

8. REFERENCES

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APPENDIX A
- Informed consent form -

Introduction and Informed Consent for participation in an academic research study

Dept. of Business Management

SERVICE QUALITY IN A LANDLORD-SMALL BUSINESS RELATIONSHIP IN SHOPPING CENTRES

Research conducted by:

Ms. C.P.J. Harmse (28578602)

gerritharmse@telkomsa.net

Tel: +27 83 262 3249

Dear Respondent

You are invited to participate in an academic research study conducted by Cornelia Petronella Johanna Harmse, a Doctoral student from the Department Business Management at the University of Pretoria.

The purpose of the study is to investigate whether small businesses in shopping centres are satisfied with the service quality they receive from landlords and to determine whether an existing model can be used as a valid measure of service quality in this landlord- small business relationship in shopping centres.

Please note the following:

- This study involves an anonymous survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly confidential. You cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than **15 minutes** of your time.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- Please contact my supervisor, Prof. G.H. Nieman, tel. +27 83 282 7456, ghnieman@up.ac.za, if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

Respondent's signature

Date



APPENDIX B
- Data collection instrument -



QUESTIONNAIRE

SECTION A

Please mark with an "X"

1. position in the business?

Owner	
Manager	
Owner & Manager	
Other (please specify)	

V2

What is your

V1

--	--	--

2. business do you have?

V3

What type of

3. total full-time employees (including yourself).

V4

Number of

1 – 4	
5 – 9	
10 – 14	
15 – 19	
20 or more	

4. Total annual turnover.

V5

Less than R150 000	
R150 001 – R500 000	
R500 001 – R1 000 000	
R1 000 001 – R2 000 000	
R2 000 001 – R5 000 000	



R5 000 001 – R10 000 000	
R10 000 001 or more	

5. Since when are you a tenant at this centre?

Month Year.....

V6

6. Since when do you have this business?

Month Year.....

V7

7. educational qualification?

What is your

V8

Standard 8 or less	
Matric certificate	
Diploma/degree	
B-Tech/Hons degree	
Masters	
Doctoral	
Other (please specify)	

SECTION B

8. Please respond to each statement by marking with an “X” the column of the appropriate response on the 5 point scale where:

1 is “strongly disagree”

2 is “disagree”

3 is “neutral”

4 is “agree”

5 is “strongly agree”

Aspect of the service	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	<i>For office use only</i>	
	1	2	3	4	5		
1. When promised to do something by a certain time, management will do so						V9	
2. Behaviour of management instils confidence in you						V10	
3. Management gives you individual attention and is interested in your opinion						V11	
4. Centre and facilities are neat and clean						V12	
5. A service is provided at the time management promises to do so						V13	
6. In general, small tenants are treated the same as bigger tenants						V14	
7. When experiencing a problem, management shows sincere interest in solving it						V15	
8. Management shows interest in communicating with you						V16	
9. The décor and facilities of the centre are visually appealing						V17	
10. You are informed when services will be performed						V18	
11. You feel safe in your transactions with management						V19	
12. Terms and conditions of lease are equally fair for both small tenants and bigger tenants						V20	
13. Management is never too busy to respond to your requests						V21	
14. Management performs the service right the first time						V22	
15. You have the opportunity to fair negotiations with regard to the leasing contract						V23	
16. Management is consistently courteous to you						V24	



Aspect of the service	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	For office use only	
	1	2	3	4	5		
17. You are satisfied with the air conditioning						V25	
18. You receive prompt service (eg. reaction to maintenance complaints)						V26	
19. Management understands your specific needs						V27	
20. There is sufficient parking at the centre						V28	
21. Management insists on error-free leasing statements and other records						V29	
22. Management is always willing to help						V30	
23. Management has the knowledge to answer your questions						V31	
24. Routine maintenance and repairs are done regularly						V32	
25. Website of the centre are visually appealing						V33	
26. Your rental fee is realistic in comparison with that of bigger tenants						V34	
27. Shopping hours are realistic						V35	
28. You are satisfied with the visibility of security in the centre						V36	
29. You are satisfied with the response time of security						V37	
30. You perceive the promotions done at the centre to include the small tenants and the bigger tenants equally						V38	
31. Written material of the centre are visually appealing						V39	
32. Shopping hours are convenient						V40	
33. You are satisfied with the marketing of the centre						V41	
34. You are satisfied with the number of daily visitors to the centre						V42	
35. The marketing fund of the centre is applied and managed effectively						V43	
36. The parking fees are realistic						V44	
37. You get value for your leasing fee						V45	

2. Comment on the reason(s) why you have selected this particular shopping centre to lease a premises for your business.

- (1)
- (2)
- (3)

V46

V47

V48

3. What are the most positive features (if any) of your landlord's service to you? Please list in sequence of importance.

- (1)
- (2)
- (3)

V49

V50

V51

4. What are the most negative features (if any) of your landlord's service to you? Please list in sequence of importance

- (1)
- (2)
- (3)

V52

V53

V54



12 What is your general perception of the overall service quality you receive from the shopping centre management?

- (1)
-
- (2)
-
- (3)
-

V55

V56

V57

13 What is the main reason why you stay in this shopping centre?

- (1)
-
- (2)
-
- (3)
-

V58

V59

V60

V61

V62

THANK YOU FOR YOUR TIME!





APPENDIX C

- Comments from small business tenants -

Comments from small business tenants in shopping centres on perceived service quality from landlords (457 respondents from 27 shopping centres)

MENLYN SHOPPING CENTRE Owned and managed by Old Mutual (86 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- High feet count.
- Regional shopping centre.
- Very busy centre.
- As a store manager, what I will say is that our stores are only in up-market places.
- Centre is established for many years.
- Well-known centre.
- Size of centre.
- Location.
- A lot of marketing is done
- Good area
- Big centre but no service.
- Biggest in Pretoria.
- Outstanding development.
- There's not many shops that sells what we have.
- Upmarket people with money shop here.
- The only shop in the centre that sells our merchandise. .
- Lot of development the past years.
- Only black empowered salon in Menlyn.
- The business I wanted was in this mall.
- Menlyn is perceived as the best mall till you actually become a tenant and see the other side of the coin.
- It is good to have a business in good name address.
- Spacious centre
- Upmarket and modern.
- A lot of banks in the centre.
- At the time, my shop was the only shop selling my product.
- It is rated one of South Africa's biggest shopping malls which means good business opportunity.
- A lot of shops and activities.
- Bought shop from previous owner.
- Area needed my kind of shop.
- Biggest shopping centre in Pretoria, well established, with high foot traffic and diverse customer base.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Security is good/helpful.
- Maintenance is fast and efficient.
- The side-walk sale that they have and that it is for free.
- Maintenance – they come to the store to collect the boxes and refuse.
- Visuals, marketing and bringing customers to the centre.
- Always having attractions – extra events.
- Accommodating our terms – staying open later, or closing early if necessary.
- Neat centre.
- None.
- Well developed.
- Neat and clean.
- Good security.
- Helpful car guards.
- They have a very good way of talking to people.
- Signage inside.
- Extra events.
- When promotions are done, we are always willing to work with them, so we have a good relationship with marketing.
- Willingness to help.
- A lot of other attractions.
- Visually appealing.
- Variety of shops.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- Parking is a problem (even tenant parking).
- Maintenance.
- Look and feel of centre is not appealing.
- They are not helpful, friendly or polite, for example: complaint about how dirty and unhygienic the bathrooms are and management becomes very rude.
- Parking fees are too high for tenants.
- Need more signage boards.
- The dirty toilets and I feel it is not up to standard.
- Response time to problems.
- Sometimes management passes the problem on and then never gets solved.
- The management never comes here.
- Have to sort out everything ourselves.
- Not enough communication.
- Management is selfish.
- Lack of interest from management.
- Management's lack of involvement.
- Waste becomes a problem.
- Air conditioner.
- Lack of commitment from management.

