstances and to distinguish cues individuals use



when they make deductions. This will allow advertisers to utilize cues with more relevance and awareness when dealing with items and in circumstances in which these cues are probably going to have an effect on buyer's product assumption (Dahari, 2007). This requires figuring out which type of items and circumstances will prompt cue processing. It requires a coordinated effort to figure out which item and other related components are utilized by individuals as cues. It is additionally important to consider how different blending of cues will influence the choices individuals make. The studies to be depicted here speak to two of these issues. It endeavors to distinguish a product dimensions which will be clearly connected to the utilization of cues in item assessment, and it endeavors to survey the effects of fluctuation in cue consistency on item assessment.

Product recognition been observed to be connected to the usage in the assessment of the product. Monroe (1976) observed that cost played a more prominent part when people were new to the brand than when they were acquainted with it. The same results were additionally achieved by (Broome, 1966). Haddock (1971) investigated the impact of prices that stopped when cost was combined with an existing brand.

According to Rochet and Tirole (2006) the attitude of product intrinsic was acquired from work concentrating on subjective intricacy. Researchers interested with this topic research have regarded the complexity of cognition as an individual contrast variable and have made assumptions about the impacts of intricacy on the quality on data processed (Kelly, 1957; Streufert, 1967). It has been recognized that a number of people are comparatively intrinsic in some spheres of cognition, while others are comparatively simple (Gardner, 1962). Many

people might be "intricate" concerning a few items and "simple" concerning different products. If genuine these differences ought to have an influence on data processing, including the inclination to construct an items' assumption on inferences.

Schroder ( 1967) stated that the nearness of a high and more adaptable coordination levels are accepted, means that judgmental space containing data measurement that are unbiased and straightforward are increasing. The turnaround ought to likewise be valid. That is, the more unpredictable the recognition the more it ought to contain measurements of data logically or specifically given by the circumstance. The data that is indirect must originate from an inference process. We would, therefore, as a re-suit expect that a process of inference assumes a more important part in the development of assumptions about complex items than simpler items. In the event that individuals have utilized a process of inference promptly in the assessment of complex items than simpler items, we would expect that individuals would the entire prompter to make derivations from indirect data about complex than simple items.

It is essential, in order to test this suggestion, to contrast the items as far as their complexities goes. Complexities of the cognition have been measured in various diverse ways (Vannoy, 1965). Amongst the most frequently utilized strategies has been Kelly's Role Construct Repertory Test (Rep Test). Individuals are requested to identify ways in which known stimuli (parent, teacher, and child) are alike and different from each other. Individuals who give numerous distinctions because of this task are viewed as more subjectively complex with respect to this field of stimulus than the individuals who give a couple of differences. Bieriet.

al. (1966) altered the Rep Test by giving bi-polar modifier scales as opposed to having the subject utilize his own measure of concept. Their outcomes with the changed test have been positively linked with the outcomes acquired from Kelly's initial instrument. This changed Rep Test will be utilized here to quantify complexity of the product.

### **2.3 Entertainment Marketing**

Marketing highlights on the significance of having a high regard for the client so that the marketer can equal or outperform the wants of the expected client superior to the rivals and thus furnish the firm with a sustainable benefit (Maloney, 2005). Marketing mix is a fundamental concept in marketing, a major determinant of any firm's short and long-term success and a differential advantage in any marketing environment.

One of the challenges that managers face today is the marketing activities inability to exhibit efficiency in the activities in marketing (O'Sullivan, 2009). Marketing practices focus more on the actual effective and efficient execution of the marketing function by marketing department or division within the firm. A firm's marketing practices can influence customer thoughts, feelings, knowledge and ultimately the purchase decisions which in turn influence firm performance. In this research, the term marketing practices is used to refer to the implementation of the marketing activities by the firm so as to achieve a competitive advantage and enhance performance of shopping malls in Kenya.

