

Lindenwood University

Digital Commons@Lindenwood University

Theses

Theses & Dissertations

12-2022

The Death of Malls: The Rise of E-commerce and Digitally Native Brands

Alexis Montgomery

Follow this and additional works at: <https://digitalcommons.lindenwood.edu/theses>



Part of the [Game Design Commons](#)

THE DEATH OF MALLS: THE RISE OF E-COMMERCE AND DIGITALLY NATIVE
BRANDS

by

Alexis Kelly Montgomery

Submitted in Partial Fulfillment of the Requirements
for the Degree of Master Art in Digital Marketing

at

Lindenwood University

© December 2022, Alexis Kelly Montgomery

The author hereby grants Lindenwood University permission to reproduce and to distribute publicly paper and electronic thesis copies of document in whole or in part in any medium now known or hereafter created.

Alexis Montgomery



12/08/2022

Author

Andrew Allen Smith



12.8.22

Committee chair

(Type name here) (Sign here) (date

here) Kristy Tucciarone *Kristy Tucciarone* 12/12/2022

Committee member

(Type name here) (Sign here) (date

here) Clayton Smith *Clayton Smith* 12/12/2022

Committee member

THE DEATH OF MALLS: THE RISE OF E-COMMERCE AND DIGITALLY NATIVE
BRANDS

A Thesis Submitted to the Faculty of the School of Arts, Media, and Communications
in Partial Fulfillment of the Requirements for the

Degree of Master in Fine Arts

at

Lindenwood University

By

Alexis Kelly Montgomery

Saint Charles, Missouri

December 2022

ABSTRACT

Title of Thesis: The Death of Malls: The Rise of E-commerce and Digitally Native Brands

Alexis Montgomery, Master of Digital Marketing, 2022

Thesis Directed by: Andrew Smith, Social Media and Digital Content Strategy Program Chair

Since the mid-2000s, malls and retail brick and mortar stores have been on the decline. Stores not making enough revenue in-person; the rise of online shopping and e-commerce, the COVID-19 pandemic, and the rise of digitally native brands have contributed to this. This research aims to figure out how the current consumer atmosphere, as well as how the rise of e-commerce and digital marketing, will impact the mall of the future. This research aims to discover how local malls are faring, if stores are truly closing and if national retail brands are pulling out of malls. This research also aims to figure out consumer preferences that could affect the future of malls and predictions on what malls may turn into in coming years. A social media questionnaire was distributed on social media to respondents. Respondents were asked their opinions on shopping preferences and opinions on social media based and digitally native brands to determine if shoppers are leaning towards those brands. The first part of the research results suggest local malls are on a trend to turn into local community-like centers with small businesses or niche specific shops. The second part of research suggests shoppers are nearly split down the middle in shopping preferences; however, a majority of shoppers have purchased something on social media or would be willing to. This leads to the assumption that shoppers will continue to lean towards online shopping and shopping through social media over the next few years.

Keywords: malls, brick and mortar, retail, e-commerce, online shopping, digitally native brands, digital marketing, social media, omni-channel

Acknowledgements

I would like to express my gratitude to my advisor, Prof. Andrew Smith, for guiding me through this research and encouraging me to dive in and discover new things about this topic and field. I would also like to thank my other committee members, Clayton Smith and Krista Tucciarone, for their assistance and insight and helping me think outside of the box. I am thankful to Lindenwood University and all of my instructors and coaches who provided me with the best experience and taught me patience and knowledge.

I would also like to express my gratitude to my family, who has blessed me with their knowledge and support. They have supported me and stuck with me through every turn.

Table of Contents

Acknowledgements	4
List of Figures	6
Introduction	7
Literature Review	8
Methodology	24
Results	29
Conclusions	38
Bibliography	39