- Service to shop owners when there is problems.
- The signage for parking outside.
- Management never wants to discuss problems with tenants.
- There are too many people in management but no one wants to take responsibility for any decisions that have to be taken.
- They focus on foot count and not on the amount that people are actually spending in the shops.
- Too many people in management that is insufficient.
- Maintenance is not done as it is stipulated in lease.
- **Does not consider the smaller tenants.**
- Management's rudeness and lack of interest.
- Extremely high leasing fees.
- Extensive working hours.
- Management in general.
- Blocked drains.
- Leaking roofs.
- Affordability of marketing opportunities for smaller stores on premises.
- Waste management and air conditioning management are not always up to standard.
- Not attending to complaints when its given.
- Regarding the trading hours – some tenants think it is ridiculous and inconsiderate.
- Lifts and escalators that never work.
- Hours over Christmas to work.
- Fines if the store is closed, for instance for training or when the store closes early for a work function.
- **Don't take smaller retailers seriously and only focus on anchors.**
- Security.
- Management doesn't communicate unless they want money.
- Hours are terrible and if you don't comply, you pay penalties.
- Toilets need a fix up and urgently!
- Management that can't communicate "ê-ê hold on – ê-ê!!"
- Management is terrible!
- Management doesn't know what is going on themselves.
- Hours are ridiculous.
- No-care attitude.
- Lifts and escalators that is a lot out of order for too long.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Sometimes good, sometimes bad.
- Not very happy with attitude of centre manager.
- It feels like you owe them something, while it is the other way round.
- Very poor and unpleasant.
- Good.
- OK.
- Efficient, but not always quick enough.
- Marketing and visuals very well done.
- Poor.

- Average.
- Not the standard I would like.
- Neutral.
- 5 out of 10.
- Lack of interest.
- Efficient.
- If something is not stipulated in the lease, you have no foot to stand on.
- No comment.
- Average – much room for improvement.
- Talk – very little true action (eg. air conditioner and bathrooms).
- OK, nothing out of the ordinary.
- They could improve on being stricter where hygiene is concerned.
- 7 out of 10.
- Overall service is good – however, the relationship with the landlord is often one-sided.
- Bad.
- Service is not up to date and no one knows whose job is who's.
- New generation manager can't talk or communicate properly.
- 4 out of 10.
- Not good at all – I think they all need courses in management and communication.

5. What is the main reason why you stay in this shopping centre?

- Feet count.
- Good turnover.
- Good area.
- Regular customers and word of mouth, clients know where we are.
- Good business.
- Well established.
- Location.
- It is well situated.
- Well known centre.
- Very busy centre.
- Not renewing contract – are moving out.
- Too expensive to move.
- Big and busy centre.
- Business is known in this centre.
- Bound by my contract.
- Many people prefer to do their shopping here.
- Everybody gets along with everybody.
- High income group shops here.
- Best in Pretoria.
- Location to the N1 and easy access for clients from out of town.
- It's a landmark in Pretoria.
- Loyal and new customers.
- Too expensive to move.
- Invested a lot of money in the shop.

KOLONNADE SHOPPING CENTRE
Owned and managed by SASOL Pension Fund and Growthpoint Properties Limited
(23 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- It was the first major shopping centre in the northern part of Pretoria with a high foot count.
- There was a need for a comfort/health shoe store.
- The rent was reasonable.
- Close to home.
- Bought shop from my brother.
- Good area.
- Bigger centre.
- It's a well-known regional centre with a consistently growing customer base.
- Management kept time and their promises.
- The behaviour that the management has towards their tenants is on point.
- The surrounding areas were desperately in need of a big centre.
- Becoming a tenant was a very wanted position with promising opportunities.
- To increase business – more feet here than at our previous shopping centre.
- It is a popular centre – the feet count is good.
- The hours are reasonable.
- All the shops are conveniently situated.
- A lot of development in the area.
- Ideal location north of the Magalies range.
- Close to all amenities.
- Has great entertainment for kids and adults alike.
- It's a big mall and has lots of customers.
- I live in area and kids go to school close-by.
- Centre was big awaited.
- Near my house.
- Know people in the area.
- Had a previous shop in the area.
- One of major shopping centres in Pretoria.
- Rent reasonable compared to “big” centres.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Reliable, well-informed advice as well as sponsoring of the services of a retail specialist last year.
- Good communication – always available.
- Marketing team positive.
- Security excellent.
- No comment.
- They are always willing to listen and assist.
- They are actively involved with the centre.
- The centre is clean and regularly maintained.
- The décor is visually appealing.

- Promotions done at the centre involves both small and bigger tenants.
- Rental statements are always on time.
- Centre is kept clean, including bathroom facilities.
- Help and support for disabled customers are always sufficient.
- None.
- Advertising.
- Security.
- Clean centre.
- Easy to get hold of.
- Easy to communicate with (not always positive feedback).
- Friendly.
- Supports our shops equally.
- Effective marketing correspondence.
- Shops are given equal opportunity to advertise in shopping centre.
- Safe environment (security)
- No taxi rank.
- They don't ask too many questions, you barely see them.
- Encourage you to perform.
- Help you to promote your shop.
- Marketing is good, but repetitive – nothing new.
- Professional management group.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- No possibility of negotiating little lower rent in difficult economic times. Turnover has not doubled like rent has increased. Competitors in mall compete for same customers.
- Maintenance not always done fast enough: weeks of loss of turnover due to escalator out of order.
- Not enough lifts in centre; our customers are older and need lifts and escalators.
- Not willing to help.
- Shopping hours not convenient enough for people using public transport.
- Marketing and advertising is really poor and barely noticeable.
- Complaints concerning the malfunctioning air conditioner and escalators are not met with any urgency.
- After 5 'o clock there is no one present of centre management if any crisis comes up.
- The rent is too high in relating to the feet count.
- **Shopping hours. They only cater for big anchors. The anchors are the only ones benefit from extended shopping hours.**
- Air conditioning not working well, particularly during December.
- **Small tenants do not have the same privileges as anchor tenants.**
- **Small tenants are seen as easily replaceable.**
- **Marketing not done for small tenants.**
- **Insufficient loading areas for smaller tenants.**
- Loading areas are not always neat and tidy.
- They do the bigger tenants' problems first before they go to the smaller ones.
- Centre closes early. Should be open till 19h00.
- Needs Gautrain bus services.

- Needs more security.
- Needs more variety of stores. (greater mix of stores).
- Needs more billboards on major roads and freeways.
- Needs more police presence.
- Marketing – we do not know if they do enough to get customers to visit the centre. It is almost mid December and there is no attraction to get people in the centre. That is so bad.
- Escalators constantly not working.
- Centre décor is really out-dated.
- **Do not support small enterprises.**
- None.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Very professional centre manager and also most of the staff.
- Reliable and helpful.
- Technical staff good, but need to address the many problems with escalators as the connection between top and bottom floor not good. Air conditioner also not very efficient – sometimes too cold, sometimes very hot.
- Not good.
- Poor.
- The centre management really wants the best for both customer and tenant.
- They are always willing to assist and listen.
- **The service quality is good for both small and big tenants.**
- This centre is so successful but is not living up to its potential.
- Wish they could apply the marketing fund and start to aggressively campaign. If that is the case, I believe we can double our turn-over easily.
- In-between.
- Acceptable.
- Good.
- Medium to good.
- Excellent.
- Professional/competent.
- They involve all tenants – open door policy.
- Bad – the centre manager is ok but the marketing component is a problem.
- They are not developing this centre to full potential.
- The managers are too young and lack experience.
- They must communicate with tenants by coming to the shops regularly.
- They do what they need to.
- Overall good service. Does everything better than normal.

5. What is the main reason why you stay in this shopping centre?

- Well established business – more than 10 years old.
- Revamped our shop recently and changed name with new fresher image; lifted shop front.
- Still good shopping centre compared to other in vicinity.
- Foot count is good.
- Not staying.
- The consistent customer base.

- Doing good business.
- The décor is also very appealing.
- We are treated fair and with respect and good communication between ourselves and the centre management.
- Business has a majority of regular clients returning every six weeks for a repeat service and we mostly serve residents from the surrounding areas.
- Moving would negatively influence our turnover.
- My customers know me.
- Because of more feet that equals more turnover.
- Convenient shopping hours.
- Because, even though there is a loss in feet lately, it is still reasonably busy.
- Well-known – easy to sell merchandise as shopping centre is well advertised.
- Warm, friendly environment.
- Family orientated.
- Convenient for the North.
- It has a good reputation and a lot of people enjoy coming here.
- There is lots of big brand shops.
- It is suppose to be the most popular centre this side of the mountain and hopefully somebody will wake up.
- If things stay like it is, we will definitely not stay, but we want to stay in the centre.
- Still bound by lease.
- Not big competition in area. Good tenant selection.
- Convenient for people to get here.
- Very good security.