The space for technological innovation is about as divided as the marketing technological industry. Marketers meaning to get to current customers at home, the utilization of

innovations for entertainment may demonstrate to be important, in the constantly changing sphere of marketing innovation. Entertainment innovation is going to get more divided before it merges. The entertainment market is dividing as an aftereffect of ever present link. This is in a general sense changing the production, dissemination, utilization, and monetization of films, TV shows, recreations and music (Hutchinson, 2009).

Key issues affecting the media and entertainment industry include monetizing everywhere content: ever-present connectivity means digital assets are everywhere. Cross-platform distribution: From a few well-understood silos, ubiquitous connectivity is creating new paths to market and profit with growing cross-platform options for distribution (Lye et al, 2005). With a greater diversity of devices and access to content and each other, consumers are increasingly less loyal, more experimental, and demand greater control over how, when and where they access content and interact with their communities. Brands are emerging in the environment and ubiquitous connectivity has created a world where content, media and consumers are everywhere. As a result, the value chain for advertising and brand building is changing dramatically, with new players emerging and roles changing.

Granted the entertainments nearness to social virility, it is enticing to view social media as a major driver in the development of marketing relating to entertainment. Social media, without a doubt has a vast influence in the spread of popular culture, and marketers ought to recognize the significant part streaming has had on media outlets, and the catalyst boosts streaming to the forefront. Cost and accessibility to good quality internet has been a profound in the development of entertainment (Kombo and Tromp, 2009). The speed of internet, for

everyone is increasing, as well as their internet bill, therefore individuals are searching for more reasonable costs to facilitate their streaming.

Subscription services such as Netflix have grown synonymously with online video streaming, advertisers might want to watch out for the development of publicizing video-on-demand (AVOD) display. Such services like, Sony's Crackle, or even Hulu, are effectively building a bridge between conventional TV and streaming. With time, the AVOD market could develop into a blessing for marketers; not in particular for the trove of information found in online video streaming (Kinuu,2007). In spite of the fact that it's still in its infancy stage, interactive online video could come to prove to be a reasonable choice for advertisers in the coming years. Dissimilar to conventional TV, one can now purchase video advertisements that are to some degree interactive. Whether an interactive video advert is more productive than a display advertisement on a computer homepage is something each individual marketer needs to find out.

#### **2.4 Entertainment and Customer Attraction**

Theme parks and entertainment centers that are family-oriented focuses have not been a conventional part of the occupational mix. Most shopping centers settled for a merry go around, an ice skating arena, a kids' play range or no permanent entertainment attractions in total. Contrary to this, numerous North American shopping centers have incorporated motion picture theaters in their blend as their most important attraction through entertainment. Around 10% of United States of America local shopping centers have a movie theater as support.

The exact opposite is valid in numerous different parts of the world, where no shopping center engineer in their right mind would think about creating as a retail center without a huge family entertainment attraction. Most shopping centers in Eastern Europe, the Middle East, India and Asia have Family Entertainment Centers or other different sorts of family entertainment attractions. Before looking at why the Family Entertainment Centres (FEC) verifiably did not turn into a part of the mix in an average North American shopping centers and how the mix of entertainment shopping centers and malls are changing in the third Millennium, some knowledge into mall entertainment can be acquired through analyzing the research. Since the mid 1990's, there have been various researches in North America, Australia and Singapore that analyzed the effects that entertainment has on both the repetitive visit of shopping center and retail sales.

Research by Haynes and Talpade (1996) found four distinctive U.S. shopping centers with 30,000 square foot and bigger family amusement focuses and discovered that: 7% of shopping center clients said the main role for going to the shopping center (on the day interviewed) was the FEC. These guests did not contrast in income from clients going to the shopping center for other essential reasons. 25% of clients, who came essentially for the FEC additionally, undertook cross shopping in the shopping center's different stores. They spent around 75% of the sum that customers coming particularly to shop spent. Clients who visit shopping center amusement centers will tend to visit as a family with kids 12 years and younger 72% versus just 20% of shopping center clients who did not visit the FEC. 75% of families also frequented the shopping center also passed by the entertainment centers. FECs

will probably draw customers who invest time at the shopping center stores instead of customers who visit the retail establishments (Alan, 2002).

