

Factors Affecting Performance of a Shopping Mall

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Abstract: *Shopping malls are conceived as one stop destination for the consumer needs of a catchment area. A performing mall indicates the economic prosperity of a given trading area, territory or a region. However, almost 90% of the time it is seen that the malls fail to attract the targeted customers resulting thereby in failures forcing developers to change the use of the property at a later stage. The purpose of this study is to find out the factors that affect performance of a shopping mall in general so that these factors can be taken as benchmark to study the performance of shopping malls in Jaipur City, capital of Rajasthan, India.*

Keywords: Trading density, Catchment area, footfalls, shopping centre, common area maintenance, facilities, Gross Lettable Area (GLA)

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I. Introduction

India is said to be the fourth largest economy in the world (World Bank, 2010) based on purchasing power parity with gross domestic product, and the same is a strong indicator for the growth of its retail sector. Globally, India ranks seventh in terms of GDP at current prices and is estimated to grow at 7.5 per cent in 2016. (IBEF,2015). Retail industry in India is expected to grow to US\$ 950 billion by 2018, registering a compounded annual growth rate (CAGR) of 8.9 per cent during 2000–18. India had the highest number of retail outlets in the world at over 13 million retail outlets in 2014. India has the highest number of outlets (11,903) per million inhabitants (IBEF, 2015). India's retail market is expected to double to US\$ 1 trillion by 2020 from US\$ 600 billion in 2015 driven by income growth, urbanization and attitudinal shifts. (Source: The Boston Consulting Group and Retailers Association of India's report titled, Retail 2020: Retrospect, Reinvent, Rewrite). The Indian retail industry has presently emerged as one of the most dynamic and fast paced industries as various reputed International brands are lined up for their grand entry into the country. This has already led to big churn of brands in the existing malls, resizing of the stores, relocation of the brands, rental renegotiations, and non - performing brands giving way to new set of brands those that can satisfy the aspiration needs of the catchment. With this happening, the erstwhile brands which were occupying large spaces in the mall have started consolidating and started moving to 2 tier and 3 tier cities. This is in a way a good indication because it helps in natural expansion of the industry and in turn improves the bottom line of the brands as now they will be able to save some dollars against the high cost of occupancy in the earlier occupied malls in tier 1 cities. Further, it helps to add to the economic growth of the new cities offering higher opportunities of brand growth with low cost of occupancy. The retail industry in India contributes to over 10 per cent of the country's gross domestic product (GDP) and helps in generating approximately eight per cent of the employment in India. Today, the country is the fifth largest global destination in the world for retail.

As of 2003, India's retail industry was generally owner managed small shops. In 2010, the retail landscape changed with organized retail started entry in the form of large format convenience stores and supermarkets that made up to 4 percent of the industry, and these were primarily present in the large urban centers. These attracted the shoppers as they offered multiple product lines and large display area for products in a closed surrounding. Later, the concept of shopping centers surfaced that provided experiential shopping to the customers as they tried to aggregate multiple stores that included large format anchor stores, departmental stores, hyper stores, small vanilla stores across product categories, F & B outlets, Cinema, Entertainment, Gaming etc, at one place offering air conditioned environment with shopping, food and entertainment to the customers. They provided variety of products under one roof and became dominant retail centers of customer convergence. They

attracted consumers from distant areas who want to do convenience shopping and provide enjoyment and fun to their family. A shopping centre is defined as an object which is centrally managed and comprises operations of at least 10 independent stores (tenants), the area (rented or useful space) allocated to them is at least 5 thousand sq. m., and the anchor tenant occupies approximately 70 percent of the rented area (ICSC, 2013). A shopping centre is a planned concentration of retail and services in one land plot that is separated from a naturally formed city centre (Pajuodis, 2005). The key ratio of shopping centers is flows of customers (Finn, Louviere, 1996). Foxall, Goldsmith & Brown (2006) analyses the complexity in the consumers shopping process and the selection of a store where they want to shop. Kirkup & Rafiq (1999) outlined that the biggest success factor of a shopping mall is its ability to attract as many customers as possible. Warnabyir Yip (2005) suggested that a shopping centre needs to attract as high number of customers as possible and there has to be steady growth of the revenues for the retailers operating from the shopping centre. Kirkup & Rafiq (1999) noted that the shopping centre should be within reach of the customer so that it influences their decision to visit that particular shopping centre for their shopping. The duration of the customers stay in the shopping centre is important as proved by the research of Dennis, Marsland, Cockett (2001), they suggested that shopping centre is a nice place to spend time. There are around 255 operational malls in top 7 cities of India