BROOKLYN MALL
Owned and managed by Growthpoint Properties Limited
(31 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Up-market clients.
- Our exact target market is visible in this particular shopping centre.
- The shopping centre is smaller and more personal compared to others.
- Good/prime location.
- Bigger opportunities for growth were presented.
- The clients know what they want – they are a higher quality clientele.
- The A-B segment of the market.
- Good location, close to highways, good business component in immediate area.
- Close to embassies and government departments.
- Because it's a mall and people prefer to go to a place where they can do all their shopping and account payments at the same place.
- It was a good shopping centre. The best at that time and classy.
- Easily accessible for clients.
- No shop like ours in the mall. Clients want our service.
- It is the closest prominent centre to owner's house and factory.
- High standard of living (clients).

- Centrally located, upmarket.
- Was tapping into a niche market.
- This shopping centre attracts the type of customers we want.
- The appeal of the centre and area.
- It suits the products we sell in the Brooklyn area.
- We have always loved Brooklyn mall, even if centre is busy, customers feel ok.
- Right market for our product.
- More customers with more time to shop.
- The shop was available to buy.
- Centre is of world standard for all the foreign clients/visitors.
- Hygiene and general neatness of centre is above average.
- The hours the centre is open appealed to me.
- Good area in terms of income.
- Mall has a good history.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Promotion of the mall and its tenants are good.
- Keeps the mall in pristine condition and updated.
- Listening to what the client wants and improving to better services for the client.
- None.
- Rental statements always on time.
- Security is good.
- They are helpful.
- Not a good time for us to say anything good.
- They are friendly.
- Parking.
- Positive feedback.
- Security is excellent.
- Additional space at much lower cost due to renovations – assists us in difficult times.
- Always do what you ask.
- Advertise when the shop has sales.
- Centre is clean, tidy and safe.
- They listen when you have a problem.
- You get regular feedback of meetings.
- They show an interest in my business.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- **Management does not consider small tenants as important.**
- **Management does not always take the smaller tenants' opinions into consideration.**
- Promises made to help are not always kept and sometimes completely forgotten.
- Service delivery is not the strongest point of management.
- Service concerning parking for tenants could be a lot better.
- After 23 years you are still treated as a "tenant". The landlord is above seeing investing in his tenants.

- I am a “client” of the Mall but management don’t treat you like a “customer” should be treated.
- Landlord has created the impression that tenants do not have “rights”.
- Their marketing strategy to promote their centre is bad.
- No feedback regarding problems.
- Air conditioning complaints not sorted out after numerous phone calls and confrontations with management.
- Slow service.
- I think they could make more effort with the marketing.
- Sometimes takes long to get back to you on enquiries.
- Slow maintenance systems.
- They made us move although they knew that the mall was going to change.
- We spend all the money and now... have to move again.
- They do not make marketing space other than the store for the shops.
- Slow reaction to requests.
- No communication in terms of building a relationship with us as the tenants.
- Incompetent!
- Centre maintenance.
- Their lack of ability to respond to our needs as a business.
- We are forever waiting to get response, answers and clearance on important issues.
- It really feels like they do not really care for us as a business – if we make it or not.
- Rents are too high.
- Not willing to negotiate.
- Favouritism.
- Do not take an interest in the tenants at all.
- Parking.
- Not taking complaints seriously.
- **Treating the smaller stores unfairly.**
- Air conditioners never work.
- Unfair hours on public holidays.
- Marketing department’s failure to respond or give feedback to enquiries.
- The bathroom/toilets can be better maintained and cleaned.
- Inconvenient shopping hours (especially in December).
- No personal contact with tenants.
- No ear for problems with regard to feet count and turnover.
- Leasing fee is totally too high.
- Ought to give us more choices with shopping hours, especially on Sundays and public holidays (we must be open but do practically no business on Sundays).
- Not enough support.
- Nothing that I can comment about.
- They are not approachable at all.
- They have an inflexible attitude and make you understand that you are nothing.
- **They let you understand that people are waiting for your spot. If you are not satisfied with the conditions – leave.**
- Money spent on extending the mall instead of upgrading what exists.
- They do not always respond promptly.
- You pay for air conditioning over and above the electricity and then you have to clean it as well.
- No flexibility in terms of rental payable during current economic situation.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Not good.
- The overall service quality does not focus on the tenants.
- They try to help but don't really go out of their way to provide excellent service.
- They need to get involved more.
- For me being a new manager here, no information was given for new managers.
- Landlords have an arrogance about their tenants.
- It's all about the money.
- Fair.
- Neutral.
- Quality is fairly good, here and there complaints but not big ones.
- They are a good centre management that looks at our basic needs.
- In general, relatively good.
- Negative.
- Impersonal.
- One-sided.
- In certain areas it is very good, but in other areas not so good.
- If we do not get response about our lease contract and proposal to move shop soon, we will move to another centre.
- The management is only interested to get your rent and is not interested in keeping tenant mix right, etc.
- They work according to targets without considering economic climate, recession, etc.
- Bad.
- Positive and helpful.
- Not very pleasant.
- It's normal, nothing special.
- Very good and have empathy, except when it comes to the rent and shopping hours.
- Lack of interest.
- They have an attitude of "take it or leave it".
- You are not important enough.
- More interaction necessary on a personal level between shop owners and management.
- Not at all too bad and better than where I have been previously.

5. What is the main reason why you stay in this shopping centre?

- Established client base.
- Good location.
- Centre attracts enough feet.
- We have a big client base situated in this area and everyone knows where we are.
- Clients prefer to come to our store here rather than to drive to the other side of Pretoria.
- Built a good customer base.
- Invested in good quality store; too costly to move.
- Would consider Menlyn, but their hours are too long.
- My business is doing well since I'm here.
- Can't afford to move.
- Good, established shop.

- Easily accessible to us as well as our clients.
- The working hours are not too late.
- The type of customers we are serving visits this centre.
- Feet count is good.
- Regular customers like embassies.
- The customer you attract in this area is loyal and wealthy.
- Future growth.
- All the centres are the same and the landlord has too much power.
- Good area.
- This is the flagship store as it is the first one open and has been here for 3 years.
- Well-known with regular customers.
- Safe centre and not too full with people.
- Bound by leasing contract.
- Paid a huge amount for shop.
- Clients are in the direct vicinity – 60 % foreign clients that prefer our unique products.
- Because the environment is nice and the customers are very friendly.
- I have no other option.
- Client profile fits my product offering.
- I like the centre and enjoy the atmosphere.
- The shopping hours are reasonable.
- Do not think I will be better off in another centre.

BROOKLYN DESIGN SQUARE
Owned and managed by Growthpoint Properties Limited
(8 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- 14 years ago it was appealing and there were lots of feet.
- We were approached by the landlord to open a shop here.
- The verbal promises and arrangements were very advantageous (initially).
- Good position
- Reasonable rent when we started.
- Appealing environment and atmosphere.
- Good area – lots of embassies.
- It's "vibey" and a good area for business.
- It's visible and well known.
- It' echo and environmentally friendly and helps to set a standard of service.
- There is no other shop with same or similar items in the area.
- The vibe of all the décor and design shops.
- Location – central to most of my customers.
- Popular, established and has many feet (up-market).
- My brand suits the market I target.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- None.
- Manager can be approached directly and she listens.
- They keep outside area well cleaned.
- Good security and visible to public as well.
- Undercover parking – especially in summer.
- Appealing décor.
- Branding is spot on.
- People in office are good, efficient and helpful.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- No anchor tenant.
- No marketing.
- Communication.
- Management is effective only when they are the disadvantage party.
- Lower levels of management personnel lack depth of ability to understand a problem.
- Marketing has no ability to understand unique requirements of the environment and to develop and implement an appropriate approach.
- They over-charge on parking.
- Lifts are always broken and are a safety hazard.
- Their response to complaints is lacking and they lack customer/client skills.
- None.
- Things don't always get done properly the first time.
- Security does not clamp down on rules like no smoking!
- Air conditioning is a nightmare.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Average service.
- Mostly negative.
- I exist to pay rent.
- You can work with them.
- Response to a problem normally good.
- Cleaning is excellent.
- Maintenance is slow.
- Very, very good.
- Good – great advertising team.
- Get service for what you pay.
- Parking and other services are great.

5. What is the main reason why you stay in this shopping centre?

- No reason – only the leasing contract keeps us here.
- For the sake of the clients.