Scholars presumed that the centers for entertainment do appear to be compelling in drawing more youthful families going to shopping centers more for social and entertainment purposes and that Family Entertainment Centers invest extra time at the food courts and shopping center shops. Two studies by Gene family investigated the main intentions to their visit of the centers for entertainment.

Research demonstrates FECs play a part in the attractions of youthful families, based upon the examination discoveries, the effect on the sales of retail chains and shopping center stores were low. Three researches have analyzed the effects of movie theatres on shopping malls. A 1996 research by the International Council for Shopping Centers (ICSC) found that film theaters attracted potential customers who generally would not have frequented the shopping center instead and that 60% of the motion picture visitors shopped in the shopping center amid their visit, spending about 35% of what all shopping center customers spent.

Studies by Eppli and Tu (2005) inspected the effects of 39 shopping center repairs and extensions somewhere around 1995 and 1997 on the retail stores performances. A portion of the extensions were entertainment oriented with theaters, eateries and huge book shops. They found that in spite of the fact that entertainment based developments did not altogether bring about an expansion in the per square foot sale increase rates for in-line stores, it however

increased total deals and in this manner helped the shopping center by founding its existence of commanding over local shopping center and improved its image brand.

One component that should be considered while looking at the effect of entertainment centers on malls is the behavior of the customer and the shopping trip. Birch (2003) in Queensland, Australia analyzed this. What the research found out was that there were six particular customer classes with various reasons and changing levels of significance on entertainment. This recommends one can't successfully assess the effect of entertainment in basis of all customers or by demographic or another basic trademark. One needs to look at the effect in view of the kind of customer and the reason for outing.

## **2.5 Summary**

This chapter gives the literature on entertainment as customer attraction tool. It also gives theory on which the research is based on. It has further analyzed the different hypothesis that informs both the dependent and independent variables. It has investigated the concept formation of the independent and dependent variables through the analysis of the link between the variables. The literature reveals the viewpoints of the mood of the shopping center and shopping gratification successfully turned into a measure of retailing performance, client draw-in and an inclination to look for urban customers. The above research gives an understanding that only a restricted methodical attempts has been made over the world on the select measurements of the shopping conduct of clients in shopping centers.



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

Chapter three has outlined the research methodology used to conduct the research. Relevant techniques and procedures used in collecting, processing and analyzing data have been identified.

### **3.2. Research Design**

Any successful execution of a research project requires a research design as it provides an overview of essential activities during fieldwork. According to Kothari (2004), a research design offers a plan, structure and strategy that are fundamental to for the obtaining of response and control variance. For the purpose of this research, descriptive survey was used.

According to Cresswell and Clark (2007),“a combined descriptive survey research design is used when gathering information, summarizing, presenting and interpret it”. This design was therefore chosen as the research sought personal views, opinions, attitudes, and perceptions about place mix dimension as determinants of performance of shopping malls in Kenya.

### **3.3. Research Population and Target Population**

Target population is a group of individuals, items or objects considered in any field of research. It refers to a large group from which the sample is taken. Orodho (2004) defines target population as items or people under consideration. These study targeted 32 shopping malls in Nairobi City County and its environs within Kenya. The respondents included all customers visiting the malls, tenants and marketing managers.

### **3.3.1 Sampling Methods**

Some of the sampling frames used were sourced from City council of Nairobi (CCN 2015) obtaining 32 shopping malls. In this research, sampling ensured data being collected was low in cost, fast and components of population are available. Selection of shopping malls depended on their respective county (Nairobi), following CCN database.

Choosing a particular group of interest from a population relied upon systematic sampling, which involved 300 customers, 100 tenants and 10 marketing managers. Systematic sampling was used to select the customers that walk into the mall, every 10<sup>th</sup> customer, 2<sup>nd</sup> tenant and 1<sup>st</sup> Marketing Manager.

