

ECE MARKET RESEARCH NO. 1/2017



Secrets of Shopping

Who shops where – and why?



IDEAS  INNOVATIONS
ECE

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» People's shopping behavior must always form the foundation on which new visionary ideas are generated and implemented.«

ALEXANDER OTTO
CEO of ECE

A knowledge base for the marketplaces of the future

Today shopping centers are much more than a place to shop. They are places of inspiration and community, with an endless variety of brands and products. Those who want to shape these marketplaces of tomorrow must align their thoughts and actions entirely along the lines of customer satisfaction. People's shopping behavior must always form the foundation on which new visionary ideas are generated and implemented. That's the only way we can achieve sustainable success in cooperation with our investors and tenants. And it's the only way we can create target-oriented, individualized shopping worlds that enthrall.

This is why well-founded knowledge is, and will remain, an essential basis for strategic decision-making at ECE. This study is entitled "Secrets of Shopping" for a very good reason. Anyone who wants to uncover secrets must carry out very careful research. And that's exactly what ECE has done, together with the market research institutes Kantar TNS and CACI Ltd., as

part of a wide-ranging baseline study. The result of our work is an important foundation that will give you interesting insights into the secrets behind our customer structure and our customers' shopping behavior – besides opening up new possibilities for ECE. That's because we have directly applied this knowledge to the ECE shopping centers so that they can operate even more successfully, refine their strategies, and join together with you to shape the future.

Of course you're going to ask yourself, "Which of the eight types of shoppers fits me best?" That's exactly what I did too. All I can tell you at this point is that I'm an Experience Shopper. I wish you interesting insights into the secrets of shopping.

Sincerely, Alexander Otto

Customer insights as a basis for action

Everyone shops differently. But who is shopping, and how? The shopping analysis that was initiated by ECE – which is the first and the biggest of its kind – provides well-founded answers to these questions. In a second step, it offers important momentum for the strategy of the ECE centers. Joanna Fisher, Managing Director Center Management, and Dr. Philipp Sepehr, Director Marketing, Research and Innovation at ECE, talk about customer insights as a knowledge base.

WHAT WAS THE GOAL OF THE ANALYSIS?

JOANNA FISHER: Everyone is aware that there are different shopper types in their circle of friends and acquaintances. There's a wide spectrum of differences between these individuals' attitudes toward shopping. Of course ECE doesn't want to make strategic decisions purely on the basis of "gut feelings." That's why customer insights are always the starting point of our operations. The goal of the analysis was therefore to identify specific shopper types in order to create a new tool for customer segmentation that will help us understand their needs more precisely. ECE now also has another effective tool in hand: shopper missions, which enable ECE centers to characterize their customers in terms of the reasons why they visit.

DR. PHILIPP SEPEHR: The methodology we used had to be applicable to all of the centers managed by ECE, without any limitations related to specific countries or centers. In the next step, we wanted to verify the results by means of targeted on-site customer surveys and to derive specific recommendations for ECE centers.

WHAT'S NEW ABOUT THIS METHOD?

DR. PHILIPP SEPEHR: In a nutshell, its depth. Of course we regularly conduct customer surveys of the more than 300,000 people who visit our shopping centers annually. But today a purely sociodemographic analysis is no longer informative enough to analyze people's shopping behavior. For example, two male 30-year-old singles might do their shopping in completely different ways. ECE is now able to use statistical methods to



» ECE would like to get to know its customers better so that it can develop even more precisely targeted offers.«

JOANNA FISHER
Managing Director Center Management

» The shopper missions provide valuable information about the reasons why individuals visit a shopping center; thus they help to characterize individual centers.«

DR. PHILIPP SEPEHR
Director Marketing, Research and Innovation



analyze the distribution of shopper types across physical areas – in other words, across specific ZIP-code areas.

HOW IS ECE USING THE SURVEY RESULTS?

JOANNA FISHER: The analysis was an important starting point. Through the subsequent verifications, we can provide the shopping center management teams with important information they can use in order to address specific shopper types with precisely targeted marketing measures. This opens up opportunities for noticeably increasing turnover. For example, if we know that the proportion of Feel-Good Shoppers is above average at a certain shopping center, the analysis provides information about these shoppers' individual wishes and habits. The center's management team can now react to that and take appropriate action.

WHAT KIND OF INSIGHTS ARE PROVIDED BY THE SHOPPER MISSIONS?

DR. PHILIPP SEPEHR: People visit shopping centers for a great variety of reasons. Some use their lunch hour to take a relaxed stroll through the shops, so their visit is a pleasant

pastime. Others make major shopping trips together with their partners, while still others head directly for "their" favorite shops to make a quick purchase. The shopper missions make these various reasons transparent. They also provide valuable information about the shoppers' average expenditure during a visit to a shopping center.

WHICH SHOPPER TYPE ARE YOU?

DR. PHILIPP SEPEHR: Surprisingly, I'm a Golden Shopper, the shopper type with the highest average age. I'm practically the best proof that the analysis is not primarily about sociodemography. Golden Shoppers often go shopping together with their partners, like to get advice from salespeople, and generally head for selected shops. All of those characteristics apply to me.

JOANNA FISHER: I'm definitely a Feel-Good Shopper. I regard shopping as a reward. My colleagues also include many Experience Shoppers, which of course fits their job description. But in general, every shopper type is represented at ECE shopping centers. By the way, more than 750 of our colleagues have taken the test by now.

WHICH SHOPPER
TYPE ARE YOU?

TAKE THE TEST!



www.ece.com/shoppertypes-testyourself

// 01.

How do you shop?

Insights into Shopper Types
in ECE centers

Shopper Types:

Methodological background

ECE has cooperated with the renowned market research institute Kantar TNS to develop a “hybrid” approach to analysis that sets benchmarks in terms of its breadth and precision. This approach has already been concretely applied in the form of a survey called “10 Golden Questions,” which investigates the distribution of shopper types in ECE shopping centers. In this interview, Eszter Juhász, Director Retail & Shopper at Kantar TNS, provides interesting insights into the methods used for this baseline study.



KANTAR TNS

»In cooperation with ECE, we have successfully performed a segmentation of an information base whose breadth has only seldom been achieved.«

ESZTER JUHÁSZ
Director Retail & Shopper Kantar TNS

HOW WAS THE BASELINE STUDY STRUCTURED?

The basic principle was that we utilized the expertise of the shoppers themselves. The initial basis was formed by qualitative in-depth interviews with a total length of 36 hours. We used this material to gain a deeper understanding of the participants' shopping behavior and their attitudes, routines, needs, and expectations. These results then flowed into a representative quantitative study involving 80 questions in 14 shopping theme areas that were put to more than 3,000 individuals. The segmentation was based on this study. In total, 16,384 potential shopper types were possible on the basis of more than 600,000 possible combinations of the answers. Finally, a segmentation algorithm filtered out “10 Golden Questions.” Six of these were related to the participants' shopping behavior, and four of them had to do with sociodemographic aspects. Every individual who answers these ten questions can be assigned to one of the