- Still bound by the leasing contract.
- I plan on leaving and settling in a neighbourhood complex.
- Location.
- We've been here for years.
- Regulars are used to the setting and vibe.
- Had to built up the business and moving will break the vibe.
- Target market.
- Good business (traffic).

MONTANA CROSSINGS
Owned and managed by Old Mutual
(9 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- When I bought the business, it was a busy centre.
- Well-known centre.
- It was the only available place at the time that was affordable.
- This was the only pet and pet food shop in the area.
- Got a big shop at a good price.
- Good location.
- Centrally located.
- First retailer of plastics in northern suburbs.
- Was a new centre with a lot of potential.
- Agreed rent was and still is very attractive.
- Business was already here for 10 years.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- None.
- Nothing.
- None that I can think of.
- Management has no positive features.
- They are non-existent.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- They don't keep their promises.
- Management in general.
- Security.
- Toilets always dirty and broken.
- No marketing.
- Having problems to get hold of management.
- Have to pay for maintenance.
- Management never available.

- No management.
- No promotions.
- Not happy with security (never here).
- You can never reach them!!!
- No manager on site.
- Don't know who to speak to.
- No management on premises and no office or staff – only maintenance.
- No communication.
- The only way to get repairs done is to withhold rent.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- They only work on their budgets and do not worry about the small business person.
- Poor.
- No service at all.
- Bad, bad, bad!!!
- Awful.
- Disappointing to say the least.
- Not good.
- Non-existent.

5. What is the main reason why you stay in this shopping centre?

- Business is settled and people know where we are.
- Bound by leasing contract.
- Good clients.
- Looking for another premises to move to.
- Business is well known in the area.
- Too expensive to move.
- Settled.
- It is not sound business management to move around from one shopping centre to the next. We signed a 5-year lease agreement.
- Been here for almost 10 years and built up good client bases.
- Rent is very attractive.
- Good position.
- Been here for 13 years – this is our known location.
- Fair rental.

JAKARANDA SHOPPING CENTRE

**Owned by Government Pension Fund and managed by Public Investment Corporation
(7 respondents)**

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Good spot in centre to trade.
- Was misled by management in regards to rent prices.

- Near to my residence.
- Located centrally.
- Generally neat and tidy.
- Have a good customer base.
- No other similar business in this area.
- Originally there was a good tenant mix.
- The shop was available when I left my job.
- The lease was at that point very reasonable.
- Safe and convenient for customers.
- Area is not too much congested.
- The centre is very quiet and convenient for customers to shop.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- None.
- Centre kept in a good condition.
- Good open door policy.
- Manager does give attention to complaints. Due to the landlord, not always with positive results.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- Centre unhygienic and smells of urine. Cockroaches everywhere.
- Parking design is horrendous.
- Service delivery is pathetic as lifts/escalators are seldom working. The fountain in front hasn't been working in 2 years.
- Too many to say.
- Management is completely incompetent and unwilling to rectify all complaints by the tenants as well as the customers, eg. 2011 escalator was not working for 7 months.
- No advertising to attract customers back to centre.
- Security staff is not followed up and are left to their own accord and not always on site.
- Ridiculous rentals – after all, we are experiencing a recession.
- Unwillingness to negotiate.
- Landlord has no interest to improve and they turn a deaf ear to complaints.
- Already waiting since November 2010 for renewal of contract. Talk, but nothing is happening.
- The allocation of outside contractors to read electricity meters makes electricity very expensive.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Certainly NOT up to standard.
- BAD.
- Incompetent.
- Willing to listen and help.
- Deals with problems on time.

- Our biggest problem is not with centre management, but with the landlord's office which does not have a clue what is happening in the centre.
- Can improve a lot.

5. What is the main reason why you stay in this shopping centre?

- It is a prime spot which is centrally located.
- We have a prime shop spot in the centre.
- Too expensive to relocate.
- Not staying – moving out to other premises soon.
- Good client base.
- Central location.
- Centre is strategically located.
- Have build up a good customer base over a number of years.
- Got nowhere else to go without major expenses.
- The only reason is because of the leasing contract.

ZAMBEZI JUNCTION
Owned and managed by Sinovich
(16 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Settled development.
- Very busy centre.
- Next to a busy road.
- Situated in a busy area.
- Neat centre.
- Big signs that indicate shops in centre.
- Good area.
- Was given good space.
- Good community.
- Was the only shop of its kind at the time.
- Spacious, busy centre.
- Nice building.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Good parking.
- The big bill boards.
- Very neat centre.
- Good security.
- Big signs, lots of marketing.
- Big signage.
- No empty shops.
- No hawkers.



3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- Not enough toilet paper in bathrooms.
- Lot of hawkers.
- Stinking toilets.
- Security.
- More security at night needed.
- Have to wait a long time for answers.
- Not enough marketing and promotions.
- Management in general.
- Lack of communication.
- Papers sometimes lying around.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Good.
- OK.
- Neutral.

5. What is the main reason why you stay in this shopping centre?

- Busy centre – lots of feet.
- Clean centre.
- Well-known centre.
- Good area.
- Accessible centre.
- Big names around us.
- Business located well next to busy road.
- Enough parking.
- Established.
- Business is settled.
- Business is doing good.

WATERGLEN SHOPPING CENTRE
Owned by Sharemax and managed by Centroprop
(15 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Cheaper rent.
- Close to home.
- Very good location.
- Leasing fee affordable compared to other centres.
- Service oriented centre.
- Rent seemed reasonable.

- Grew up with the centre.
- We bought on existing business that's been established for several years.
- Because of the established shop across this shop.
- The fairly cheaper rent as opposed to smarter malls.
- Close proximity to Virgin Active Gym.
- Up-market clients nearby.
- **Waterglen was the only centre to accept my small business without securities or surety when I originally applied to become a tenant 14 years ago.**

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Always there to listen to you.
- None.
- They support the shops in the centre (by buying from them).
- Cleaning has improved.
- This year I asked for a rent reduction. They were willing to negotiate and consider my situation. They did grant me a partial reduction in so much as to make life easier for me.
- Over the years, security and cleaning became better.
- Proper statements.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- Not attending to the parking signs at entrance 3.
- Do not communicate.
- No maintenance due to any funds.
- No communication unless I initiate
- Useless promotional days are constantly organised instead of utilising money for better marketing.
- Marketing of empty shops – bad!
- No support.
- The centre is very old and requires upgrading (leaking roofs, visually unpleasing, etc.).
- Too many empty shops.
- In the past, they were less open to negotiation.
- The marketing events that are organised in short, SUCK! It is loud and unpleasant. I believe it has a negative rather than a positive effect.
- It seems as if they don't care.
- No feedback on queries.
- General lack of interest in tenants.
- **No attention to small business. Feels that small businesses make the centre, but are not treated accordingly.**
- Centre management has no personal contact with tenants.
- Problem-solving skills.
- Do not respond to e-mail or telephonic communication.
- The offices are on the premises... they might just as well be on the moon!
- Do not show any interest in their tenants.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Very good.
- Minimum.
- Communication can improve with regards to the future of the centre, marketing, etc.
- It is good. They are always willing to listen (also only since recently).
- They are not very effective or competent.
- Poor service and maintenance of mall.
- Very poor.
- Average – other shops in other centres have the same complaints.
- The management is probably doing their best within the parameters set by the landlord.

5. What is the main reason why you stay in this shopping centre?

- People know where I am. A trophy shop doesn't really need the feet.
- Cannot afford to move.
- Rates still reasonable.
- No communication unless I initiate.
- Have to repay debt.
- Good customers.
- Shopping hours are good.
- Signed lease.
- I first want to see if my shop shows a profit in this centre, which is cheaper than move to a more expensive venue.
- For the sake of clients I have made in this shopping centre.
- It is a mission to move, especially without any guarantee than my shop will do better elsewhere.
- More feet – mostly due to DSTV anchor next door.
- Not feasible for me to move (65 years old).

MORELETA PLAZA
Owned and managed by Redefine
(8 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Is based in Pretoria East.
- Rent is still affordable.
- It is on a busy street.
- Flexible business hours.
- Renovated,
- Free parking.
- Fair number of daily visitors.
- There is sufficient parking for guests and it's at no charge.
- Centre is easy to get in and out.
- Bought the business over.