List of Figures

Figure 1. Medsker, Joshua. <i>Jamestown Mall, 14 July, 2021</i>	12
Figure 2. Montgomery, Alexis. <i>West County Graph</i>	29
Figure 3. Montgomery, Alexis. <i>Mid Rivers Graph</i>	30
Figure 4. Montgomery, Alexis. <i>A permanently closed store in the Mid Rivers Mall</i>	31
Figure 5. Montgomery, Alexis. <i>Chesterfield Graph</i>	32
Figure 6. Montgomery, Alexis. <i>Chesterfield Mall Walkers Club, 7 Feb. 2021</i>	33
Figure 7. Montgomery, Alexis. <i>Badminton and pickleball courts on the lower level</i>	34
Figure 8. Montgomery, Alexis. <i>The JitterSwing Dance Club at their Country Dance event</i>	34
Figure 9. Montgomery, Alexis. <i>Shopping preferences graph</i>	35
Figure 10. Montgomery, Alexis. <i>Brand trust graph</i>	36
Figure 11. Montgomery, Alexis. <i>Buying from digitally native brands graph</i>	36
Figure 12. Montgomery, Alexis. <i>Purchasing through social media graph</i>	36
Figure 13. Montgomery, Alexis. <i>Age range category graph</i>	37

Introduction

Malls have been around for nearly a century and have grown to be centers for trends, stores, and socialization. Malls have paved the way for customers to experience shopping. However, in the past few years, many factors have changed the shopping experience and methods of advertising to consumers. The combination of the rise of e-commerce, COVID-19, and the methods and launches of 100% digitally native brands have negatively impacted malls. National retailers are starting to liquidate their stores and pull out of malls and shopping centers to focus on the growing demand of e-commerce. Brands are starting to see more revenue come from their online sources than their in-person stores. The effect is a dying mall, with some around the country already vacant and deserted. With these changes, marketing departments are focusing on growing channels like social media. Consumers are moving more towards the ease of purchasing products online and through social media and seem to enjoy the online shopping experience just as much as in-person. Research will identify why malls are closing at a high rate, the rise of e-commerce, and an overview of business profiles from companies that are successful through 100% digital marketing campaigns only. Research will also be conducted using quantitative data to track the rates of stores closing in local malls to identify trends, as well as qualitative data performed through surveys on social media to discover consumer preferences on malls and online shopping to identify correlation between trends and malls dying.

Literature Review

The current state of the field can be examined through four points: malls and brick and mortar stores closing at high rates, the increase of online shopping and e-commerce, effects of the COVID-19 pandemic, and the rise of successful digitally native brands that are successful without in-person stores or retail.

Malls were created in the 1950s by architect Victor Gruen (“Why U.S. Malls Are Dying”). They promote a “shop until you drop” mantra that encourages customers to stay in the mall for hours at a time, designed with food courts to eat while you shop. They were once fully packed with people, some with nearly 200 operating stores. They were also hangout spots for teenagers and places of social gatherings. Before social media, there was the mall. Malls were so integral to our society and shaping pop culture that it was natural for them to be featured in hundreds of films, TV shows and music videos. Several movies were even centered around malls, like *Mallrats*, *Paul Blart: Mall Cop*, *Fast Times at Ridgemont High*, and *A Christmas Story*. In *Fast Times at Ridgemont High*, the opening credits starts at the Ridgemont Mall, where the characters are introduced and all have jobs at the mall (*Fast Times at Ridgemont High* - Intro). Two girls work at a pizza place, one works at the theater, etc. This displays that, at the time of filming, this was a key part of pop culture. The mall was one of the best places for teenagers to find jobs, spend their time and grow their social life. Another piece of media that displayed this behavior, though opposite of Ridgemont High, was a Canadian kids cartoon called *6Teen* that ran from 2004 to 2010. In *6Teen*, the show features six high schoolers who make a pact to all get jobs at the mall so they can hang out together and be without their parents. The poster of the show even says “life begins after school.” The show glorifies the mall by calling it “the mothership” and even takes the mall a step further by dividing the stores into hierarchies. If a teen works at a food store, they’re lame. If they work at a national retail store, they’re popular. This behavior and obsession with working at malls was based on real stores. During the early 2000s, Abercrombie & Fitch was booming as a retail store. The brand targeted American teenagers and aimed to hire the same demographic. Abercrombie represented peak mall culture, with the shirtless designs on bags being so popular, teenagers would even take them to school

(White Hot: The Rise & Fall of Abercrombie & Fitch). Abercrombie was the place to be in the mall, and all of the “cool kids” worked there. The brand was intentionally elitist. Unfortunately, they landed in hot water and even all the way to the Supreme Court, due to their biased and racist hiring practices (White Hot: The Rise & Fall of Abercrombie & Fitch). This store, however, represents why people would go to the mall. In their storefront design were either blacked out windows or blackout blinds so shoppers couldn’t see what was inside. This served as part of the lure to get people to come into the store because the only way to see their clothes was to physically come inside. Inside the store, it was foggy, with club lights and a heavy cologne scent. The reasoning for this was to create an experience. Abercrombie displayed the height of branding culture. In the mall, there were different segmented markets. If a teen shopped at Abercrombie, they were preppy. If they shopped at Hot Topic, they were goth, etc. This is different from current online retailers like Amazon, who throw everything at consumers at once and don’t specialize in a certain category.