Table 1: Top 10 largest shopping malls in India

City	Name	Total Area
Mumbai	Phoenix Market City	40,00,000 sqft
Kochi	Lulu International Shopping Mall	39,00,000 sqft
Pune	Phoenix Market City	34,00,000 sqft
Chennai	Phoenix Market City	24,00,000 sqft
Noida	DLF Mall of India	20,00,000 sqft
Bangalore	Mantri Square Mall	17,00,000 sqft
Noida	Great India Place	15,00,000 sqft
Kanpur	Z Square Shopping Mall	15,00,000 sqft
Bhopal	DB City Mall	13,50,000 sqft
New Delhi	Select City Walk	13,00,000 sqft

including Delhi, Mumbai, Pune, Bangalore, Kolkata, Chennai and Hyderabad (Pankaj Renjhen, 2015).

Table 2: City-wise Comparison of Successful Vs. Unsuccessful Malls

City	Good Performing Malls	Average and Below Average performing malls
Mumbai	10 – 15	25 – 31
Pune	5	3
Kolkata	6	9
Chennai	5	5
Hyderabad	4	2
Bangalore	7	27
Delhi	12 – 13	75 – 83

In the above comparison, the malls were rated as good performing malls and average or below performing malls based on the design layout, the malls brand positioning, and their ability to match the needs of the targeted customers in the catchment area. They were graded based on the average vacancy levels and rentals commanded. Higher the vacancies lower would be the rentals. The rentals demanded were higher in those malls where the vacancy levels were 1% or less but lower in malls where the vacancy levels were 20%–30%. The rentals were poor in malls where the vacancy levels were more than 30%. Spencer Plaza, a shopping mall located on Annasalai in Chennai, Tamil Nadu, India, originally built during the period of the British Raj and reconstructed in 1985 on the project site of the original Spencer’s departmental store, is the oldest shopping mall in India (Ravikumar, 2011) and was one of the biggest shopping malls in South Asia (India Malls info.com, 2011).

Table 3: Malls in Jaipur

Name	Total Area
World Trade Park	10,00,000 sqft
Triton Mall	4,50,000 sqft
Crystal Palm	2,00,000 sqft
Pink Square	2,00,000 sqft
Elements Mall	1,60,000 sqft
MGF Mall	2,70,000 sqft
Gaurav Tower	2,00,000 sqft

Comparatively, in Jaipur, the average mall size is far below the scale of development of malls found in other cities. Due to this, the diversity of category mix is not maintained and they are not seen as destination malls. Further, they are not standalone retail properties but are offered in mixed use format combining either retail with offices or retail with hotels. The average vacancies in these malls are between 20–30% thus they command low rentals as against their counterparts in other A class cities in India. Performance of a mall can be evaluated by calculating the trading density which is sum of sales per sq ft from all the stores in mall in a month based on carpet area. The most successful mall in India, SELECT CITY WALK, New Delhi, has a trading density of INR 2300 per sq ft per month while the average trading density of malls at the national level is INR 1184 per sq ft per month based on carpet area. Larger the mall lower shall be the average trading density (Source: A Research Study by Asipac published in Malls of India 2013). Footfall to a mall indicates the preference of the customers for the property however it may or may not lead to higher sales conversions. Availability of diverse categories in a mall makes the location a one stop destination for the entire family.