- I entered the centre when it was poorly let. Centre management were very negotiable with the per square metre rent.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- It is convenient in terms of management, flexibility, fairness.
- Mall is always clean and continuous improvement is commendable too!
- Management is fairly accessible.
- Response to problems.
- I once left my door not properly locked and the security called to let me know – it was great.
- None.
- Very little centre management.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- Marketing of the mall still needs more work.
- Don't answer calls.
- For a 10 square metre shop, electricity account is R700 per month.
- Certain businesses get help and some don't.
- Manager of centre does not respond quickly enough.
- No response to your call or complaint.
- Do not listen to complains. Do their own thing.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Overall service is average; there is still room for improvement.
- Not good enough.
- Fair.
- Poor.
- Generally the centre management is not sympathetic towards the tenants.

5. What is the main reason why you stay in this shopping centre?

- Rent is still affordable.
- Feet count is still adequate.
- Good location.
- In good neighbourhood.
- Free parking.
- Quick response of security.
- To be considered after the lease.
- After 10 years, people in the area know of us.
- Costs are better than Menlyn or Woodlands.
- Better shopping hours than Menlyn.
- Business is good – more than 20 years in centre.
- Feet count is good.

MONTANA VALUE CENTRE

**Owned by Emira Property Fund and managed by Eris Property Group
(6 respondents)**

- 1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.**
 - Big shop at a good price.
 - Price was right at the time of lease.
 - Lots of vehicles drive by.
 - Only coffee shop in centre.

- 2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.**
 - Front shop nearest to the road.
 - Clean centre.
 - Enough parking.
 -

- 3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.**
 - Not enough marketing of centre.
 - Not enough promotions.
 - Lots of empty shops.
 - Security not good – needs more guards.

- 4. What is your general perception of the overall service quality you receive from the shopping centre management?**
 - Good.
 - Poor.
 - Quite good.
 - Sometimes good.

- 5. What is the main reason why you stay in this shopping centre?**
 - Good shop and we are settled.
 - Established here and doing good business.
 - Good location.
 - Leasing fees not too high.
 - Have been here for many years.
 - Big centre.
 - Lots of businesses where you have to wait and then you can eat and drink.

WAVERLEY PLAZA
Owned by Octodec Portfolio and managed by City Properties
(14 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Shop is in the walk-through and is visible.
- They asked me to move here.
- Business was available for sale.
- We stay in the same community.
- Near home – makes it easier to receive stock and to handle any emergency.
- Neat centre that will attract customers.
- Friendly and convenient. Access to centre is easy and centre is not too big.
- Close to home and schools.
- Near Pick-‘n-Pay.
- Location – central and accessible.
- Demographics – lots of disposable income.
- We understand and know the customer base very well.
- Safe area.
- Close to schools – prospective clients.
- Rent is reasonable.
- Business was already established with a client base.
- Saw a lot of potential in the business.
- This shop was vacant and I could no longer stay in the CBD.
- Centre management approached me to move this shop to the centre.
- There is more feet in this centre.
- The surroundings are more appealing.

2. What are the most positive features (if any) of your centre management’s service to you? Please list in sequence of importance.

- None.
- They are prompt in delivering service.
- Communication.
- Promptness – get any emergencies dealt with quickly.
- Friendly – always positive but also strict enough.
- Regular newsletters.
- Statements are correct every month.
- Willing to help.
- We don’t have to work on Sundays because we are still a small centre.
- The maintenance of the centre. Bathrooms, general surroundings.
- Security friendly and alert.
- Promotions are well organised.
- If there is a problem with maintenance, the assistance is very good.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- The promotional fees that each tenant has to pay and your shop is not being promoted, only the centre as a whole.
- The response time of security.
- Poor maintenance when required.
- Security ineffective.
- Cannot always get hold of management on the telephone.
- Would like management to be on site (in centre) at all times.
- Too little promotions.
- No fashion shows.
- Maintenance of buildings.
- Unwillingness to negotiate.
- No rental reduction for long time tenants.
- General inconsistency in treatment of tenants.
- Are not informed about any happenings.
- High rent.
- Boerewords rolls: the smoke of the braai entering the centre.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- We have a centre manager that may not take any decisions by himself. He must always go to "higher" people, so what is the use of centre management?
- Maintenance good.
- Clean bathrooms.
- Not good.
- Average.
- Too many different managers and too few people to assist.
- Lack of quick response.
- Good service quality.
- Poor. There is none, no imagination at all!
- Some individual of management make the effort, but it is not the norm.
- Always willing to help.
- The maintenance of the bathrooms are very good.
-

5. What is the main reason why you stay in this shopping centre?

- Business is doing very well.
- Neat environment – appealing.
- Safe centre and area.
- We will stay only until the lease contract expires.
- We have a long-term lease agreement.
- We built a regular customer base.
- Shopping centre is easy to access, especially for our older customers.
- Our business is known and we have regular clients.
- Relocate cost expensive.

- Have been here for 15 years.
- Brewers BBQ is a “landmark” in the Moot.
- Relocation will cost more than staying and paying.
- Rent is reasonable.
- Management will try and help where possible.
- Safe shopping centre.
- We have enough clients.
- There are more feet in a shopping centre than elsewhere.
- The atmosphere in the centre is pleasing.
- The variety of shops in the centre.

ZAMBEZI MALL

**Owned by Sharemax and managed by Capicol
(12 respondents)**

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- New development with lots of potential.
- No competition in close proximity.
- Situated in a good area.
- Good anchor tenant.
- Business was already established for 3 years when I bought from previous owner.
- Close to the highway.
- Practical.
- Thought it was a good investment.
- New centre in the Dinokeng tourist area.
- Was a good idea at the time.
- Space of the centre.
- Movies.

2. What are the most positive features (if any) of your centre management’s service to you? Please list in sequence of importance.

- More than adequate parking.
- Keeps the centre clean.
- Nice features.
- Not much.
- No positives so far.
- None.

3. What are the most negative features (if any) of your centre management’s service to you? Please list in sequence of importance.

- Too many empty shops.
- Not enough marketing.
- Turnover of management.

- The centre's management has changed 3 times in 3 years because of financial problems of the landlords.
- We can't complain about the services because the services are non-existing!!
- Security.
- Toilets.
- Management.
-

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Management is very distant – only concern about rent payments.
- All right.
- They don't stay long enough to actually rate them.
- No service.
- Service is poor, no quality!
- Not very helpful.
- Poor.
- Average.
- Bad.
- What management and service?

5. What is the main reason why you stay in this shopping centre?

- Established the business since 2007.
- So that everyone can get used to where I am.
- Can't afford to close down the business – invested too much already.
- Because we have a contract that is binding us.
- My regular customers know my location.
- Moving out.

**Silver Oaks Crossing
Owned by CB Richard Ellis Network and managed by Broll
(10 respondents)**

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Big centre.
- Clean and neat.
- Bought business over.
- Leasing not too expensive.
- High income area.
- Next to a busy road.
- Beautiful centre.
- New centre at the time.
- Situated in a good area.



- Busy centre.
- 2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.**
- Are in contact with owners.
 - Impressive centre.
 - The restaurants let a lot of people come through the centre.
 - Big signage.
 - None.
- 3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.**
- Marketing
 - Security.
 - The top part of the centre is dead.
 - Needs more advertising.
 - Needs more car guards and better security.
 - Leasing fee is high.
 - Shop owners have to fix everything by themselves.
 - Fines to be paid if shop is not open during hours.
- 4. What is your general perception of the overall service quality you receive from the shopping centre management?**
- Good.
 - Very good.
 - Poor.
- 5. What is the main reason why you stay in this shopping centre?**
- Business is well-known here.
 - Business is settled.
 - Just moved to another location in the centre; so I will see what is going to happen to business.
 - Impressive centre.
 - A lot of possibilities.
 - Business is doing well.
 - Busy centre.

WEST END LIFE STYLE CENTRE
Owned by Photla Group and managed by Metroprop
(10 respondents)

- 1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.**
- In the beginning it looked like a promising centre.

- It was a new centre with a lot of possibilities.
- New developed centre in a good area.
- Next to a busy road.
- Spacious centre.
- It is especially designed for businesses related to furniture needs.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Centre is clean.
- Clean and neat centre.
- Big signage.
- Modern centre.
- Big centre.
- None.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- Not nearly enough marketing.
- Management.
- Where is management???
- Poor security.
- No marketing.
- No management!
- No proper security during night time.
- You never get hold of management.
- Very slow when it comes to respond to problems.
- A lack of interest in the needs of tenants.
- A lack of organisation on the promotion of the centre.
- No anchor tenant to draw feet.
- No visible signs in Zambezi Road to promote centre.
- Centre is dead! No feet!