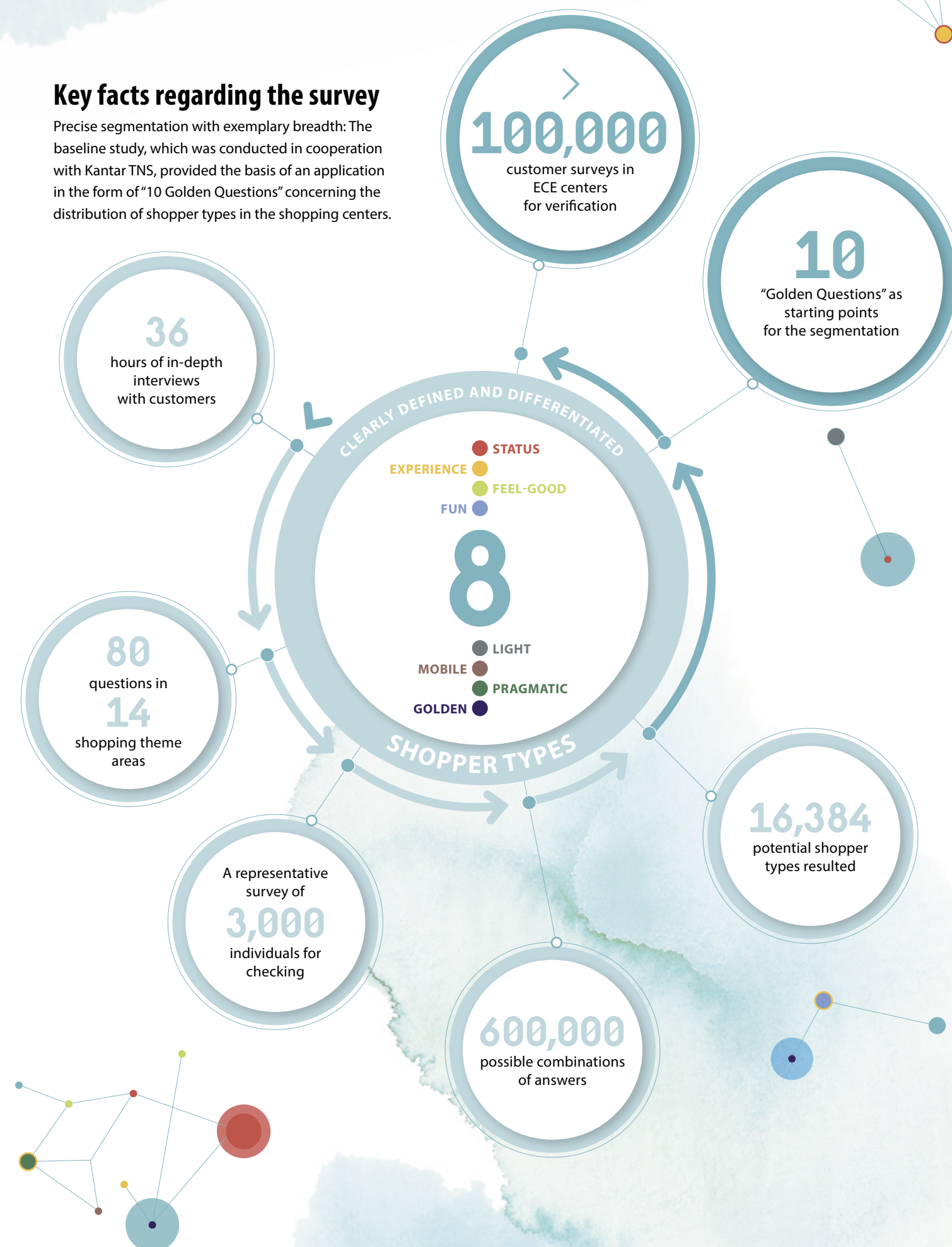
eight clearly defined and differentiated shopper types, with a classification probability of approximately 95%.

HOW HAS ECE USED THESE RESULTS?

These “10 Golden Questions” were integrated into 100,000 customer surveys that were conducted in more than 130 ECE centers. The surveys enabled us to assign each customer to a shopper type. In parallel, statistical processes were used to project the distribution of the shopper types onto all the ZIP-code areas in Germany. In cooperation with ECE, we have successfully segmented an information base whose breadth has only seldom been achieved. Of course ECE will continue to use the questions themselves. In the future, the “10 Golden Questions” will also be used in other investigations: questionnaires regarding shoppers' media use, performance reviews of campaigns and events, and surveys conducted in city centers and competing locations.

Key facts regarding the survey

Precise segmentation with exemplary breadth: The baseline study, which was conducted in cooperation with Kantar TNS, provided the basis of an application in the form of “10 Golden Questions” concerning the distribution of shopper types in the shopping centers.



Status Shopper

CONSUMPTION-ORIENTED

BRAND-OBSESSED

EXTROVERTED

6%
are Status Shoppers
in German
ECE centers

DINING IS ESPECIALLY
IMPORTANT

SHOPS ONLINE AND
OFFLINE

FUN FACTOR VERY HIGH,
LIKES SPONTANEOUS
SHOPPING

EVENTS ARE GREATLY
APPRECIATED

LIKES TO SHOP ALONE,
WITHOUT COMPANIONS

The “see and be seen” principle

The Status Shopper doesn't simply stroll through the shops – he is a passionate hunter on the lookout for the latest and coolest items.

“This brand is a must-have” is a typical statement of this shopper type. Popular brands hold an almost magical attraction for Status Shoppers. Status Shoppers like to post their latest acquisitions on social media. As extroverts, they like to show others what they've got – and thus, who they are. In other words, they shop frequently and extravagantly in order to

express their personalities. The Status Shopper is open to many kinds of inspiration. Whether it's a wide range of dining options, campaigns and events, or online or offline shopping, the main factor is the pleasure of consumption. If you want to know all about the latest trends in fashion and electronics, just ask the Status Shopper.



GENDER
58% men

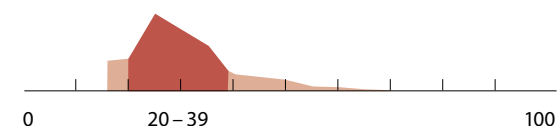


INCOME
Ø €2,531



AGE
Ø 31 years

AGE DISTRIBUTION



Experience Shopper

SHOPPING AS A FULL PACKAGE

FAMILY-ORIENTED

QUALITY-CONSCIOUS

17%

are Experience Shoppers
in German
ECE centers

DINING IS A KEY ASPECT
OF SHOPPING

PREFERS TO
SHOP OFFLINE

FUN FACTOR
VERY HIGH

LIKES TO PARTICIPATE
IN EVENTS

LIKES TO SHOP
WITH FAMILY
OR PARTNERS



Shopping as a fascinating overall experience

Shopping is a lot more than simply buying things. It's an experience that Experience Shoppers like to enjoy together with companions.

A pleasant routine: Once again, it's time for a shopping day with one's partner or with the whole family. That's great, because today there's a live event at the shopping center. That's where the Experience Shopper will go first – and after that, he'll go wherever he feels like. There's so much to discover and to experience! And he's already thought of a good place to take a break and have a meal: There's a new Italian restaurant in the center, and it has to be

tried out. Experience Shoppers live in the moment; only direct experience counts. That's why they don't really like online shopping. The lively scene in a real shopping environment is the ideal place for meeting their needs. They are drawn to top quality and a wide product range, especially in electronics. For them a sense of community is also important. After all, it's much more fun to experience the varied and colorful world of shopping together with other people.



GENDER
54% men

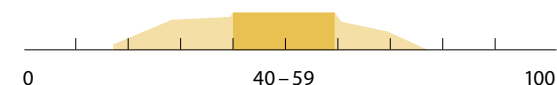


INCOME
Ø €3,247



AGE
Ø 47 years

AGE DISTRIBUTION



Feel-Good Shopper

SHOPPING AS A REWARD

ENJOYABLE

RELAXED

21%

are Feel-Good Shoppers
in German
ECE centers



DINING IS
A NICE-TO-HAVE

PREFERS TO
SHOP OFFLINE



FUN FACTOR
VERY HIGH



VERY
FASHION-
CONSCIOUS



EVENTS ARE
LESS IMPORTANT



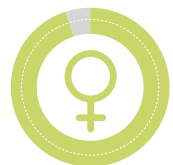
LIKES TO SHOP
ALONE, WITHOUT
COMPANIONS

When shopping becomes a reward

Feel-Good Shoppers enjoy their downtime. Their daily lives are fairly stressful, and a pleasant stroll through the clothing stores is a great way to relax.

They love to switch off their office computers and leave work early if they can. This is the moment Feel-Good Shoppers love. Now's the time to relax and enjoy, without any time pressure – and the shopping center is waiting! They might find a new favorite dress to reward themselves for the hard work they're doing on the job – or a decorative new home accessory. In any case,

there's a lot for Feel-Good Shoppers to discover in their favorite stores. And the main thing is that there's no rush! This "short vacation" may turn out to be not so short after all, and it's preferably enjoyed alone. It's also possible to do some daily shopping along the way, but it's not absolutely necessary. For Feel-Good Shoppers, the main focus is on relaxation and rewarding themselves.