Malls weren’t always glorified, however. Many consumers viewed them as a place that feeds off commercialism and overconsumption. “Like a casino is designed to contain and focus risk, so a mall is designed to do so for expenditure” (Bogost).

Other forms of media were able to portray what the malls looked like in their heyday. Music videos also featured numerous malls around the country. One music video by Cody Simpson, a popular singer in the mid 2000s, directed a music video in a mall. In his music video *On My Mind*, Simpson is seen going to the mall with friends and chasing after a girl who caught his eye (Simpson). He goes store by store asking people if they’ve seen her. Eventually, he is displayed on the mall monitors and asks the girl to meet him at the mall cinema. In the video, we can see that the mall is busy, with many shoppers in the background. When we flash forward to

2020, pop sensation Billie Eilish films her music video *Therefore I Am* in the Glendale Mall (Eilish). The camera follows Eilish as she walks around a completely empty mall, lip syncing the lyrics and doing whatever she wants. She eventually goes to the food court and starts taking free pretzels and slushies. There is not a single shopper in sight, a polar opposite atmosphere to Simpson's video just nine years prior.

Today, malls are struggling. This is due to the retail apocalypse, which is the dramatic increase in closings of brick-and-mortar retail stores worldwide that began around 2010 (Hartmans). Many researchers believe the COVID-19 pandemic is to blame for the rapid increase in mall and brick-and-mortar stores closing, and while that is a catalyst, this was a trend happening even before the pandemic. In 2017, Credit Suisse predicted in a research report that as many as 25% of U.S. malls will close by 2022, due to the rise of e-commerce and discount chains (Wahba). In 2018, the national mall vacancy reached 8.6%, according to a study by Reis (Shively). In the years before the pandemic, stores were still closing at rapid rates. Even large property owners were closing their operations. Brookstone Co, a product and property developer, filed for bankruptcy and said it was closing its remaining 101 mall stores in 2018 (Friz). It's not uncommon for malls to file for bankruptcy. Park Plaza Mall, one of the most prominent malls in Little Rock and Central Arkansas, was sold off for \$100,000 at a foreclosure auction after not being able to pay rent (Oman). The mall was previously valued at nearly \$40 million dollars (Oman). The Park Plaza mall is 547,000 square feet and contains two Dillard's store locations as their anchor stores. Dillard's is a national retailer based in Little Rock, Arkansas, with its flagship stores based in the Park Plaza mall. The mall could not make payments after several stores left the property, including Gap Inc. While there are still large stores inside, the future does not look bright for the debt riddled mall. Not even the iconic tourist spot Mall of America is safe.

In 2020, the mall entered a forbearance agreement to avoid foreclosure after being three months behind on mortgage payment (CBS Minnesota).

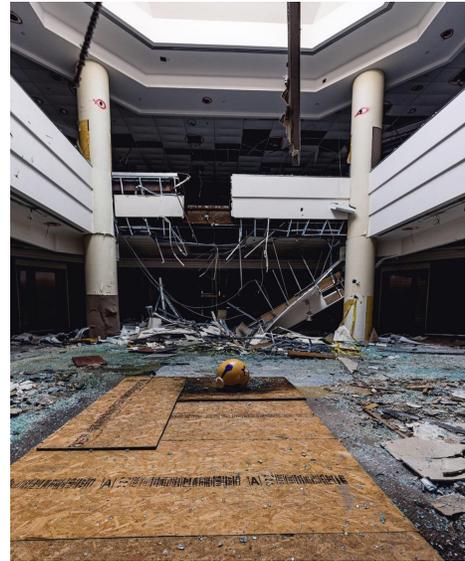
One factor of malls closing pre-COVID-19 was the anchor stores in malls closing out. An anchor store is a large retail department store, usually at the ends of the mall layout. They were designed to drive customers into the mall with the big recognized names, and in turn, customers would most likely shop at the other smaller stores in between the two big department stores at the ends. When anchor stores like Sears, Macy's, and JC Penney's began pulling out of malls or liquidating their stores, it caused other stores in the mall to lose business, due to customers not wanting to return (Shively). The result is dead malls across the United States. While there is no estimated number on how many dead and abandoned malls there are across the United States, over 12,200 stores have closed in 2020 alone (Wahba). Mall closures are becoming so prevalent that even Bloomberg made a 1980s styled video game where the player is a manager trying to maintain a dying mall (Bloomberg). In the game, tenants tell the player the foot traffic is too low, and they can't earn money. The player has to navigate whether to lower rent or kick the renters out of the mall. Consumers are beginning to recognize the loss, with one video on Instagram that says "POV: your childhood mall is dying," with shots of abandoned food courts, vintage rug designs, and eerie dark hallways (Liminal Space). The video has over one million views, with many comments reading how depressing it is and how their local malls are faring. Some photographers and videographers are even taking advantage of dead malls. One YouTube channel, called Retail Archaeology, explores dying stores and malls. The channel has over 100,000 subscribers (Retail Archaeology). The hashtag #deadmall has over 31,000 posts on Instagram with eerie photos of abandoned malls. One of those malls is the Jamestown Mall in the