II. Literature Review

(Laura Lucia et al., 2016) pointed out that mall atmospherics, physical design, crowding levels, accessibility and tenant mix should be target variables in order to manage affective and cognitive responses in shoppers minds. Environment should be such that it encourages excitement and peacefulness and avoid stress and frustration. Whereas, (Qiulin Ke Wencan Wang, 2016) suggested that location, vacancy status and income generation probabilities are important determinants that influence higher rentals from the mall as they are key indicators of performance. Along with these indicators as per (Pankaj Renjhen, 2015) poor mall management is the biggest cause of failure of Malls. To enhance the consumer experience it is important (Andrew Strenk, 2015) that new design elements need to be incorporated inside the common areas, use of digital technologies, visual merchandizing, convenience of customers need to be focused. Cinema, Food & Beverage category should be well represented that helps in engaging the customers. This is further emphasized by (Anshuman Magazine and Anuj Puri 2015). In a study, (Col. Ashutosh Beri, 2015) pointed out that malls should provide various entertainment and engaging mechanisms to the customers. Parking facilities and customer convenience should be properly focused to enhance customer motivation to visit the mall. Afreen Choudhury et al., (2014) concluded that incorporation of entertainment & food facilities, maintenance of service quality and providing facilities to socialize are the factors that affect customers attitude towards a mall. Besides the facilities, (Sayantani Kar, Dr Mamta Mohan & Kavita Tandon, 2015) scale of development is important as it helps to incorporate diversity and an efficient planning of the design layout with wide circulation areas help in ease of shopping. Further it fulfils the shopping needs of the entire family at one place. The study by (Chung Yim Yiu and Sherry Y.S. Xu, 2012) also pointed out that the scale of development of a mall help in placing diverse tenant mix. (Sujash Bera and Suvishesh Valsan, 2015) suggested that developers need to make the spaces more vibrant by bringing leisure to shopping, develop more quality spaces as brands do not prefer sub-optimal design and low footfalls thus there is a need to create key differentiators in the mall. Mall environment has a positive influence on the shopping behavior of the shoppers. Mall Management systems are required to be in place that constantly motivate the consumers to visit and revisit the property. Organizing of events and entertainment activities help in consumer retention, (K. Venkatesh, 2015). The perception of the customers about convenience in a mall can be enhanced by focus on operational efficiencies such as time convenience, spatial convenience, access convenience and parking (Vaughan Reimers and Fred Chao, 2014). (Alison Elizabeth et al., Vaughan Reimers and Val Clulow 2014) also suggested that malls need to facilitate shopping productivity by reducing the costs of shopping as convenience triggers both positive hedonic and utilitarian value, leading to customer satisfaction, and ultimately some important retail outcomes. Service convenience in the mall is an important attribute.

Consumers regard spatial convenience as important and believe that malls are superior in providing it as they believe that malls provide greater store compatibility and more compact shopping environment. (Ajay Kumar and Prof. Yashwant Singh Thakur 2014) agreed to the findings and suggested that convenience of customers to locate their choice of brands in the mall; quality and variety of products being merchandized, safety and security are important parameters that influence a customer to favor a particular mall. Ambience and General Hygiene are considered important influencers in patronizing a particular Mall by the consumers besides the other basic services expectation, (Harvinder Singh and Sanjeev Prashar, 2013). Various factors help in enhancing customer experience inside the mall, (Markovic, J.J. et al., 2014) highlighted that ambience of the shopping centre is an important attribute that contributes to customer satisfaction while external attributes such as Location, availability of adequate Parking Slots, display windows and wide entrance contributes to customer satisfaction. With regard to internal attributes Cleanliness, Lighting, Music, HVAC system, and designing of Layout are critical. These attributes play an important role in creating satisfaction to the customers. (Rasa Gudonaviene and Sonata Alijosiene, 2013) and (Amandeep Kaur, 2013) also agreed that a positive perception about a mall can be brought about by merchandizing of variety of products, accessibility of the location; entertainment & the internal environment. (Satnam Kour Ubeja and D.D. Bedia, 2012) agreed that consumers look at convenience, good facilities and recreational elements inside the mall which leads to customer satisfaction. Personal selling in shopping malls is considered an important service component along with Hygiene and Clean atmosphere. Shoppers exhibit patronage loyalty when they see the malls favorably based on the style, variety and quality of their products and services (Kok Wei Khong and Fon Sim Ong, 2014). Though promotional offers as per (Arpita Khare; Dhiren Achtani; Manish Khattar 2014) help in attracting value conscious consumers to a mall but are not important for consumers looking for utilitarian benefits while consumers with high incomes are not influenced with discounts however consumers normally look for high variety of products. This was ratified by (Satnam Kour Ubeja, 2013) saying that sales promotion activities influence customers to visit malls and are an important contributor to customer satisfaction. (Debayan Nandi, 2013) also agreed that visual merchandizing, promotional campaigns and mall marketing play a major role in impulsive buying at the stores.