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Ok.
- Poor.
- Bad.
- There is no management.
- Very poor service quality.
- No comment.

5. What is the main reason why you stay in this shopping centre?

- Too expensive to relocate.
- Leasing contract.

- Business is growing with centre.
- Giving it time to see if feet will increase.
- Have spent a lot of money on the shop.
- Looking for better option to move to.

WONDERPARK SHOPPING CENTRE
Owned by Emira Property Fund and managed by Eris Property Group
(8 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Area has a lot of growth potential.
- Many people come to this shopping mall.
- It is situated in a growing market.
- The area consists of 80 % young black (35-) with large amounts of expendable cash.
- Direct competition is not threatening.
- Beside a busy road.
- The size of the premise is just right.
- Leasing fee is reasonable.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Pleasant parking areas with shades for tenants (shaded parking).
- Large number of parking spaces.
- Neat.
- Security.
- They always respond eagerly to our concerns.
- They are willing to negotiate on rent.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- Rental statements late.
- Incorrect meter reading for electricity.
- General cleaning of centre and toilets no of best standards for regional centre.
- No sidewalks to centre for customers on rear and side of mall. Customers have to walk in the road.
- Old fashioned interior.
- No centre maps for store layouts/locations.
- They don't always have the required expertise to handle all issues.
- I feel that marketing of the centre is not handled well enough.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- A lot of effort seems to be given to secure mall.



- It is very good.
- It's fine.
- Average.
- Good.

5. What is the main reason why you stay in this shopping centre?

- Area still has potential.
- Reasonable leasing fees.
- Our businesses are growing and doing well.
- Business is doing well and we are able to make a profit.

GLEN VILLAGE NORTH/SOUTH
Owned and managed by Greek Consortium
(40 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Because of all the development nearby.
- Up-market area.
- Centre is clean.
- Good area.
- We are the only shop of our kind in the area.
- Busy centre.
- A spacious premise was available.
- Lot of businesses around area.
- Centre is well-known in area.
- Next to a very busy road.
- Centre looks good from the road.
- Was a good investment because of the area.
- Lot of shops in the centre.
- Only Thai food restaurant.
- Up-market shops.
- A very nice centre.
- Stay in area.
- Centre with possibilities.
- Centre with a lot of young people.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Nothing.
- Clean and neat centre.
- Good security.
- None.
- Signage.
- Billboards.

- No hawkers.
- No comment.
- The parking.
- Clean toilets.
- Was not this expensive for lease earlier.
- The finishing touches.
- The bricks the building was build with.
- There is no service.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- Management as a whole.
- We are treated like children.
- No effort from management's side.
- Penalties to be paid.
- Sign boards not good at all.
- No management.
- What service??
- Air conditioners please!
- Communication.
- Attitude of centre management.
- The fact that tenants are treated like kids.
- Correspondence.
- Maintenance.
- Having to do our own maintenance.
- The signing in and out at security.
- Don't want to listen to shop owners' problems.
- Manager is a very rude person.
- Needs upgrade on air conditioner.
- No in touch with shop owners.
- They don't want to upgrade the centre.
- Management think shop owners are children to let them pay for penalties.
- Sometimes the centre is dirty.
- Leasing fees.
- Management does not do what they promise.
- Management does nothing from their side for anything.
- No marketing.
- Management is up to shit!
- Management – there is none – only when you have to pay.
- No promotions.
- The broken signage.
- No proper management.
- Stingy and money hungry Greeks.
- Toilets.
- Lighting at night.
- Pay, pay for no service.



4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Poor.
- Bad.
- Stinking attitude towards shop owners.
- Management does not worry about tenants, only about our money.
- Not very good.
- No comment.
- Little to no service.
- Ask nothing, expect nothing.
- Not much to say.
- Can be much better.
- Not good.
- Management treating owners like children.
- 0.
- Not good at all.
- Okay.
- There is no service.
- Very poor.
- Fail to deliver service.
- Management can't manage their own centre.

5. What is the main reason why you stay in this shopping centre?

- Still a lot of development around.
- I'm well established in the centre.
- No hawkers.
- Only shop of our service in centre.
- Busy centre.
- Business is well-known in area.
- In a good area.
- Looking for a new space.
- Variety of shops.
- Business is doing well.
- Love the people in the centre that do business.
- No competition in centre.
- Too expensive to move.
- Good security.

WONDERBOOM JUNCTION
Owned by Pivitol and managed by Abreal
(4 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Well situated.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Always willing to help.
- Always very friendly.
- Everything is always neat and tidy.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- I think they can do more to promote the centre to get more feet.
- They cannot always assist you or answer your questions.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Good.
- They can have more empathy with small businesses.

5. What is the main reason why you stay in this shopping centre?

- Busy centre.
- Our target market is here.
- We are already a well established business and will lose clients if we move.

QUAGGA CENTRE

**Owned by Emira Property Fund and managed by Eris Property Group
(7 respondents)**

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Feet count is good.
- Location is good.
- Biggest shopping centre in Pretoria West.
- There was not a pharmacy in the centre when I started.
- It is a short distance to travel from home.
- The location of the shop was perfect at that time.
- The shop was available during that period.
- We purchased a running business.
- Great diversity of customers.
- Management is flexible and are hosting events and promotions without discrimination.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- They are quick with service delivery.
- Communication very good.

- Manager is always helpful.
- Quick response to requests.
- Communication.
- Overall service.
- Friendliness.
- Can think of nothing.
- Security and safety is generally good in our shopping centre.
- Shopping centre is always clean.
- Do not allow hawkers and vendors onto the shopping premises.
- Informing tenants on everything that is happening and what is going to happen.
- Hosting some events that bring in more feet in the centre.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- None.
- They do not assist tenants with regard to lease, problems, etc.
- Poor communication.
- **The voice of small tenants does not count. Only big shops like Pick-'n-Pay are listened to.**
- Do not allow you to expand, eg. incorporate new products into your business.
- Demand that stores have to revamp every three to four years – too expensive.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Very good.
- Good.
- I don't have any problems with centre management.
- Poor service.
- It is ok.

5. What is the main reason why you stay in this shopping centre?

- Good vibe and pleasure to work in this centre.
- Busy centre.
- Business is doing well.
- Banks at the centre.
- 16 years of established client base.
- Other centres' leasing fees are just as much.
- Security and safety of tenants and customers are looked at.
- Burglaries and shop lifting is far less than with the outside shops.
- It is close to home.
- Management makes us feel like a family.

DOORNPARK SHOPPING CENTRE
Owned and managed by First Land Development Limited
(14 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Only laundry shop in area.
- Near home.
- Small but busy centre.
- It was the only shopping centre in the area at the time.
- Leasing fee reasonable.
- We have a prime spot in the centre.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- None.
- Friendly
- Punctual.
- Can contact and talk to the owner himself.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- No comment.
- A lot of drunks in evening.
- Very bad security.
- Not enough parking for tenants.
- They always say that everything is not their problem.
- The lights, the air conditioner, the geyser, the electricity, the plumbing, EVERYTHING!
- We have to fix everything ourselves.
- No marketing.
- The centre is untidy and a lot of hawkers and drunks.
- No proper toilets.
- No air conditioner.
- Expensive leasing fees.
- Centre needs to be revamped.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Good.
- Bad.
- Pathetic and greedy.
- Poor.
- There is no service. They always say they will get back to you but they never do.
- 50/50.
- Very bad.



5. What is the main reason why you stay in this shopping centre?

- Still happy here.
- Everyone knows my shop.
- Leasing fee is reasonable.
- Well-known to locals.
- The lease agreement expires only 2013.
- For such a small centre, it is busy.
- Well established centre but there is room for improvement.
- It is the only centre in Doorpoort.
- Looking for better option.