Saint Louis area (Medsker, Figure 1). The Jamestown Mall closed on July 1, 2014. These spaces have no life or purpose of their own without people to occupy it.

Figure 1. Medsker, Joshua, Jamestown Mall, 14 July, 2021 (right).

In *Stranger Things*, a popular show on Netflix based in the 1980s, the third season features the cast spending most of their time in the mall solving mysteries.

The set of this season is a real mall in America—specifically, an abandoned mall. The mall is called



Gwinnett Place Mall and is based on the outskirts of Atlanta (Blake).

Jasper Mall in Jasper, Alabama is another example of a dying mall. Directors made a documentary following a day in the mall with owners, tenants, and shoppers. The mall was opened in 1981 and was once a bustling place, but it is now run down and empty, with many stores going out. One of the security guards stated that they might get 30 walkers a day (Jasper Mall). Since the mall is relatively empty, it's used for other things, like gospel services on Sunday in the center, carnivals at night in the parking lot, and military recruiting for the Army, where they run laps around the parking lot and physically exercise around the mall. One jewelry store owner in the mall explains his reason for moving his store out of the mall, stating that he has loved and fought for the mall, but he can't make a living selling in the mall with so few visitors each day—even stating he has days where he makes as little as \$16 (Jasper Mall).

E-commerce and COVID-19

E-commerce is a threat that has been looming over mall closures for years now. It's something that has blown up over the years and is expected to continue increasing. The Millennial and Gen-Z populations are expected to help the increase of e-commerce, in addition

to the popularity of smartphones, mobile commerce, and rising acceptance of digital transactions (“Global E-Commerce Market 2021-2025”). In fact, the Global Digital Retail Market is expected to grow by \$524.18 billion during 2021-2025 (“The Global Digital Retail Marketing Market”).

The e-commerce market already stands at \$2.2 trillion, according to a late 2021 report.

E-commerce especially blew up during the COVID-19 pandemic. The pandemic forced lockdowns all across the world to prevent the spread of the disease, with some lockdowns lasting for months at a time. This forced consumers to stay indoors and caused even the most resistant to online shopping to eventually purchase their items online for things like fashion, including 14% of consumers in the United States that purchased shoes and bags online for the first time due to the pandemic (Chia). COVID-19 caused many businesses to switch directions and move operations online due to the increase of online spending and loss of money in traditional brick and mortar stores. Some businesses have even changed their methods to go to omni-channel to provide different services and experiences for customers to keep up with the times (Rao et al.). In fact, more retailers—even medium sized ones—are moving to online digital retail, with the retail technology market expected to rise to \$225 billion by 2022 (Cakir et al.). Some businesses didn’t switch quickly enough. Zara, who relied heavily on in-person stores, suffered a loss of \$657 million and had to close down 90% of its stores before declaring they would be upgrading their digital platforms (Chia). Even though many retailers and businesses shifted to online or omni-channel techniques through both brick and mortar and online marketing during lockdowns, many analysts are predicting these trends to stay well after the COVID-19 pandemic. COVID-19 also affected the methods consumers used to shop. More consumers are using social media applications and channels to shop for their products with a better experience. Many consumers are making use of the easy accessibility and are linking their social media accounts to their credit