(Shaked Gilboa and Iris Vilnai-Yavetz, 2013) concluded that shopping malls offer an ideal place not only for shopping but for hang out and socialize and shoppers normally visit them with their acquaintances and family members. The motive of visit of the customers to a mall was analyzed by (Ritu Mehta; Narendra K. Sharma; Sanjeev Swami, 2013) concluding that Consumers visit hypermarkets with not only functional motives, but also recreational and social motives. As per (Eddie C.M. et al., 2013) once the customers are inside a mall then they look for the management and maintenance of communal facilities including washrooms. There is a strong positive relationship of the mall size, anchor quality with the mall traffic and store sales (Ravi Shanmugam, 2013) and customer convenience, reducing customer waiting time and improving service turnaround time are crucial factors that help in customer preferring a particular mall development (Sherriff T.K. Luk et al., 2013). First important value motivating the customer (Madhurima Deb, 2012) to do shopping at a mall is its entertaining capacity. The mall most preferred has the highest score in Hedonic Value followed by Social Value and Utilitarian Value. Customers also perceive that shopping should be full of adventures exploring new products or information. By strategically managing exploration, excitement, status boosting elements, convenience of location and sales promotional activities, a mall can attract customers from all segments. In each shopping centre over-all customer satisfaction had a strong effect on re-patronage intention (Tammy R. Kinley et al., 2012). A satisfied customer experience inside the mall during the period of his spend time and the prompt response he gets at various touch points is critical in retaining the customers and promoting positive word of mouth for the property, (Chi Bo Wong et al., 2012). Entertainment is an important element that the customer now-a-days expect to be in any good Mall as a basic category. This could be in the form of Multiplexes, Gaming zones, Kids Zone, large Food Courts etc where the entire family can come & enjoy, (Mr. Anil Kumar and Ms. Mani Arora, 2012). Women are the most frequent visitor to the Malls so this segment to be properly focused at the time of placement of brands on the floor levels and planning design features for the Malls. Kids area to be developed where they can be adequately engaged so that their parents can have anxiety free shopping. Valet parking can be explored so that customers can spend more time in their shopping activities, (P. Ravilochan and B. Shyamala Devi, 2012). Availability of diverse Product categories, Quality Brands, F & B and Entertainment are the important features that bring customers to the shopping Malls as they are offered all under one roof. Access of the location from their residences is considered attractive to the shoppers. Majority of the customers tend to visit malls during either festive season or to avail discounts during End of Season Sales period or during

Weekend, (Shiva Kumar and R. Sharma, 2012). Customers see availability of Entertainment facilities as a prime consideration for their decision to visit the Mall, (D. Anuradha; Hansa Lysander; Manohar, 2012). Greater presence of anchor brands in a mall significantly increases the sales, and consequently the rents of non-anchor stores in a mall but lately they were found to have less impact on the sales per person visiting the centers. Anchors influence the number of visitors frequenting the mall. Leisure and entertainment associated functions have started to play an increasingly greater role in increasing sales per visitor to a mall (Diana Simona et al., 2011). Higher expenditure is done on non retail activities such as F & B and Entertainment. The retail stores have to offer an engaging environment that is focussed towards its target customers which influences them to see value in every purchase (Svein Ottar; Olsen Kre; Skallerud, 2011). Customer perceives crowdedness as a major deterrent that has negative behavioral implications to the customers patronizing intentions (Jung-Hwan and Kim Rodney Runyan, 2011). Scale of mall is important as it gives opportunity to place diverse product categories, known brands with high awareness levels should be part of the tenant mix. Creation of additional footfalls to the mall is essential for generating revenues for the stores. Anchor brands are essential for sustainability and performance of malls, (Sebnem Burnaz; Y. Ilker; Topcu, 2011). Creating shopping environment along with customer centric design of the Mall helps in building positive buying behaviour. Appearance and Packaging are important ingredients that create product value in the eyes of the customers. Restaurants and Cinema encourages them for shopping, (Tooraj Sadeghi and Fereshteh Bijandi, 2011). Mall patronage intentions of the customers can be influenced by participating in mall entertainment activities followed by shopping activities (Sherry L. Lotz et al., 2010). Customers visit the malls to Socialize, for variety in Goods and Services, Budget shopping, seek Pleasure, to Relax and Enjoy, (Mansi Batra Patney, 2010). Consumers go for shopping in a Mall to not only purchase products or services but for fun, (Vipul Patel and Mahendra Sharma, 2009). Recreational activities provided in the Mall drives customers to the centre and influence them to increase their time spends, (Rajagopal, 2009). Indian shoppers are more Recreational in their shopping, (Prof. Dr. D. Sudharani et al., 2009). Shopper needs and motivations need to be emphasized to create an enabling store experience for the customers (Brenda Soars, 2009). Time convenience has a significant influence on consumers patronage behavior (Vaughan Reimers and Valerie Clulow, 2009). A careful selection of stores that include both Anchor stores and Non Anchor stores influences customer preferences to a mall. Efforts have to be undertaken to plan sales promotions and entertainment activities in the mall which attracts customer visits and leads to conversions (Pedro Quelhas and Brito, 2009). Retailing has to be experience driven where the major emphasis by the visitors is on quality and service (Hayley Myers and Margaret Lumbers, 2008). All facets of customer experiential value (i.e. efficiency, service excellence, playfulness and aesthetics) positively impact customer behavioral intentions. Mall developers should work not only on creating customer recreational shopping needs but also providing efficiency related needs that includes time constraints (Ching-JuiKeng et al., 2007). Resident shoppers around the catchment area have to be targeted for continued profitability instead of the tourist shoppers while designing the tenant mix of the mall (Melody L.A.; LeHew Scarlett; C. Wesley, 2007). The time spend by the shoppers in a Mall is related to physical size and presence of a Cineplex which helps in drawing the consumers to the destination. Though this may or may not result in higher sales conversions, (Joseph T.L. Ooi and Loo-Lee Sim, 2007). Enjoyment during the shopping is an important component that brings the customer again and again to the shopping centre and this can be provided by placing Recreational, Leisure and Entertainment facilities. These results in consumers spending more time in the mall increase their bill size and influence them to recommend the shopping centre to others, (Cathy Hart et al., 2006). Increasing shoppers stay time in the mall by providing entertainment facilities creates a positive buying intention for the buyers and helps in higher purchasing (Guijun Zhuang et al., 2006). Intention to visit a shopping centre directly impacts the frequency of visits to a shopping centre (Gary L. Hunter, 2006). Teenagers are the frequent visitors to the shopping malls as they give them an Engaging and Experiential environment by incorporating various characteristics such as skating rinks, snow world, theatres, fashion shows, events etc, (Wendy Bryce Wilhelm and Sandra Mottner, 2005). The presence of Entertainment segment in the shopping mall helps in consumer satisfaction and is an important driver of the shoppers to the Mall, (Jason Sit et al., 2005). Group malls have a higher probability of their sales remaining high due to their market dominance (Andrew G. Parsons and Paul W. Ballantine, 2004). To increase the mall sales it is important that there should be a combination of general entertainment and price based pro-motions which are strong motivators to encourage visits and spending (Andrew G. Parsons, 2003). Customers perceive that variety of stores, parking facilities, atmosphere, cleanliness, courtesy of store personnel, merchandise quality inside the store, availability of new fashion trends, store timings, ease of access and product selection in stores are must attributes of a shopping mall while congestion