### **3.3.2 Sampling Frame**

Mugenda and Mugenda (2003) define a sample as a portion of an entire population whereas sampling entails the actual selection of an intended population who are to provide information or knowledge which will be used for generalization of the general population. For a sample to be accepted as representative sample it has to be obtained from at least 30% of the population at large. This research project used 10 shopping malls as representative sample of the target population.

### **3.4. Data Collection**

Data was collected amidst the normal shopping activities in the malls, customers leaving or coming into the malls. Questionnaires comprised both structured and unstructured questions. The structured questionnaire was administered to customers walking in, tenants and

marketing managers. The questionnaire comprised both structured and unstructured questions that ensured both quantitative and qualitative data was captured and that deeper insights were not be left out. According to (Oppenheim, 1992) the questionnaire ought to have questions that are open ended and those are closed-ended. To enhance uniformity, closed ended questions were used while open ended questions allowed for collection of maximum data. The administration of the questionnaires involved face to face interviews. The questionnaires were filled by respondents with the help of a research assistant who went through the questions with them. All the interviews were set up by asking for permission from the Malls' Management. The data was collected between October 2016 and November 2016.

### **3.6 Data Analysis**

Statistical Package for Social Sciences (SPSS) was used to carry out data analysis and testing. The statistical analysis produced results in terms of mean scores, standard deviation and coefficient of variation.

## **CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

### **4.1 Introduction**

This Chapter presents the study findings and discussion. The results have been presented in terms of mean scores, percentages, standard deviation and coefficient of variation.

### **4.2 Response Rate**

The study targeted a total 410 respondents. Out of the 410 targeted respondents, 336 questionnaires were filled with a response rate of 84.15%. A 50% response rate is satisfactory for analyzing and reporting; 60% response rate is said to be good and an excellent rate is that which is 70% and beyond (Mugenda & Mugenda 1999). Therefore the response rate of 84.15% was considered excellent for the study.

### **4.3 Demographic Information of the Respondents**

According to the research findings, 60% of the respondents were females. It also established that majority (70%) of the respondents lived near the shopping mall. A large number (75%) agreed that they loved to shop at the mall. Further 55% of the respondents indicated that they visited the shopping mall at least six times a month.

These findings are in line with Tong (2005) who insisted on accessibility as an essential component for indicating the suitability of a shopping mall location. Where a shopping center is located close to a public transportation, the probability of enjoying bigger catchment area and even drawing them into the shopping center is higher (Seah, 2003, quoted by Wee & Tong, 2005).

#### 4.4 Entertainment Marketing Strategy

About 71% of the respondents agreed that entertainment marketing strategies had an influence on customer shopping and on the performance of Nairobi shopping malls. The respondents were further requested to indicate the extent to which the shopping mall employed the following entertainment marketing strategies by using a rating scale where 1 = Not at all, 2 = To small extent, 3 = to moderate extent 4 = To a large extent 5 = To a very large extent to indicate the degree to which they accepted the strategies being employed. The relevant responses are summarized in Table 4.1

**Table 4.1: Marketing Strategies**

| <b>Marketing Strategies</b> | <b>Mean Scores</b> | <b>Standard deviation</b> | <b>Coefficient of variation</b> |
|-----------------------------|--------------------|---------------------------|---------------------------------|
| Cinemas                     | 4.3547             | .95888                    | 0.220                           |
| Social networking platforms | 4.0000             | .89961                    | 0.225                           |
| Sponsoring of celebrities   | 4.0000             | .96077                    | 0.240                           |
| Sports sponsorship          | 4.1509             | .79412                    | 0.191                           |
| Radio programmes            | 4.0943             | .79091                    | 0.193                           |
| Free Wi-Fi                  | 4.0755             | .79091                    | 0.194                           |
| Children play activities    | 4.0962             | .60260                    | 0.147                           |

**Source: Primary Data**

The results in Table 4.1 indicated “to a great extent” that shoppers agreed that “Cinemas” with a mean score of 4.3547 were the highest attraction attribute to the shopping mall with a mean of 4.3547 and a standard deviation of 0.9588. On the other hand, the least attractive entertainment attribute was social networking platforms with a mean score of 4.0 and a standard deviation 0.89961. This meant that inclusion of “cinemas” in the shopping malls is a large attraction as compared to “social network plat forms”.