cards and mobile payment accounts (Utami et al.). In May of 2020, Instagram announced their new Shops feature on the app. The announcement stated, “Businesses continue to face the challenges of selling online as they shift their business models during the COVID-19 crises. Today we’re announcing a new shopping experience to keep businesses going, and make it easy for people to shop for the things they love” (Instagram Business Team). The Shops feature allows Instagrammers to visit a shop from an Instagram profile or through feed, reels, posts, or stories. Businesses can make a post and label their products that will be linked directly to their shop’s website link. Social media apps are now becoming their own channels, where customers can purchase products off the app and have them distributed. There are billions of people across the world who use social media, and this is a new and effective channel for them to purchase products. Social media advertising can create an intense and immediate reaction that makes buyers want the product immediately. In 2019, Paypal Canada revealed in a study that 47% of Canadian social media users were shopping on social media, and 40% used it to shop during the holiday season (“The Next Big Trend: Social Media”). This method of shopping continues to rise, with sales rising in the U.S. by 35.8% to \$36.62 billion in 2020, according to an eMarketer report (Monteros). Social media shopping has also allowed for new trends, such as influencer marketing, paid partnerships, and livestream shopping. According to the PayPal Canadian survey, 41% of Canadian social media users say they are inspired by product and service recommendations from social media influencers and content creators, and 62% of Canadian social media shoppers say they are more inspired by the holiday gift recommendations they see on social media versus those they see in-store (“The Next Big Trend: Social Media”).

Influencer marketing is the use of influencers on social media apps advertising products for brands to attract customers to purchase items. Some influencers get a cut or a percentage of

sales with their “personal codes.” Other influencers also do paid partnerships on Instagram, which is when influencers tag brands when they’re reviewing or advertising products. This creates the perfect environment for digitally native brands to sell products and thrive. One example of a brand that uses both influencer marketing and a digitally native brand is Makeup Geek by Marlena Stell. Stell is a beauty influencer who began her success through her YouTube channel with makeup tutorials. She has acquired over 1 million subscribers on YouTube and nearly 700,000 followers on Instagram. Stell says she crowdsources products and ideas from her audiences on social media, like getting her followers to name products, with winners receiving gifts (Johnson). The influencer has been successful with the launch of her makeup brand by advertising through social media only. In 2017, she earned \$22 million from the company (Broken: Makeup Mayhem).

Businesses switching to e-commerce is also cheaper in the long run compared to traditional brick and mortar and even omni-channel operations. The costly expense of running a brick and mortar store is another contributing factor of national brands pulling their stores out of malls. When running a brick and mortar store, there is a large overhead cost that includes: rent, employee wages and benefits, utilities, maintaining inventory, local advertising, business licenses, displays and decorations, cleaning and maintenance, insurance and computers (Indeed Editorial Team). Over time, this is considerably more costly than a business using solely online operations. National brands also have to use anticipatory shipping methods to their retail stores located in malls to predict how many units to ship to each location. If the calculations are underestimated or overestimated, this could cost the company.

Malls in general attract a large number of daily truck trips. Malls possess retail, food and other services that require constant shipments (Cheah et al.). These freighters can take several

trips to malls in different areas and can be a waste of gas and expenses for a national brand. Many national brands are recognizing that the Millennial and Gen Z generations seem to prefer online shopping and are making some of their brick and mortar stores micro distribution centers to ensure same-day delivery to online customers (Funke). Customers can order an item online and have it shipped to them from a local store on the same day. In addition, using stores as distribution centers is the least profitable model for companies. While some stores are geographically closer to most shoppers than the shipping warehouses, retailers are paying for double the shipping for merchandise (Reagan). National brands would pay to have the items shipped to their brick and mortar stores and then again to a local customer. Employees will also have to pick, pack and ship the items to a shopper's home. While national brands are trying to switch to omni-channel to keep up with customers' demands, it's costing them a lot of money to keep the stores open and invest their money into multiple methods.