GENDER
90% women



INCOME
Ø €2,154



AGE
Ø 49 years

AGE DISTRIBUTION

0 40-59 100



Fun Shopper

FUN-ORIENTED

PRICE-CONSCIOUS

23%
are Fun Shoppers
in German
ECE centers



DINING IS A MUST,
FAST FOOD IS BEST

YOUNG



PREFERS
TO SHOP
OFFLINE



FUN FACTOR
VERY HIGH



SHOPPING AS A
FAVORITE HOBBY



EVENTS ARE NOT TOO
IMPORTANT



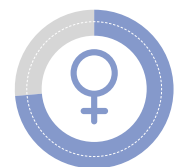
LIKES TO
SHOP WITH
FRIENDS

The young fun generation

Time simply flies when you're meeting your friends at the shopping center in the afternoon. No wonder – when you're with your pals, the fun factor soars.

Fun Shoppers will admit that hanging out is their favorite hobby. Nothing is more fun than joining up with the gang, heading for “their” stores at the shopping center, and checking out the latest fashions. Of course they have to pay attention to prices, because individuals in this relatively young segment tend to have limited budgets. But of course things look different if

they're shopping with their parents, who may be willing to foot the bill. Sales campaigns don't play an important role for Fun Shoppers. They're already having enough fun with their groups and don't need any inspiration from outside. But a tasty snack at a fast food outlet is a welcome break from all the shopping. Here too, the group can spread out and go on having a good time.



GENDER
72% women

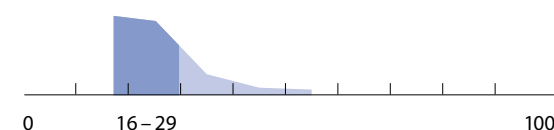


INCOME
Ø €1,310



AGE
Ø 24 years

AGE DISTRIBUTION



Light Shopper

INDIVIDUALISTIC

CRITICAL

RISK-AVERSE

6%
are Light Shoppers
in German
ECE centers

DINING IS
A NICE-TO-HAVE

PREFERS TO
SHOP OFFLINE

FUN FACTOR
RATHER LOW

EVENTS DON'T PLAY
A KEY ROLE

PREFERS TO SHOP
WITH A PARTNER

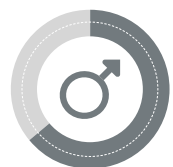


Risk-free is best

Light Shoppers like to play it safe when they're shopping, and they want optimal comfort. Their main concern is to avoid a bad buy at any cost.

Online shopping with a virtual product range? That's not the Light Shoppers' idea of getting a good deal. They like to pick things up, examine them, compare them, and ask their partners for an opinion. They believe they can make a satisfactory purchasing decision only on a solid basis of this kind. Some people may consider this process tedious and not spontaneous enough.

Light Shoppers don't mind, because they know what they want. If they like something, the price doesn't matter – especially if it's an item of clothing. For them the main thing is that they won't regret their decision later on and that the shopping process was as comfortable as possible. For Light Shoppers, the fun factor is not too important. What counts is the right product.



GENDER
64% men

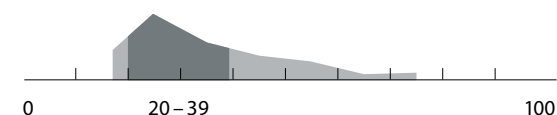


INCOME
Ø €2,022



AGE
Ø 34 years

AGE DISTRIBUTION



Mobile Shopper



Focus on efficiency

Mobile Shoppers will buy an item if the product and the price are right. They will also gladly do so online, because it is the most efficient way to shop and involves the least amount of effort.

Mobile Shoppers tend to think rationally. They want everything to be done as quickly and easily as possible. They don't focus on the shopping experience, but on the product. That's why they like to take the shortest path to a product and get the best value for money. Due to their natures, efficiency is the most important concern for this shopper type. It's therefore not surprising that they also feel very much at home in an online environment, where they can easily get

the things they want. Mobile Shoppers do not tend to be attracted to events and dining options at shopping centers. They are very much focused on a specific product, which they want to find as quickly as possible. Mobile Shoppers like to go on their searches alone, because they don't want to be distracted. However, Mobile Shoppers greatly appreciate a wide variety of products, especially electronic ones. Their focus is, after all, clearly on the world of products.



GENDER
72% men

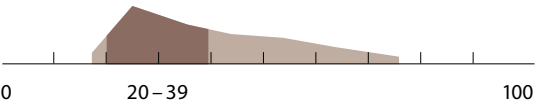


INCOME
Ø €2,810

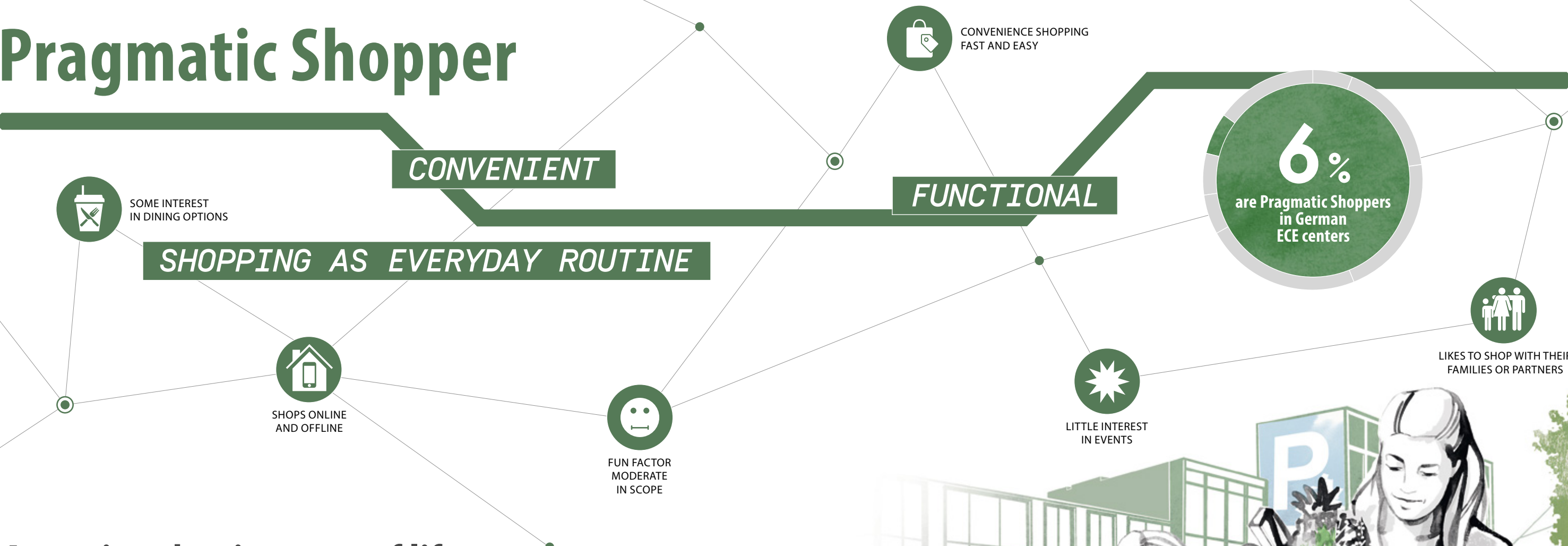


AGE
Ø 39 years

AGE DISTRIBUTION



Pragmatic Shopper



A routine that is a part of life

For Pragmatic Shoppers, it's convenient to have all items easily available nearby so that they have more time to spend on the important things in life.