in walkways drives customers away from the mall (Ugur Yavas, 2003). Product quality is viewed as a necessary condition for shoppers to spend in a Mall, however Ambient Odours and Music stimulates a positive cognitive response from the shoppers thereby improving their perceptions and shopping behavior, (Jean-Charles Chebat and Richard Michon, 2003). A retailer has to focus on enhancing customer experience inside a store (Youn-Kyung Kim,2002). Mall owners need to attract a good mix of tenants, maintain a clean environment, and provide customer- oriented services to gain customer satisfaction (James Poon and Teng Fatt, 2001). High performing malls are those that are located in the high trading areas. High mall productivity relates to the trade area characteristics and the size of the mall (Melody L. A.; LeHew Ann; E. Fairhurst, 2000). Shoppers normally patronize a mall where they get one stop shopping for all their needs. This can be done by providing extended hours of operation, drive through services and providing multiple check outs for customer convenience (Carol Felker Kaufman, 1996). Shoppers comfort and confidence have to be emphasized while designing the mall (Carol Felker Kaufman, 1995).

III. Findings

As per the frequency count done on various factors identified through the literatures reviewed(69 in total), it was found that entertainment, diversity of categories placed, convenience of customers and physical design of the building are most critical factors that affect performance of a mall. Overall customer experience inside the mall, housekeeping, parking and mall atmospherics help in improving buying motivation. Food & Beverage as a category is desired by the customers whereas location and scale of development are important to build the diversity factor. Vacancy in the mall, safety and security and mall management though were least identified factors as per the literature review but as per the researcher these are important factors which impact rentals demanded by the mall developers and quantum of footfalls coming to the property. These factors can be studied in detail and their impact on mall performance can be seen in further research work. The presence of these factors affects the performance of the mall which can be measured quantitatively by finding out the trading density of the mall, average monthly footfall to the property and diversity of the categories placed.