MAYVILLE SHOPPING CENTRE

**Owned by Government Pension Fund and managed by Shoprite Properties
(26 respondents)**

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Bought an existing shop.
- Busy centre.
- It is central.
- Reasonable rent.
- It was a new centre at time.
- It was the only big centre in area at time.
- Well established centre.
- Only shop of its kind at time.
- Close to home.
- It is next to busy road.
- Lease not too high.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Car guards always friendly.
- Helpful.
- Friendly.
- Effective.
- None.
- Parking.
- Neat and clean centre.
- Provide a strong brand as anchor tenant.
- Management don't worry about tenants.
- Décor.
- They do respond to e-mails.
- No comment – I seldom see them.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- Advertising.
- Can revamp the centre.
- Poor security.
- Marketing.
- Overall management – don't care attitude.
- Maintenance need to be done more often.
- Management must take some responsibility.
- Dirty toilets. Cleaning staff clean only one a day.
- Mall needs an upgrade urgently.
- Management is not interested in problems or solving it.
- Shop owners have to do all upgrading themselves.
- Air conditioning.
- Do not care about the smaller tenant.
- Do not hesitate to put direct competition into centre.
- Do not bother to upgrade centre in order to compete with newer centres in area.
- Could be more flexible with leasing fee during bad economic times.
- Do not give attention to ANY problems tenants might have!!
- There is no service.
- Leasing fees are high.
- They are taking too long to solve a problem.
- Monthly fees differ a lot each month – sometime differs up to R2 000.
- No comment – I seldom see them.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Average.
- They definitely have to learn to speak properly. You cannot hear what they are saying.
- Poor.
- Very poor.
- 50 %.
- Average – no – poor!!
- Bad.
- It is good but there is room for improvement.
- Lack of interest in tenant problems.
- BAD, BAD, BAD.
- Average – they have a lot of rules, which is understandable but frustrating at times, eg. "nothing to be advertised in the window".
- They are only interested in what is good for them.

5. What is the main reason why you stay in this shopping centre?

- Business is doing well.
- Biggest centre in area.
- Busy centre.
- Lots of feet.

- Good relationship with other tenants.
- Close to home.
- Business is established and well-known.
- Too expensive to re-locate.
- We have regular clients.
- The location is good for this kind of practice.
- I'm moving out at the end of February because of management!
- Still bound by leasing contract.
- It is difficult to re-locate a liquor store.

CENTURION MALL

**Owned by Fountain Head Property Trust and managed by Broll
(47 respondents)**

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Development at the time was good.
- Only shop of this kind in centre.
- Good location.
- Well-known centre.
- It is a regional mall and attracts more feet than a small centre.
- It has an open air area, suiting our product.
- It is a popular centre.
- Foot count (which is proven by the increase in turnover for the past months).
- Location – it is situated in the middle of the centurion target market.
- Large centre.
- Situated in a high income group area.
- Visible centre.
- Centre had a lot of possibilities.
- Bought existing business.
- It's a regional mall - over 30 years in existence.
- Centre management contacted us, was we are leasing in other centres managed by them.
- We were promised 1,2 million feet per month.
- It is a great shopping centre.
- This was the closest shopping centre from where I stay.
- Convenience to clients.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Corridors are open.
- Lot of restaurants.
- A lot of extra activities.
- Efficiency.
- Friendliness.
- Availability.
- They show interest by sharing marketing ideas with the tenants.
- One-to-one consultation with the marketing manager.

- Friendly security.
- Neat and clean centre.
- Parking.
- None.
- Marketing.
- The security guards do their jobs very well and are always friendly.
- Indications of where shops are.
- They respond quickly to maintenance problems.
- Looks good on the outside.
- No empty shops.
- Extra activities in the centre.
- They are open to dialogue.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- Working hours.
- Management – there is none.
- High parking fees.
- No maintenance.
- No visible security.
- The lake is dirty and stinking.
- **Discrimination to younger tenants and young business owners.**
- They won't assist with a query that is not part of their job description – as a result, certain things don't get done.
- They require payment for marketing the store in the mall – posters, outside kiosks.
- Management is just never available.
- Security and car guards are useless.
- Toilets need an upgrade.
- Not enough marketing.
- Fix everything ourselves.
- Excessive high parking rates and poor security.
- All seems nice till you become a tenant.
- Bathrooms are pathetic.
- If there is a problem they do not communicate immediately with the right people.
- The toilets are disgusting.
- Don't care attitude from management.
- High leasing fees.
- Lack of communication.
- The parking manager is not friendly at all!
- When here is an emergency, they don't phone the shop managers/owners.
- Very long shopping hours – every day of the week and public holidays.
- Don't care attitude.
- **Our small business tenants pay unfairly high leases.**
- Management deceived us by numbers to get us to sign contracts.
- They lied about other shop's turnovers to get us here.
- Enforcing ridiculous trading hours.
- Unrealistic expectations – decisions poorly thought through.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Average.
- Poor, poor, poor!
- Good.
- Bad.
- Poor.
- Well managed, but never going the extra mile.
- Efficient, but more staff could help solve problems quicker.
- Management takes notice in everything that happens at the mall.
- Newsletters to keep us updated in everything that happens in the mall.
- I would give them 7 out of 10.
- No comment.
- 50 – 50.
- They are not too keen to assist – only the security department is willing to.
- Neutral.
- No comment.
- Very, very bad.
- Ok.
- 3 out of 10.
- Management only wants to collect money but don't care about the tenants.
- Security manager is rude.
- Less than average.
- Not too much.
- **Very professional, but don't care about small tenants.**
- No capable management.
- Re-active rather than pro-active.

5. What is the main reason why you stay in this shopping centre?

- Leasing contract.
- Shop is settled and well known.
- Too expensive to move.
- Foot count and store location.
- Convenient area, close to home.
- Increase in turnover for the past few months.
- Competition is limited.
- Business is doing well.
- Open centre.
- Good area.
- Relatively clean and neat centre.
- Shop is located in a good part of the centre.
- Invested a lot in the shop.
- Large clientele base.
- I am selling my shop – jippy.
- I have a water tight contract – unfortunately.
- Invest a lot in shop.

- It is centrally located.
- Spacious shop.
- Customer's convenience.

MADLIEF SHOPPING CENTRE
Owned and managed by Moolman Group
(8 respondents)

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- The economy was good and I thought that I could make a living.
- Close to my home and child's school.
- The shop was in the market at a good price and it had a good turnover and had already built up a good customer base.
- After 15 years, a good question!
- Many clients visiting.
- No shop like ours at moment in the centre.
- Rent is not that high.
- Area is good for the product I am selling.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- The security – the centre is small and has 24 hour security.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- The person that can make decisions on the rent is never available.
- The building owners do not care, as long as they receive their money.
- They do not care to pop in to just say hello.
- Do not do enough advertising.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- The total service and support do not exist.
- You never see them, they only care for the money they make.
- Management is always willing to help when there are any problems or queries.
- Average.
- Quality is good.

5. What is the main reason why you stay in this shopping centre?

- It is convenient for me.

- It is situated in a good and fairly busy area and there is not many other shopping centres close by with the same shops as this one.
- After 15 years the area's people know us very well!
- It is close to our home.
- Potential customers in the vicinity.
- Tenants are friendly and helpful.
- Business is doing well.

LYNNWOOD BRIDGE

**Owned by Atterbury Property Holdings (Pty) Ltd and managed by Broll
(11 respondents)**

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- We were in need to expand our business.
- Well established neighbourhood.
- We are a famous brand franchisee and they assisted with the negotiations.
- Centrally located and a good mix of offices and leisure.
- Because of the restaurants and our surroundings, we thought it would be a good location.
- Higher income group as feeding area to centre.
- Well designed and visually appealing.
- Convenient access to highway and located on busy road.
- A few residential areas around centre.
- The theatre.
- Potential buying power in area.
- Feet count is good.
- New, upper-class, modern centre.
- It is a nice centre (prime shopping centre).

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Response to faulty equipment covered by the centre management.
- Constant involvement at centre and of great assistance when needed.
- Security is good and up to standard.
- Immediate response to our problems, i.e air conditioning breaking, flooding, etc.
- Proper communication.
- Good marketing.
- Willingness to help and resolve any issues that may arise.
- Also involve small tenants in promotions.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- Marketing.
- Our maintenance service is slow.
- Slow response to our problems.