Shopping is a must. It is a part of daily life, just as brushing one's teeth or eating breakfast. Pragmatic Shoppers are veritable masters of routine who have perfected the processes of convenient shopping. They like to do their shopping in the immediate vicinity. They are delighted about special discounts and services that make shopping easier. They don't mind shopping online

either, as long as it's fast and convenient. The main thing is that all of the shopping is done so that they can focus on the things in life that are really fun. Pragmatic Shoppers aren't greatly fascinated by brands. Special activities, events, and culinary highlights are rather secondary for them as well. They prefer to spend their free time every day with their families or partners.



GENDER
71% women

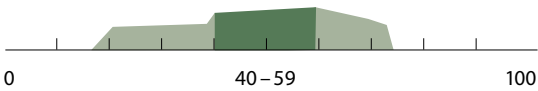


INCOME
Ø €2,473

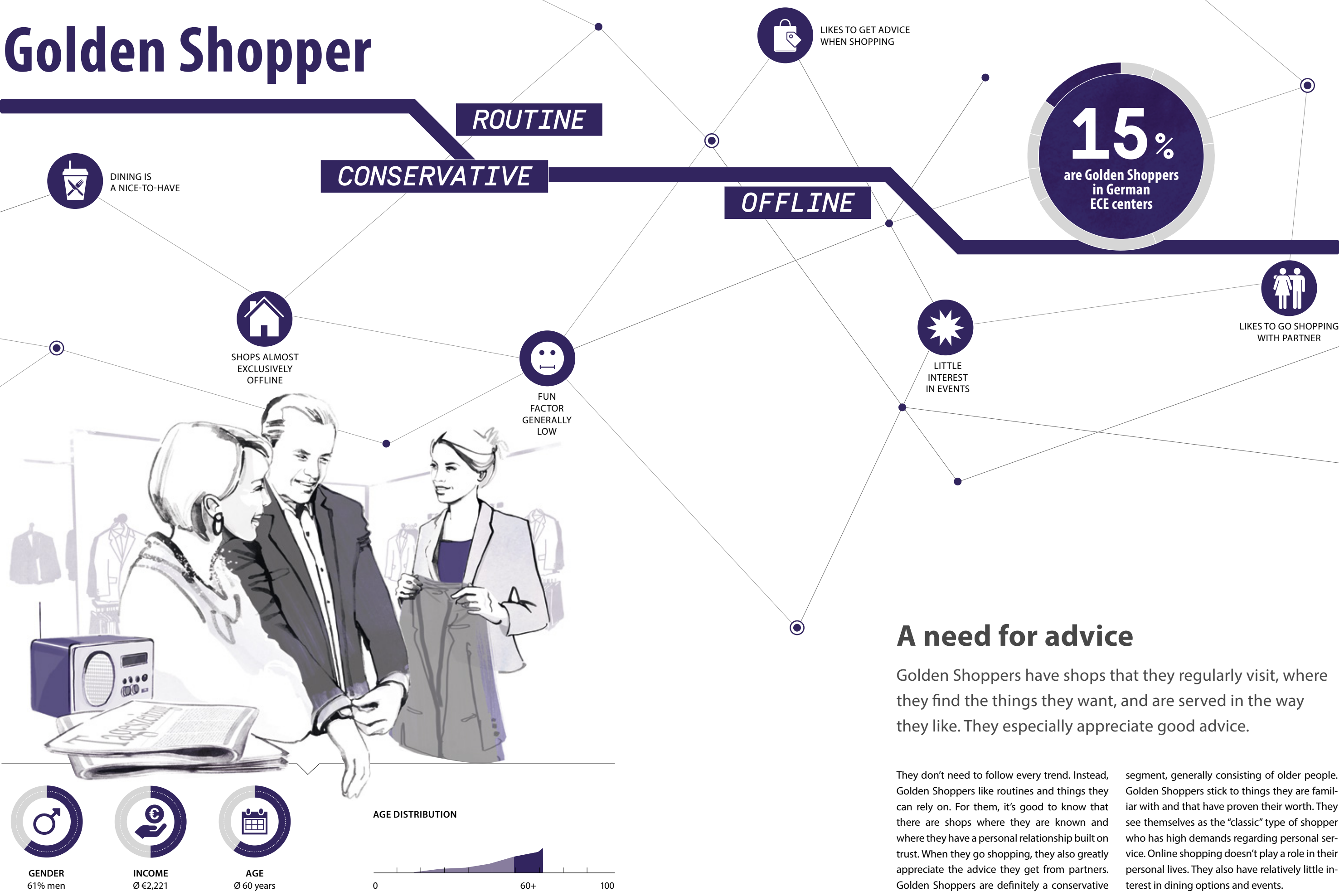


AGE
Ø 51 years

AGE DISTRIBUTION



Golden Shopper



Application of the shopper types

The analysis of shopper types aims to gain customer insights on which ECE centers can consistently base their actions in order to adjust their individual shopping center strategies in line with existing customer preferences.



Step 1: Customer analysis

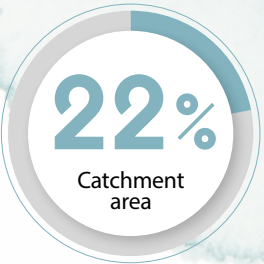
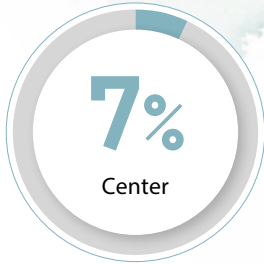
By asking the "10 Golden Questions" in periodic customer surveys, it's possible to determine the proportion of the various shopper types at all of the ECE centers. ECE has its own Marketing Dashboard that provides shopping center comparisons, country benchmarks, and more in-depth analyses of the survey results at the push of a button.

Step 2: Analysis of competitors

We need to know not only which shopper types visit ECE centers, but also which ones prefer to go to competitors and why. By conducting surveys of people outside of its shopping centers (e.g. in inner cities), ECE can also find out how widely shopper types are distributed in general. Such surveys produce fascinating insights. For example, the screen shown above displays the distribution of the shopper types at an ECE center in comparison with a competing location.

REAL-LIFE SHOPPING CENTER CASE

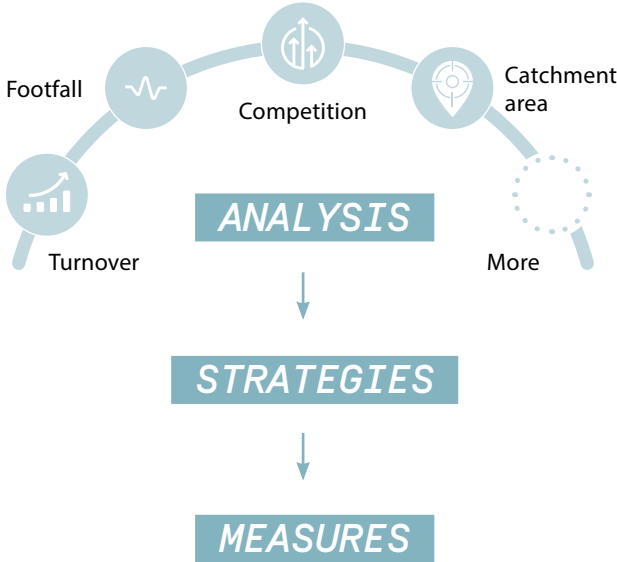
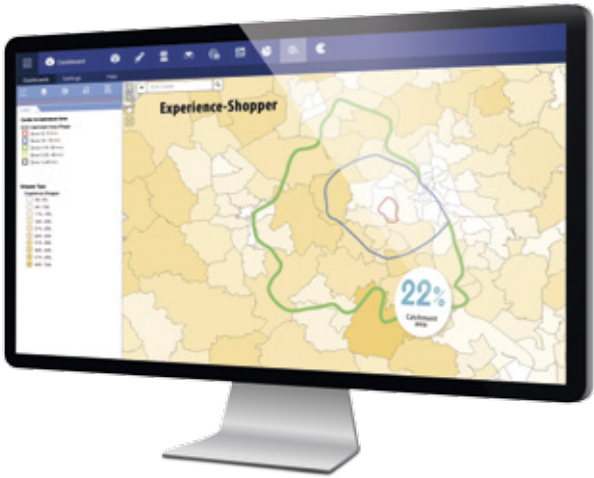
How many Experience Shoppers visit which locations?