#### 4.5 Entertainment Practices

With regard to the entertainment practices, 61% of the respondents agreed that marketing entertainment practices had an influence on customer shopping and on the performance of Nairobi shopping malls.

To get more insight on entertainment practices, the respondents were further asked to indicate the extent to which they agreed to various statements relating to entertainment practices and their influences on customer shopping habits and the performance of the shopping malls by using a rating scale of 1= Not at all, 2 = To small extent, 3 = to moderate extent 4= To a large extent 5 = To a very large extent. The responses are summarized in Table 4.2.

**Table 4.2: Marketing Entertainment Practices**

| <b>Statement</b>   | <b>Mean Score</b> | <b>Standard deviation</b> | <b>Coefficient of variation</b> |
|--|-------------------|---------------------------|---------------------------------|
| Marketing entertainment endeavours in educating, entertaining, and informing customers in order to earn their trust over time. | 4.3434            | .86414                    | 0.199                           |
| Marketing entertainment used maps the products content to the buyer's journey  | 4.0755            | .75572                    | 0.185                           |
| Marketing entertainment used takes a customer-centric approach   | 4.2057            | 1.07889                   | 0.257                           |
| Marketing entertainment used are based on the right content formula to suit the desired market segment                         | 4.1698            | .97539                    | 0.234                           |
| Marketing entertainment used provided exclusive information for shoppers   | 4.6792            | .94131                    | 0.201                           |

**Source: Primary Data**

The results in Table 4.2 revealed that “Marketing entertainment used provided exclusive information for shoppers” with a mean score of 4.6792 as compared to “Marketing entertainment used maps the products content to the buyer's journey” (mean

score=4.0755).This implied that marketing entertainment used provided exclusive information for shoppers than the use of mapping the products content to the buyers.

#### 4.6 Challenges in the Implementation of the Customer Entertainment Marketing

In terms of challenges faced on the implementation of the customer entertainment practices, the respondents were asked to indicate if they faced any challenges. Over half of the respondents (56%) agreed that they faced some challenges on the implementation of the customer entertainment practices.

Further, the respondents were asked to indicate the extent to which they agreed with challenges faced by the shopping malls in the implementation of the customer entertainment marketing practices by using a rating scale where 1= Not at all, 2 = To small extent , 3 = to moderate extent 4= To a large extent 5 = To a very large extent). Their responses are presented in Table 4.3.

**Table 1.3: Challenges faced in Implementation of Entertainment Marketing Practices**

| Statement   | Mean Score | Standard deviation | Coefficient of variation |
|---|------------|--------------------|--------------------------|
| Technology shifts are affecting the value of content and distribution in entertainment marketing  | 3.1002     | .47499             | 0.153                    |
| Entertainment marketing, requiring more perseverance and greater ingenuity and imagination.   | 3.2531     | .65145             | 0.200                    |
| Entertainment marketing have much more difficulty accumulating valid, reliable, and relevant marketing data                                       | 3.0125     | .59548             | 0.198                    |
| Entertainment marketing often faces pressure against market segmentation, especially segmentation that leads to the ignoring of certain segments. | 3.1132     | .65337             | 0.210                    |
| Entertainment marketing demanding more accountability, relevance and interactivity  | 3.1543     | .32685             | 0.104                    |
| Laws and policies governing the entertainment industry  | 3.0575     | .51834             | 0.170                    |

**Source: Primary Data**

The results in Table 4.3 seemed to suggest that all the responses were moderate with “Entertainment marketing, requiring more perseverance and greater ingenuity and imagination” (mean score of 3.2531, coefficient of variation of 0.0200) as compared to “entertainment marketing have much more difficulty accumulating valid, reliable, and relevant marketing data (mean score 3.0125, coefficient of variation of 0.198). The survey results show that entertainment marketing requires more perseverance and greater ingenuity and imagination more than accumulating valid, reliable, and relevant marketing data.