IV. Conclusion

After carefully reviewing the literature, the researcher was able to conclude that entertainment, diversity of categories, convenience of customers and physical design of the building are important factors that affect performance of shopping mall. These factors are considered as basic necessity in any mall. However, overall customer experience while shopping, housekeeping, parking and mall atmospherics are desired factors by the customer in a mall. F & B as a category attracts the customers and scale of the building helps in implementing diversity factor in a mall whereas location leads to easy connectivity and reach to the property. A mall located in a high trading area with dense catchment helps in sustainability and profitability to the stores. The brand mix inside the mall have to be carefully selected as per the catchment profile and buying propensity of the inhabitants. Further, once inside the mall, the customers seek for prompt services, hygienic facilities that include clean washrooms and common areas and ease in locating the stores leading to improved buying motivation thus increasing the stay time and improving the conversion rate per visiting customer. Today the shopper is not looking to a mall just as a shopping destination but expects it to be a place that offers shop, dining, entertainment, gaming, fun and leisure activities for the entire family. The placement of all the desired categories in a mall is possible only if scale of development is appropriate. Customers have time constraint thus they would like to do one stop shopping where all his family shopping can be done at one place. The zoning inside the mall helps in identifying the tenants at the designated floor levels which collectively impacts sales of likeminded brands in the neighborhood and also add to the customer convenience in locating their choice of brands. Mall management system needs to be active which helps in maintaining the internal environment and organize regular events and activities for continued customer flow to the mall. Sales promotions inside the mall lead to customer retention and help in driving store sales. The ability of the developers to place these factors of success inside the mall leads to continued patronage by the customers and influence them to spread positive word of mouth for the property. This eventually helps in drawing higher footfalls consistently to the mall and once the customers are inside the mall and are rightfully engaged through activities and availability of diverse brand mix would lead to higher sales conversions. A good performing mall would always have low vacancies, can command higher rentals per square feet and would be the favorite destination for good brands. The brand churn would be low thus offering a profitable proposition to all the stakeholders. However, a mall can be judged as a performing mall by finding out the trading density in terms of overall sales per sq ft of all the stores operating from

the mall, average monthly footfalls coming to the mall and placement of diverse categories. Hence the factors identified after thorough literature review would help to evaluate the performance of shopping malls in Jaipur City, capital of Rajasthan, India.

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V. Appendix

Factors identified by various authors that affect performance of Shopping Malls

Year	Author	Mall	Physical Design	Accessibility	Scale	Vacancy	Tenant Mix	Facility management					Diversity	Experience	Safety &	Mall	Category Mix				Promotional	Convenience	
								Parking	Lift	Housekeeping	HVAC	Washrooms					Retail	F & B	Cinema	Entertainment			
2016	Laura Lucia-Palacios Raul Perez-Lopez Yolanda Polo-	1	1	1			1																
2016	Qiulin Ke Wencan Wang			1																			1
2015	Anshuman Magazine														1								
2015	Andrew Strenk																						
2015	Anshuman Magazine																						
2015	Col. Ashutosh Bheri																						1
2015	Sayantani Kar				1																		
2015	Sujash Bera, Suvishesh Valsan		1																				
2015	Anuj Puri																						
2015	K. Venkatesh																						1
2015	Dr Mamta Mohan, Kavita Tan													1									
2014	Vaughan Reimers Fred Chao		1	1																			
2014	Alison Elizabeth Lloyd Ricky Y.K.																						

	Leslie S.C. Yip Andrew Chan																						
2014	Kok Wei Khong Fon Sim Ong																						
2014	Vaughan Reimers Val Clulow																						

	Hayley Myers Margaret Lumbers																			
	Ching- JuiKeng Tseng- Lung Huang Li- Jie Zheng Maxwell K. Hsu																			
	Melody L.A. LeHew Scarlett C. Wesley																			
	Joseph T.L. Ooi and Loo-Lee Sim																			
	Cathy Hart, Andrew M. Farrell, GrazynaSt achow, Gary Reed and John W. Cadogan																			
	Guijun Zhuang Alex S.L. Tsang Nan Zhou Fuan Li J.A.F. Nicholls																			
2006	Gary L. Hunter																			
	Wendy Bryce Wilhelm and Sandra Mottner																			
	Jason Sit, Bill Merrilees, Griffith																			
	Andrew G. Parsons Paul W. Ballantine																			

2003	Andrew G. Parsons																				1	1
2003	UgurYavas	1	1					1		1											1	
2003	Jean-Charles Chebat, Richard Michon																					1
2001	James Poon TengFatt							1	1	1	1	1	1									