An analysis of a selected ECE center in Germany led to the following results: At 22%, Experience Shoppers accounted for the biggest group of shoppers in the catchment area, but only for 7% of the shoppers at the ECE center. A survey in the nearby downtown area showed that the share of Experience Shoppers was higher there as well. The results show that

people from the catchment area who view shopping as a holistic experience prefer to go downtown instead of visiting the ECE center. ECE therefore has to develop the right strategies and measures for attracting this potential group, e.g. by means of additional events and activities at the shopping center, which would be advertised as an active shopping trip.

This screen shows the distribution of Experience Shoppers in the catchment area of a selected shopping center. Experience Shoppers account for 22% of all the people in the catchment area. Information such as this is accessible at the click of a mouse.



Step 3: Market analysis

ECE has always used external data at the ZIP-code level in order to obtain valuable insights into the purchasing power, household structure, and age distribution of all the people living in the catchment area of one of its shopping centers. ECE's own statistical methods enable it to extrapolate the distribution of the shopper types in a wide area. At the Marketing Dashboard, users can retrieve information about the potentials of the individual shopper types in the catchment areas of the German shopping centers.

Step 4: Strategies and measures

The analysis of target groups on the basis of shopper types is only one component in the development of new potential for the success of the ECE centers. Concrete action only needs to be taken after the overall situation has been assessed. The strategy doesn't have to be adjusted until it is known that a shopping center's actual situation does not correspond to its intended one and that additional customer groups can be gained. A modified strategy results in suitable measures that correspond to the needs of the targeted shopper types.

// 02.

Why do you shop?

Insights into Shopper Missions
in ECE centers

Shopper Missions:

The methodological background

“What motivates people to visit a shopping center?” CACI Ltd. in the UK addressed this question and came up with an important knowledge base in the process. ECE verified the results and adapted them to the local circumstances in Germany. It conducted almost 100,000 interviews in over 130 ECE shopping centers to find out people’s motivations for being there. In this interview, Alex McCulloch, Associate Partner at CACI Ltd, provides some insights into the baseline study’s approach and significance.

CACI



»A single measured variable alone will not enable you to understand an individual shopper’s motivation.«

ALEX MCCULLOCH
Associate Partner at CACI Ltd

HOW WAS THIS STUDY STRUCTURED?

The goal was clearly defined: We wanted to categorize people’s reasons for visiting a shopping center on the basis of big data analyses and thus make it possible to understand them objectively. To this end, we have conducted a total of 80,000 interviews since 2015 and worked with more than 800,000 data points as a basis for the clustering, which flowed into a catalogue of more than 200 questions. On the basis of

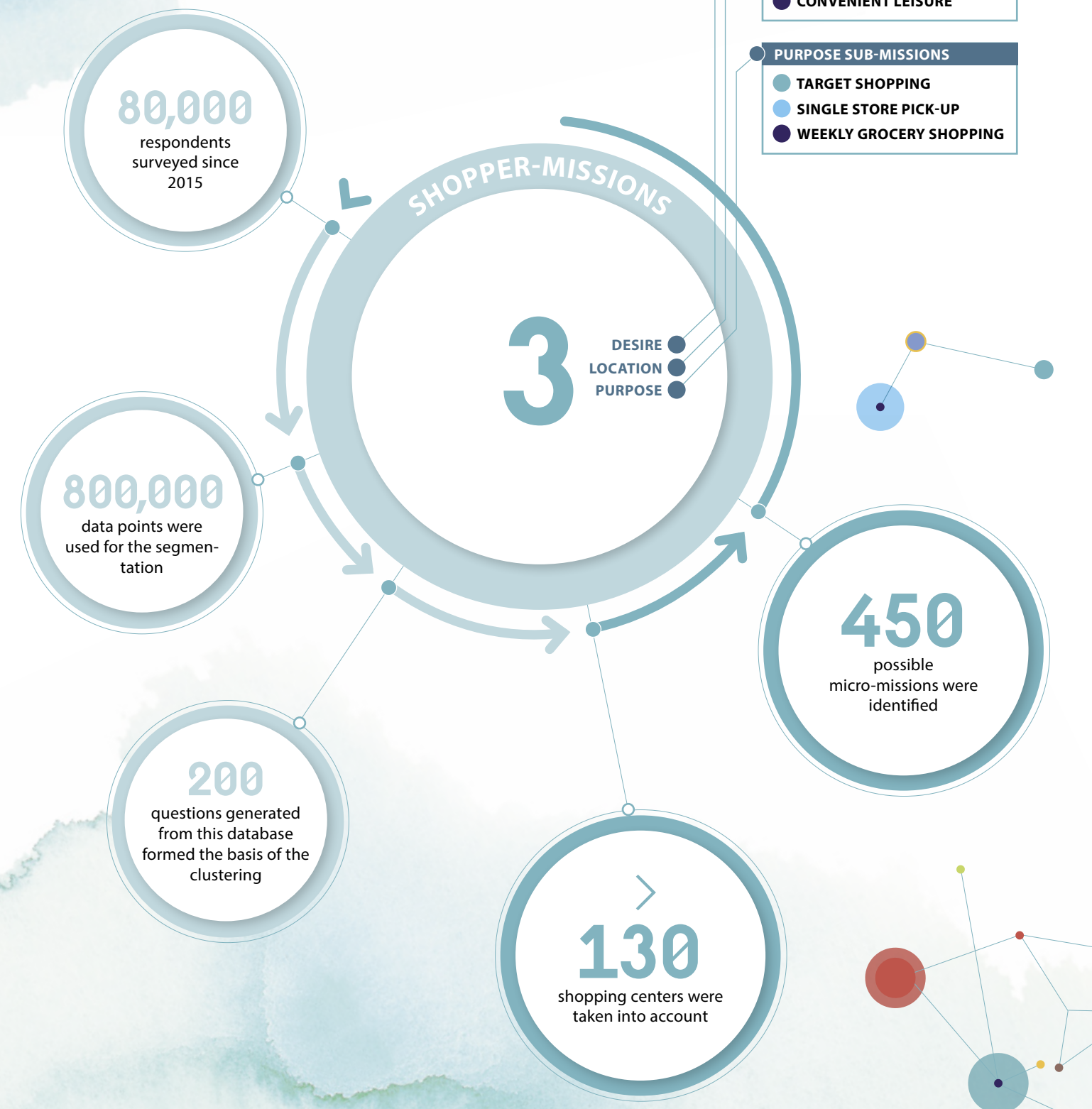
the answers to these questions, we were able to differentiate the motivations more precisely – for example, according to spending on shopping, food, and restaurants, the number of shops and their respective sales, the center’s location, and whether people went shopping alone or with companions. Out of the 450 combinations we identified, clusters were observed for three Shopper Missions: Desire, Location, and Purpose. These served as the major categories – or basic missions – for all visits to the centers, and they were subdivided into nine sub-missions. Thanks to this unique approach, ECE can evaluate the distribution of the three shopper missions and their respective sub-missions at the level of individual ECE shopping centers and thus discover the motivations of the visitors of a given center.

WHAT CRITERIA DID YOU USE FOR THE DIFFERENTIATION?

A single measured variable alone will not enable you to understand an individual shopper’s motivation. The length of time shoppers stay in a center doesn’t reveal whether they are spending money or merely killing time. Nor does the number of shops visited, the amount of money spent, or the frequency of visits, taken alone, indicate a shopper’s commitment to the center. By contrast, the data concerning the shopper missions examines consumers’ behavior holistically and reflects the individual shopper’s behavior and its value, rather than looking at a single aspect. The shopper missions take the complexity of people’s motivations into account.

Key facts of the survey

Based on international survey data that were adapted to national circumstances in close cooperation with ECE. Verification of the missions in ECE centers as well as competing shopping centers.