#### 4.7 Shopping Mall Performance

With regard to the performance of shopping malls, the respondents were asked to rate the performances of the shopping malls since adoption of customer entertainment marketing practices using a scale of 1= increasing, 2= decreasing, 3= constant and 4= don’t know. The relevant responses are summarized in Table 4.4.

**Table 4.4: Shopping Mall Performance**

|                            | <b>Increasing</b> | <b>Decreasing</b> | <b>Constant</b> | <b>Don’t know</b> | <b>Total (%)</b> |
|----------------------------|-------------------|-------------------|-----------------|-------------------|------------------|
| Customer growth            | 35                | 25                | 13              | 27                | 100              |
| Customer loyalty           | 43                | 12                | 22              | 23                | 100              |
| Sales volume               | 38                | 5                 | 22              | 35                | 100              |
| Customer satisfaction      | 52                | 4                 | 13              | 31                | 100              |
| Customer retention         | 66                | 12                | 10              | 12                | 100              |
| Customer Positive comments | 49                | 3                 | 33              | 15                | 100              |
| Level of new inquiries     | 60                | 13                | 10              | 17                | 100              |
| Overall Profitability      | 65                | 0                 | 13              | 22                | 100              |

**Source: Primary Data**



From the findings, the results in Table 4.4 revealed that the respondents perceived that “Customer satisfaction” (52%), “Level of new inquiries” (60%) and “Customer retention” (66%) increased significantly all with over 50% after the adoption of customer entertainment marketing practices. This has empirically proven that entertainment marketing factors have a significant degree in shopping mall performance.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

From this chapter, data finding summary will be presented, based on the findings, conclusions and recommendation will be made. The purpose of the conclusions and recommendation is to assist in addressing the research objective which determines how entertainment marketing practices influence consumer attraction in Shopping malls in Nairobi.

### **5.2 Summary**

With the research targeting 410 respondents as the sample size, 336 questionnaires were filled in a response of 84.15%. According to the findings, most of the respondents were females who loved shopping compared to males. In addition to respondents living near the shopping mall, a larger number agreed that they loved to shop at the mall and indicated that they visited the shopping mall at least six times a month.

The respondents agreed to a great extent that the entertainment marketing strategies which were used attracted the consumers to the mall. Cinemas were the highest attraction attribute to the shopping mall the least entertainment attribute was social networking platforms. The findings further reveal that marketing entertainment practices use exclusive information through flyers, notice board advertisements and radio shows for shoppers to enhance their shopping experience and the least practice being marketing entertainment used maps the product content for the mall activities used to entice customers to the mall.

The study established that marketing entertainment endeavors in educating, entertaining, and informing customers in order to earn their trust over time, maps product content uses customer centric approach in order to ensure customer satisfaction. Marketing managers use the right entertainment content to suit the market segment as illustrated by the attraction variables such as children playgrounds would draw young families with children. It further established that marketers used focused marketing tools to provide exclusive information to its target audience.

The findings revealed that they are challenges in the implementation of the customer entertainment marketing practices which have a moderating effect to the attraction variables and performance of the shopping malls. The most challenging was that entertainment marketing requires more perseverance and ingenuity in that marketers have to use appropriate marketing tools such as advertisements to position this entertainment activities in the consumers' minds. The least mean ,entertainment marketing has difficulty in accumulating valid, reliable and relevant data as marketing managers and tenants had feedback mechanisms in the stores to rate customer satisfaction.

From the findings, the respondents agreed that due to the application of entertainment practices in shopping malls: Customer satisfaction, Level of new inquiries and Customer retention increased significantly all with over 50% after the adoption of customer entertainment marketing practices. This has empirically proven that entertainment marketing factors have a significant degree in shopping malls performance.