- Sending general letters regarding running of centre and not addressing responsible persons.
- Unhelpful, unfriendly operations manager.
- No visible security.
- Management is running both Lynnwood Bridge and Glenfair Boulevard simultaneously – too much, they are losing focus.
- Customers being able to smoke anywhere without security removing them from the premises (it is a non-smoking centre).
- They are not strict enough on smokers.
- Shopping hours are not uniformly implemented.
- Parking fees are too high.
- No window cleaners.
- No rubbish removals.
- Bathrooms are disgusting.
- There is nothing bad to say.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Generally good.
- I would say that we are happy with the service we receive.
- They are approachable and centre manager will answer phone after working hours.
- Centre is kept clean and is well maintained.
- They do an average job but need more promotions in local area.
- Good.
- It is lacking in some areas – the management must be quite new to centre management because they are not running this centre to its full potential.
- Very good.

5. What is the main reason why you stay in this shopping centre?

- We are surrounded by up-market restaurants and see this as a good opportunity.
- Attracts lots of people.
- Well situated and maintained.
- Stuck with a five year lease.
- It is a new centre that is currently doing well.
- The theatre attracts a lot of customers – especially in the evenings.
- Business is doing well.
- The feet count is good.
- It is a nice centre with a friendly vibe and loyal customers.
- Because clients got used to us and if we move, we are going to lose clients.

GLENFAIR BOULEVARD

**Owned by Atterbury Property Holdings (Pty) Ltd and managed by Broll
(8 respondents)**

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Location.
- Easy access.
- Good area.
- Good clientele in area.
- Good and popular area.
- Close to home.
- Have been here for a long time.
- I had a bad experience with another landlord and centre.
- I know the architect – he promoted the centre to me.
- Shop was available in this centre to buy and I have developed it further.
- The leasing fee was fair at the time.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Helpful.
- Friendly.
- Always listens when request to do something.
- Manager has lot of empathy with small tenants.
- Management looks well after us and care about us.
- Good service from all the staff of the centre management, but NO service from the landlord.
- None.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- The maintenance manger does not have very good interpersonal skills and do not always understands our specific needs.
- Rent too high.
- Hours impossible.
- Keeping the centre clean and everything in working condition, eg. lift has been out of order for 2 months.
- The floors are very slippery.
- If you get injured, they do not even contact you.
- Bathrooms not up to standard.
- **You as a tenant (especially small tenant) means nothing to them!!**

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Helpful and friendly.
- Good.



- Not good.
- You never see them.
- Takes forever to answer e-mails.
- Management: good; landlord: fair.

5. What is the main reason why you stay in this shopping centre?

- Established area.
- Established client base.
- Location – close to highways.
- Business is doing well.
- Satisfied with management.
- Nowhere else to go – almost near pension age.
- Lease only expires next year – not staying after that.
- I am satisfied – business is doing better than in other centre.
- Centre manager care more and communicates frequently.
- Built up excellent clientele.

MONTANA CORNER

**Owned and managed by Chris and Charmain
(8 respondents)**

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Busy centre.
- Business was available to buy in centre.
- The only shop of its kind at the time.
- Good area.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Management is friendly.
- Marketing is done well and information send out in time.
- Difficult customers and fights in public are dealt with in good manner.
- The landlords are very polite.
- The leasing fees are not too high.
- None.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- Security.
- Dirty toilets.
- Not enough marketing.
- Security sleeps on the job – my car was stolen in parking lot and nobody saw anything.
- Parking

- Dirty centre.
- A lot of hawkers.
- The look of the centre looks washed out.
- Signage boards look terrible.
- Centre is very dirty and need an urgent revamp.
- Security must be chased away – A.S.A.P.!
- Security is bad. They steal just as much as the crooks.

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Average.
- Well informed and effective.
- Poor.
- Actually good – management is going to start revamping.
- Ok.

5. What is the main reason why you stay in this shopping centre?

- My business is established.
- My business is doing well.
- Good feet count at centre.
- Our business is located well in centre.
- With the hope that maintenance is done soon!
- The shop is getting busier each day.

MALL AT REDS

**Owned by Anastasi Group Property Portfolio and managed by Anaprop
(21 respondents)**

1. Comment on the reason(s) why you have selected this particular shopping centre to lease a premise for your business.

- Big centre.
- Neat and clean.
- Good location.
- Biggest centre in area.
- New and big centre.
- A centre with a lot of possibilities.
- Spacious centre.
- Near where I stay.
- Shop was available to buy in the centre.
- Centre with a lot of shops.
- The leasing fees not too bad.

2. What are the most positive features (if any) of your centre management's service to you? Please list in sequence of importance.

- Looks appealing on the outside.
- Clean and neat centre.
- Lot of different shops.
- No empty shops.
- Activities for children and movies.
- Variety of shops.

3. What are the most negative features (if any) of your centre management's service to you? Please list in sequence of importance.

- Marketing.
- Security is poor.
- Toilets can be dirty sometimes.
- Car guards.
- Even though their offices are on the premise, they are always too busy to help.
- Management can organise some extra events.
- **More marketing is done for bigger businesses than for smaller ones.**

4. What is your general perception of the overall service quality you receive from the shopping centre management?

- Ok.
- Average.
- Good.
- Neutral.

5. What is the main reason why you stay in this shopping centre?

- Business is doing well.
- Management is not too bad.
- My shop is established.
- It is a busy mall.
- Extra activities that is organised.
- Shop is well known.
- It is a family centre with a variety of shops.





APPENDIX D
- DETAILS OF RELIABILITY ANALYSIS -

Analysis of the items administered to small business tenants in shopping centres to measure perceived service quality of landlords led to the following results:

Reliability analysis of the questionnaire scale administered to small business tenants in shopping centres in Pretoria to measure perceived service quality of landlords

Variables	Items	Squared multiple correlations	Cronbach's Alpha
V11	When promised to do something by a certain time, management will do so.	0,66175	0,9425
V12	Behaviour of management instils confidence in you.	0,68614	0,9425
V13	Management gives you individual attention and is interested in your opinion.	0,64213	0,9430
V14	Centre and facilities are neat and clean.	0,39832	0,9444
V15	A service is provided at the time management promises to do so.	0,63302	0,9424
V16	In general, small tenants are treated the same as bigger tenants.	0,67321	0,9432
V17	When experiencing a problem, management shows sincere interest in solving it.	0,67910	0,9424
V18	Management shows interest in communicating with you.	0,70251	0,9424
V19	The décor and facilities of the centre are visually appealing.	0,45026	0,9449
V20	You are informed when services will be performed.	0,54828	0,9432
V21	You feel safe in your transactions with management.	0,66528	0,9428
V22	Terms and conditions of lease are equally fair for small tenants and bigger tenants.	0,66064	0,9437
V23	Management is never too busy to respond to your requests.	0,66598	0,9401
V24	Management performs the service right the first time.	0,58770	0,9426
V25	You have the opportunity to fair negotiations with regard to the leasing contract.	0,58604	0,9434
V26	Management is consistently courteous with you.	0,57286	0,9430
V27	You are satisfied with the air conditioning.	0,32902	0,9456
V28	You receive prompt service (eg. reaction to maintenance complaints).	0,58821	0,9430
V29	Management understands your specific needs.	0,65347	0,9422
V30	There is sufficient parking at the centre.	0,18356	0,9437
V31	Management insists on error-free leasing statements and other records.	0,47793	0,9441
V32	Management is always willing to help.	0,71937	0,9420
V33	Management has the knowledge to answer your questions.	0,58813	0,9425
V34	Routine maintenance and repairs are done regularly.	0,43325	0,9436
V35	Website of the centre is visually appealing.	0,49562	0,9412
V36	Your rental fee is realistic in comparison with that of bigger tenants.	0,54951	0,9437
V37	Shopping hours are realistic.	0,60382	0,9467
V38	You are satisfied with the visibility of security in the centre.	0,74606	0,9452
V39	You are satisfied with the response time of security.	0,72451	0,9454
V40	You perceive the promotions done at the centre to equally include the small tenants and the bigger tenants.	0,47218	0,9441

Variables	Items	Squared multiple correlations	Cronbach's Alpha
V41	Brochures/pamphlets of the centre are visually appealing.	0,6344	0,9437
V42	Shopping hours are convenient.	0,54276	0,9463
V43	You are satisfied with the marketing of the centre.	0,71700	0,9435
V44	You are satisfied with the number of daily visitors to the centre.	0,49880	0,9454
V45	The marketing fund of the centre is applied and managed effectively.	0,68895	0,9442
V47	You get value for your leasing fee.	0,52200	0,9441
Number of cases = 457, number of items = 36, Standardised Alpha = 0,9453			

Item 36 (variable 46) was excluded from the scale