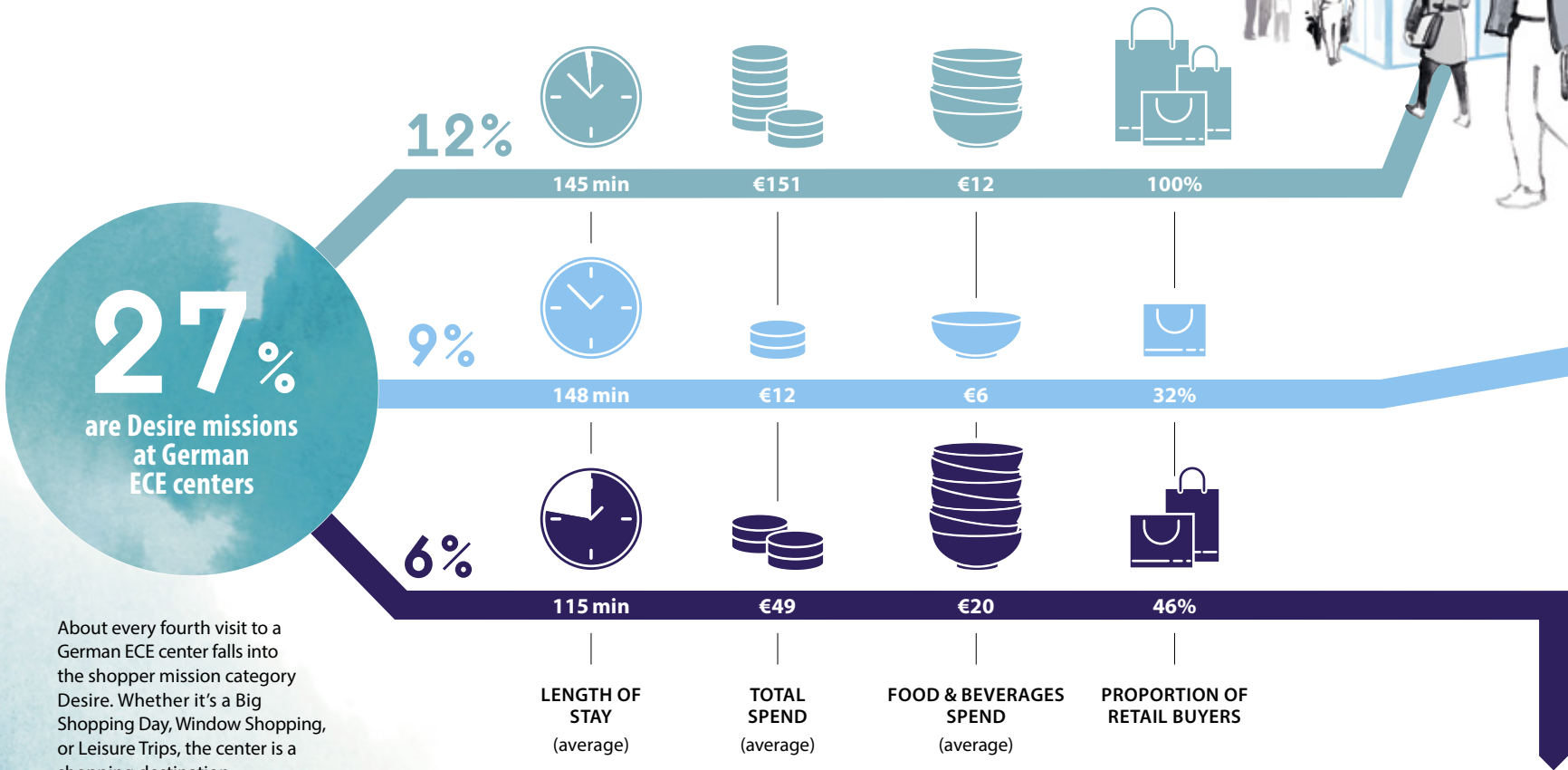


Motivation: Desire

The center serves as a shopping destination

When desire dominates

Are you a passionate shopper? Visitors whose shopper mission is Desire would immediately answer “Yes!” For them, a visit to a shopping center fulfills a whole range of wishes, such as pleasure, relaxation, and inspiration. Their free time is enhanced by gratifying shopping experiences.



Big Shopping Day

If we're going shopping, let's do it right! Many visits to retail stores and lots of spending are a must – whether the shoppers come alone, in pairs, or with the whole family. These shopping trips often last a long time, so a cup of coffee or a light meal is a favorite ritual.



Window Shopping

“There's always something new to discover here” – that's a typical sentiment of window shoppers. The number of shops actually visited and the length of time spent in the shopping center are correspondingly high. This doesn't necessarily mean that a lot of items are bought – but just checking out what's on offer can be a lot of fun.

Leisure Trips

Strolling through a shopping center with friends and sharing a meal with them there is a favorite pastime of people who prize their leisure. They don't need to do a lot of shopping in the process, so they don't go to many shops. Instead, they prefer to have sociable gatherings in restaurants, often in large groups.



Motivation: Location

The center serves as a meeting point

“Being in the midst of things” counts

Sometimes people want to reach a destination as quickly and conveniently as possible. In that case they may choose the nearest shopping center because it's the most accessible location. Visitors whose shopper mission is Location like centers that are situated in the heart of the city and offer easily accessible meeting points.



Convenient Shopping

Visitors who need to do their food shopping or buy a specific item of clothing feel that the less time they spend in the supermarket or the clothing store, the better. After all, they only need to buy specific things – and they want to do that as efficiently as possible. Dining options generally play a subordinate role.