### **5.3 Conclusion**

It shopping malls in Nairobi have employed the following entertainment marketing strategies: Cinemas, Social networking platforms, Sponsoring of celebrities, Sports sponsorship, Radio programmers and Free Wi-Fi to attract customers.

The research concludes that marketing entertainment endeavors in educating, entertaining, and informing customers in order to earn their trust over time. Marketing entertainment used maps the products content to the buyer's journey, takes a customer-centric approach and based on the right content formula to suit the desired market segment and Marketing entertainment used provided exclusive information that your audience.

The research also concludes that there are challenges in the implementation of the customer entertainment marketing practices. For instance, technology shifts are affecting the value of content and distribution, requiring more perseverance and greater ingenuity and imagination, has much more difficulty accumulating valid, reliable, and relevant marketing. It often faces pressure against market segmentation, especially segmentation that leads to not taking concern of certain segments, demanding more accountability, relevance and interactivity and laws and policies governing the entertainment industry.

Due to the application of entertainment practices in shopping malls, the research concludes that the respondents perceived that Customer satisfaction, level of new inquiries and Customer retention increased significantly after the adoption of customer entertainment marketing practices.

The behavior of consumers when shopping has been changing over the decades from over the store purchase to shopping malls that are enclosed within atmosphere that is comfortable with favorable air conditioning facility. Such alterations as a result of automobile popularization, inventions and a highway system creation which opens up the opportunity for an out-of-town shopping center and acting as the catalyst for shopping center industry development. Today, shopping centers represents an essential element of social and economic health in community and becoming a part of the daily life.

#### **5.4 Recommendation**

With the increasing preference of shopping malls over other stores, it is imperative that facilities standards and shopping center services are enhanced in order to keep existing customers by making sure they are satisfied and keep committing. Conducting surveys and measurements among customers to capture their opinions is beneficial to managers of shopping malls as there can learn about what to improve, identify ways to better serve their buyers and make comparison of their achievements with rivals. With that, it is indispensable not to have loyal, committed and satisfied purchasers who will bring additional buyers through introducing their family and friends to the mall.

#### **5.5 Limitations of the research**

First, the research was conducted in the major regional malls in Nairobi and the findings may not be representative of all the malls in Nairobi. Hence, research in other malls is required to examine the validity, reliability and generalization of the identified entertainment marketing strategies to attractiveness factors.

The research concentrated on the influence of entertainment marketing and customer attraction by shopping malls in Nairobi. The different shopping malls have different orientations and the fact that they were viewed in the same breadth is a limitation of this research.

### **5.6 Recommendations for further research**

Based on the research and conclusions, it would be worthwhile to explore other effects on variables which could influence shopping experience and customer revisits in the shopping mall such as variety of stores, brand image, macro environment and distinct shopper segments with different motivations and varying levels of importance on entertainment and performance of malls.

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**APPENDIX: RESEARCH QUESTIONNAIRE**

Please indicate the correct option by inserting a tick (✓) in appropriate box provided

**Section A: Consumer Demographic information**

1. Gender

Male ( ) Female ( )

2. Do you live near the shopping mall

Yes ( ) No ( )

3. Do you like purchasing or buying at the shopping malls?

Yes ( ) No ( )

4. How many times do you visit the shopping mall?

2 Times ( ) 4Time ( ) 6 Times ( ) 10 Times ( )

Others.....  
.....

**Section B: Entertainment Marketing Strategy**

1. Does the Shopping mall employ entertainment marketing strategy in its operations?

Yes ( ) No ( )

If yes name them?

.....  
.....

2. How effective are the entertainment marketing strategies used by the Shopping mall?

Very effective ( )

Effective ( )

Moderately effective ( )

Less effective ( )

Not effective ( )

3. To what extent does the shopping mall employ the following entertainment marketing strategies? (Scale 1= Not at all, 2 = To small extent , 3 = to moderate extent 4= To a large extent 5 = To a very large extent.)

| <b>Marketing Strategies</b> | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|-----------------------------|----------|----------|----------|----------|----------|
| Cinemas                     |          |          |          |          |          |
| Social networking platforms |          |          |          |          |          |
| Sponsoring of celebrities   |          |          |          |          |          |
| Sports sponsorship          |          |          |          |          |          |
| Radio programmes            |          |          |          |          |          |
| Free Wi-fi                  |          |          |          |          |          |
| Children play grounds       |          |          |          |          |          |

4. Indicate other forms of entertainment marketing strategies used by Nairobi shopping malls to attract customer.

.....  
.....

**Section C: Entertainment Practices**

1. Do marketing entertainment practices influence customer shopping and on performance of Nairobi shopping malls.

Yes ( ) No ( )

If yes please explain?

.....  
.....

2. To what extent does marketing entertainment practices influence customer shopping and on performance of Nairobi shopping malls

To a very great extent ( )

Great extent ( )

Moderate extent ( )

Little extent ( )

No extent at all ( )

3. Indicate the extent to which you agree with the following statements relating to influence customer shopping of marketing entertainment practices on performance of Nairobi shopping malls (Scale 1= Not at all, 2 = To small extent, 3 = to moderate extent 4= To a large extent 5 = To a very large extent).

| Statement  | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Marketing entertainment endeavours in educating, entertaining, and informing customers in order to earn their trust over time. |   |   |   |   |   |
| Marketing entertainment used maps the products content to the buyer's journey  |   |   |   |   |   |
| Marketing entertainment used takes a customer-centric approach   |   |   |   |   |   |
| Marketing entertainment used are based on the right content formula to suit the desired market segment                         |   |   |   |   |   |
| Marketing entertainment used provided exclusive information that your audience   |   |   |   |   |   |

**Section D: Challenges in the implementation of the customer entertainment marketing practices**

1. Are there challenges faced by shopping malls in the implementation of the customer entertainment marketing practices?

Yes ( ) No ( )

If yes please explain?

.....  
 .....

2. Determine the challenges faced by shopping malls in the implementation of the customer entertainment marketing practices.

.....  
 .....

3. Indicate the extent to which you agree with the following statements relating to challenges faced by shopping malls in the implementation of the customer entertainment marketing practices (Scale 1= Not at all, 2 = To small extent , 3 = to moderate extent 4= To a large extent 5 = To a very large extent.)

| Statement   | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Technology shifts are affecting the value of content and distribution in entertainment marketing  |   |   |   |   |   |
| Entertainment marketing, requiring more perseverance and greater ingenuity and imagination.   |   |   |   |   |   |
| Entertainment marketing have much more difficulty accumulating valid, reliable, and relevant marketing data                                       |   |   |   |   |   |
| Entertainment marketing often faces pressure against market segmentation, especially segmentation that leads to the ignoring of certain segments. |   |   |   |   |   |
| Entertainment marketing demanding more accountability,  |   |   |   |   |   |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| relevance and interactivity                            |  |  |  |  |  |
| Laws and policies governing the entertainment industry |  |  |  |  |  |

4. Indicate other challenges facing implementation of the customer entertainment marketing practices.

.....

.....

5. How do you rate the following aspects of performance of the shopping mall since adoption of customer entertainment marketing practices?

|                            | <b>Increasing</b> | <b>Decreasing</b> | <b>Constant</b> | <b>Don't know</b> |
|----------------------------|-------------------|-------------------|-----------------|-------------------|
| Customer growth            |                   |                   |                 |                   |
| Customer loyalty           |                   |                   |                 |                   |
| Sales volume               |                   |                   |                 |                   |
| Customer satisfaction      |                   |                   |                 |                   |
| Customer retention         |                   |                   |                 |                   |
| Customer positive comments |                   |                   |                 |                   |
| Level of new inquiries     |                   |                   |                 |                   |
| Overall Profitability      |                   |                   |                 |                   |

**Thank you for your time**