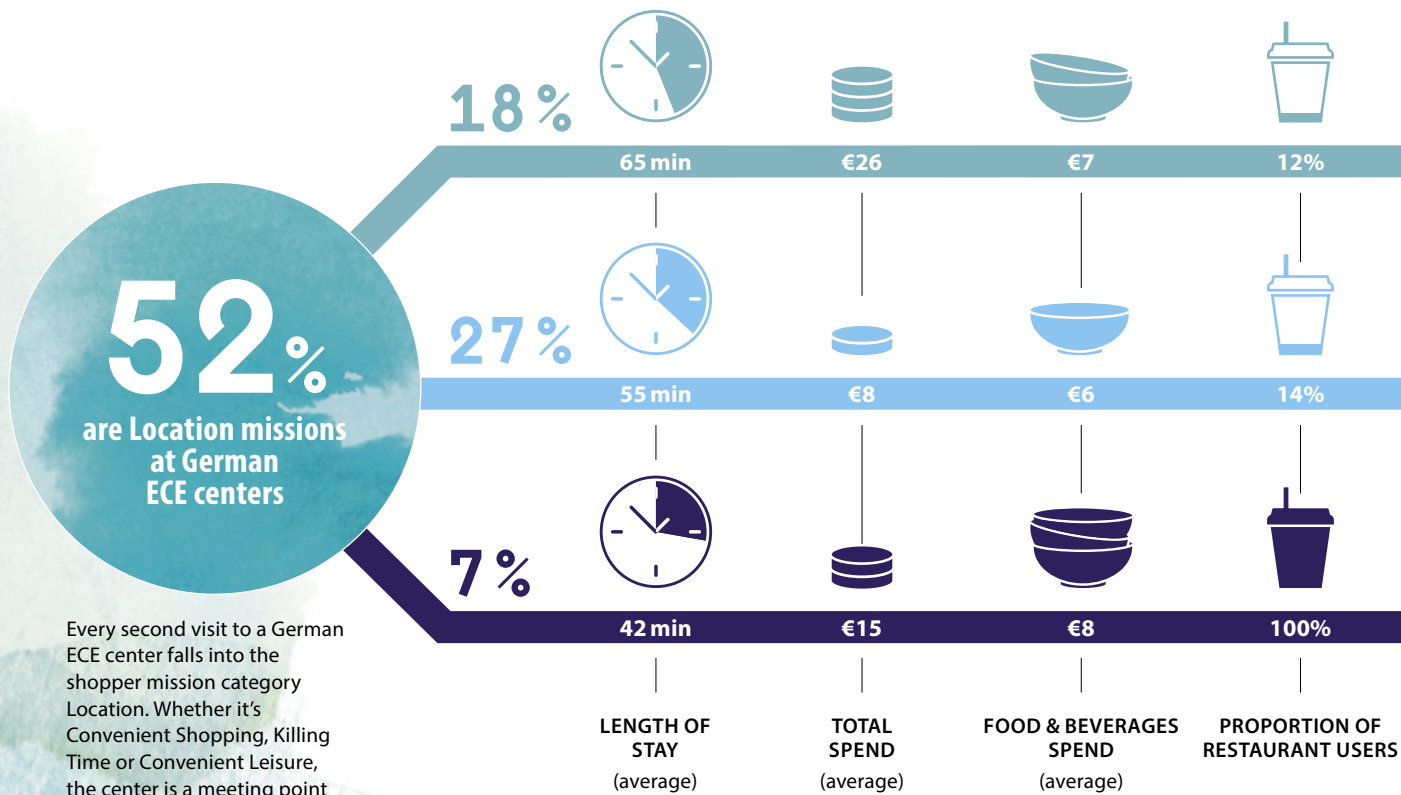
Killing Time

Strolling through a shopping center is an excellent way to kill time. You can take a leisurely tour of the shops or simply sit back and watch the colorful crowds go by. It doesn't really matter what kind of dining options and retail outlets the center offers. You take a look here, pop in there, and the time passes quickly.



Convenient Leisure

Short and simple visits to a shopping center during one's leisure time generally last about an hour. They are often combined with a short stop at a café or a take-away outlet. People usually make these short trips alone or in pairs, and they generally buy just a few items or nothing at all.

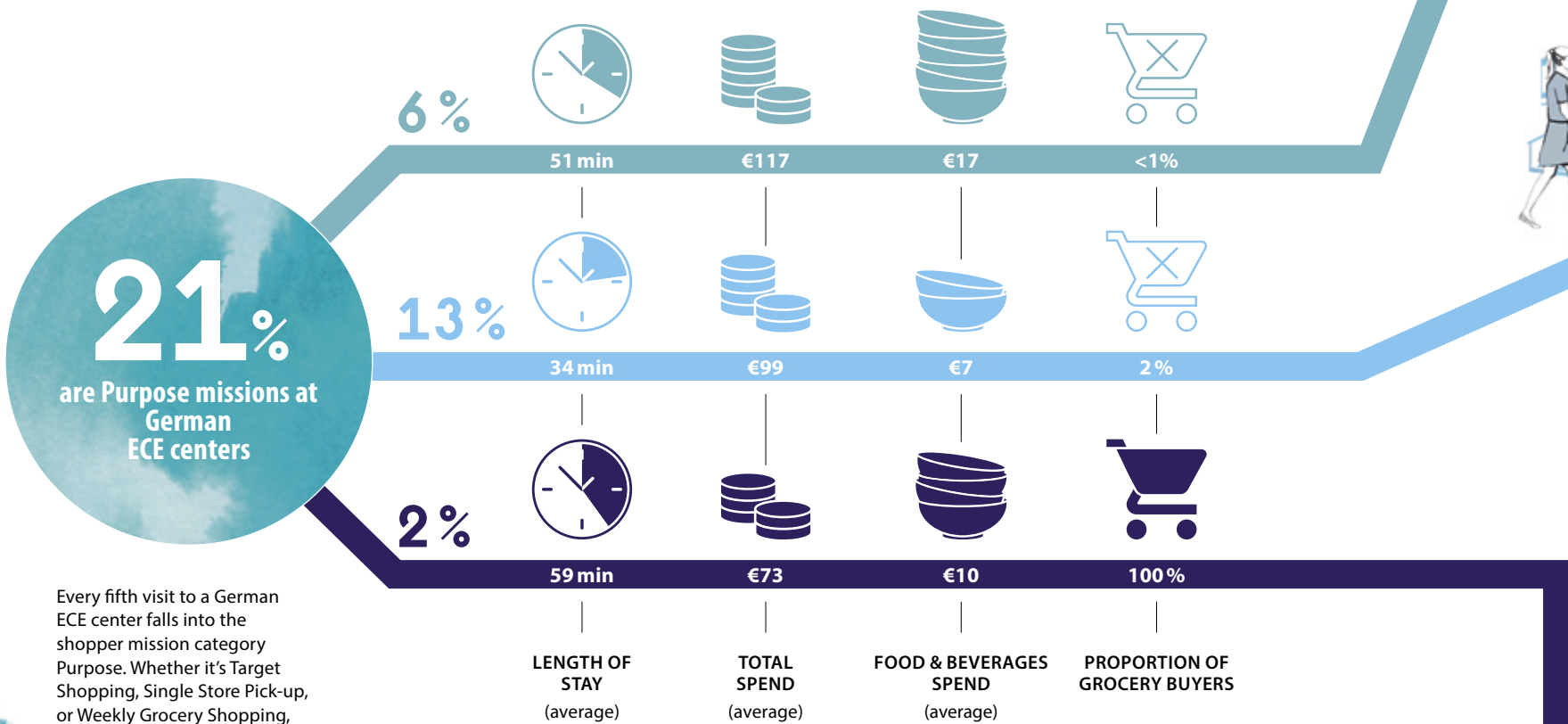


Motivation: Purpose

The center serves as a supplier

When you have a need

There's a very specific new product you have to have. So you head for exactly the place that has the solution you need. This shopper mission has a clear origin: Something's missing – and this need must be filled. In such a case, big expenditures are not rare – and no wonder. After all, you had a very specific need even before you visited the center.



Every fifth visit to a German ECE center falls into the shopper mission category Purpose. Whether it's Target Shopping, Single Store Pick-up, or Weekly Grocery Shopping, for each of these sub-missions the center serves as a supplier.

Target Shopping

Lots of shops and a short length of stay characterize a targeted shopping trip. In this case, shoppers plan their trips strategically and look for the perfect offer. They don't want any distractions, and they like to shop alone. At most, they'll take a short break for a cup of coffee while they plan how best to check off the remaining items on their list.



Single Store Pick-up

Searching, finding, and buying – preferably in a single store. That's a moment of triumph for everyone who's looking to purchase something specific. So it makes sense that these visitors don't have much interest in a center's dining options. That's because they know just what they're looking for.



Weekly Grocery Shopping

Once a week, it's time for a trip to the supermarket to stock up on everything you need for daily life – it's an essential mission for everyone. On average, visitors spend about an hour at the supermarket for this purpose.



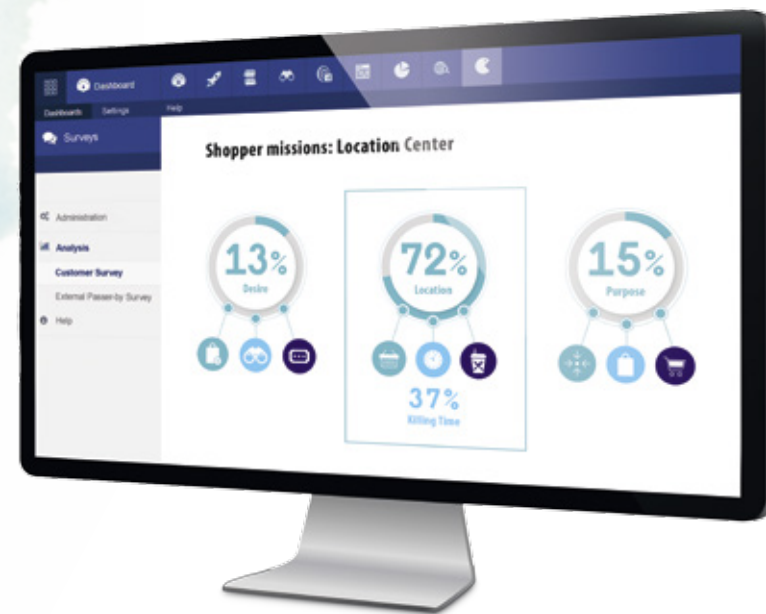
Application of the shopper missions

Whether the aim is to gain new customers, increase turnover or safeguard a center's present market position, the prerequisite is a precise understanding of the individual profile of the shopping center. What are the motivations of the customers who come to the center? What are the strengths and weaknesses of the center's products and services? What has to be done in order to come out on top in a fiercely contested sector? The shopper missions offer comprehensive insights into these issues.

Step 1: Analyzing the situation

Just like the shopper types, the shopper missions for each center can also be represented on the ECE-specific marketing dashboard. Depending on the desired level of detail, the display can show either the distribution of the basic missions or – one level below them – the distribution of the sub-missions.

The screen on the right shows the results of an ECE center that has been selected as an example. In this case, most of the visits can be assigned to the motive "Location." More than a third of the visitors (37%) are simply killing time in the center.



Step 2: Developing a strategy

The results of the shopper missions are components of an overall strategy. However, their distribution alone does not permit us to derive any options for action. What counts here is the interpretation of the data. The percentage of each shopper mission is initially neither good nor bad. This information should always be linked with other factors such as the mix of tenants and the center's location. In particular, shopper missions that are connected with low average spends (e.g. Killing Time) are starting points for developing measures.

Step 3: Planning measures

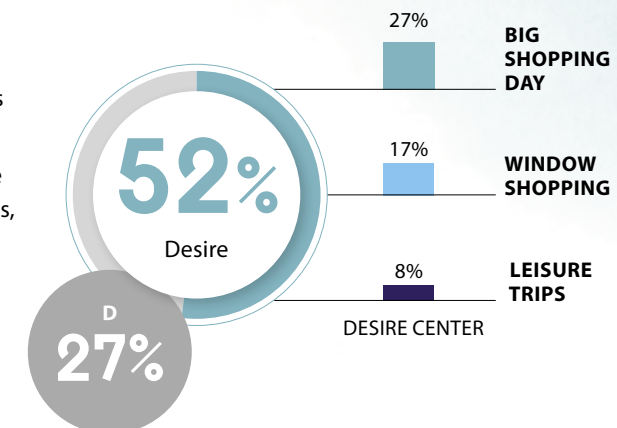
If, as in this example, about 37% of the visitors are coming to the center only to kill time, measures should be taken to encourage these people to do some shopping. One possible measure would be to distribute vouchers for the center's food court.

REAL CENTER CASES

Shopper missions in three selected ECE centers

1ST CENTER CASE

- A big shopping center with more than 170 shops and a wide variety of dining options
- A shopping magnet for the entire region, with an average of 41,000 visitors on weekends, 87% of whom come by car

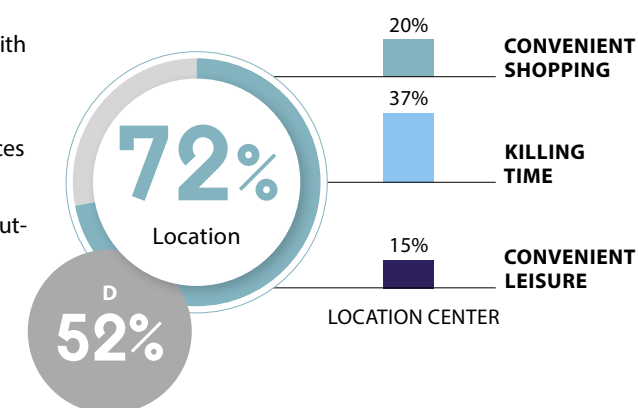


DESIRE CENTER

The proportion of visitors with the shopper mission Desire is 52% – almost twice as high as in an average ECE center. Every fourth visitor comes for a Big Shopping Day – this center is a shopping destination.

2ND CENTER CASE

- City-center shopping center with more than 140 shops, a broad range of dining options, and a comprehensive range of services
- More than 65,000 visitors per day, many of whom are commuters or travelers

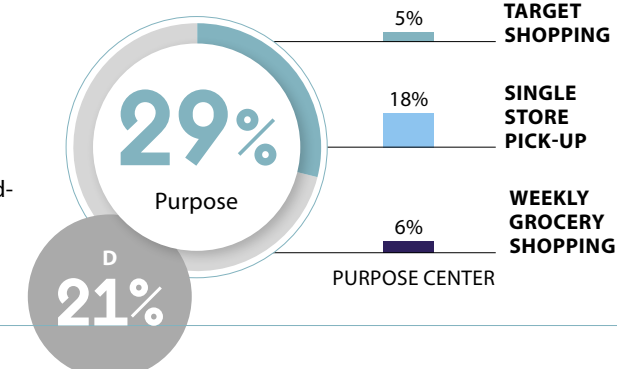


LOCATION CENTER

The shopper mission Location dominates here, representing 72% of all visits. This center functions as a meeting point and a place to linger or to make some quick purchases and have a snack.

3RD CENTER CASE

- A shopping center in a major German city with about 70 shops and an associated medical center
- A high proportion of shops catering to daily needs (including a big supermarket)



PURPOSE CENTER

Almost every third visit is motivated by a concrete need – the shopper mission Purpose. This center is an easily accessible supplier that people go to when they need a certain product.

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What's next?

From insights to a center strategy

Gaining insights, adjusting center strategies

This analysis, which is unique in terms of its breadth and depth, provides detailed data about Germans’ shopping behavior. How will this valuable pool of knowledge be used by ECE in the future, and what additional factors are crucial for developing a customized success strategy for individual centers? An initial outlook.

The baseline study of Germans’ shopping behavior and its concrete application at the centers provides ECE with the best possible supplement for its “Focus on the Customer” philosophy along the customer journey. Each center will now have basic insights into its respective visitors (shopper types) and the motivation behind their various visits (shopper missions). Thus each center will receive a highly individual profile. The shopper types provide ECE with a new form of customer segmentation, and the shopper missions help to sharpen the profile of each center in the eyes of the people in its catchment area. Of course this does not mean that existing

center strategies will be abandoned, because other factors in the context must also be taken into account – for example, the mix of tenants, the competitive context, sales levels, and footfall. Consequently, ECE will continue to systematically and continuously use the knowledge that has been generated to gain insights that are relevant to its future strategy. As it does so, it will benefit from the great advantage of having a broad portfolio of centers that have a variety of profiles. Comparisons, benchmarks, the transfer of know-how, and the translation of best practices to other centers will always be possible without any problems.

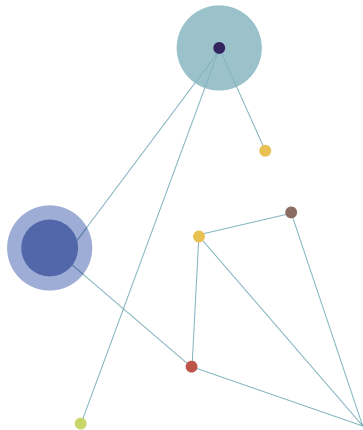
Components of a successful center strategy

Knowledge about the existing shopper types and shopper missions at the centers is an important component of the process of designing an individualized center strategy. Here you can see additional success factors that also have to be continuously monitored in order to make a center successful in the long run.



Facts and figures about ECE

Today ECE is Europe's market leader in the sector of city-center shopping centers. ECE was founded in 1965 by the mail-order business pioneer Professor Werner Otto (1909–2011) and is owned by the Otto family. Alexander Otto, the son of the company's founder, has been the company's Chief Executive Officer since 2000. ECE develops, plans, builds, leases, and manages major commercial properties in the segments Shopping, Office, Traffic, and Industries. For many decades, ECE has also successfully constructed major group head-quarters, office buildings, industrial complexes, logistics centers, transportation real estate, hotels, and other highly complex building categories.



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Key facts about ECE



199

centers under management



7.3

million m²

of sales area
(1.5 million m² in 2000)



1,043

soccer fields

4.6 million
visitors every day

(this number has doubled in the past decade)

This roughly equals the
combined populations of
Berlin and Cologne



24

billion euros

retail turnover at
ECE shopping centers



of Germans
live within a
30-minute
drive from an
ECE shopping
center

3,600
employees



in

14

countries