The Rise of Digitally Native Brands

Digitally native brands, brands that are born digitally either online or through social media, have been on the rise in recent years. Some of these brands have blown up, with the best generating nearly \$1 billion in revenue in as little as four years (Broitman et al.). Digitally native brands can have advantages over traditional brick and mortar retail stores because they get a wider accessibility to their consumers and, in turn, get a better idea of their customer profile and who they are advertising to. This makes it easy to quickly fine tune products based on customer responses, grow their customer base, and even monitor purchasing behaviors (Broitman et al.). Digitally native brands also have additional benefits over traditional retail, with the availability to use popular influencers on social media. Over time, influencers can become brand ambassadors and give sneak peeks of products to customers who become more eager over time,

which helps promote the brand (Coll and Micó). These brands have had an adverse effect on malls. During the mall's peak, you would go to the mall with certain groups and stop by stores that fit your "style." Consumers would buy into a culture they would want to fit into. We no longer get our culture and style from the mall, but from influencers on social media apps. Now, digitally, you can be a part of any culture you want by posting, tagging, or liking a product or brand (Sidell). It's a new way to express yourself as a person and as your visual aesthetic. E-commerce sales in the United States are further expected to grow, with some predicting sales will exceed \$44 billion by 2023 (Chevalier).

Business Profiles of Digitally Native Brands

IL Makiage

The "Woke Up Like This Flawless Base Foundation" by IL Makiage is a new foundation that popped up on social media just a year ago and has been successful. It is a foundation that claims to match exact skin tones, and unlike other products, asks customers to take a test to get an exact match. The "Woke Up Like This" foundation has primarily been marketed on social media applications, such as Instagram and Snapchat. The product has a test that claims to give the consumer an exact color match without ever having to see their skin tone or face. It also claims it has a 90% matching accuracy at the first color swatch. IL Makiage reported it achieved \$260 million in revenue in 2021. Oran Holtzman, CEO of Oddity and IL Makiage, says the brand doesn't plan on selling the "Woke Up Like This" foundation at retail stores (Sandler). The brand says the product has done very well so far in online and social media sales, and the company said COVID-19 helped boost online makeup sales, with the "Woke Up Like This" selling the most units. Their goal is to increase their marketing campaigns on social media and sell more foundation units. According to *Forbes*, the makeup and beauty industry is worth \$532

billion (Danziger). With their campaign, IL Makiage has built a loyal base with their “Woke Up Like This” foundation and have attracted many just through their social media campaigns. They have also used influencers to promote their foundation, while older makeup companies tend to use models in magazines and print ads, etc. The current generation is turning away from “perfect looking” and typically non-diversified models and is embracing influencers who seem more relatable.

On IL Makiage’s website, it currently has over 447,000 reviews and sits at 4.5/5 stars.

“I’m the kind of person who never trusts advertising specially about cosmetic products, but I have to admit that when I saw this foundation’s add in Instagram I said myself ok try it, and honestly I thought to order it and return it, just to try a chance, the advertisement was so impressive but I never thought that it would be perfect in reality as well, but when I applied the foundation I found it has been my best decision for ever regarding cosmetic stuff, now I’m going to order another one for my friend as well...” one reviewer wrote with pictures.

This comment alludes to the idea that consumers are becoming more willing to buy from digitally native brands and purchase products on social media apps.

Glossier

Glossier is also a successful digitally native brand. Glossier launched online in 2014, and since then, has been valued at \$1.2 billion dollars (Berger). Emily Weiss started the company through the inspiration of her blog. Weiss started a blog called Into the Gloss in 2010 while she worked for Vogue. Inspired by the makeup industry, Weiss launched the beauty brand Glossier online with only four products. To advertise, instead of taking traditional routes like advertising on television or the radio, Glossier performed all of their marketing on their blog and social media. The brand now has over 2 million followers on Instagram. Most makeup brands use

cosmetic retailers to sell more units, such as Ulta or Sephora. Glossier does not use any of these. All of their sales are through their websites or through pop-up stores. Alison Gaither, an analyst for Mintel's US Beauty and Personal Care Reports, said that pop-up stores for Glossier were very successful (Berger). Another reason the brand is so successful is through their belief that everyone can be an "influencer." Since influencer marketing is very popular in the beauty industry, Glossier relies on bloggers, vloggers, and influencers to help promote the brand. In fact, the brand even has a referral program that offers discounts to people who refer the brand on social media (Ravi). To create buzz before products are launched, Glossier will send out free care packages to influencers that contain the soon to be revealed products. They even created a social media campaign that released new products through celebrities wearing the products on the red carpet. This campaign received over 108,000 Instagram interactions on the posts (Ravi). This helps grow anticipation and sales. Glossier is a digitally native brand that found success through social media marketing with the use of influencers and digital sales. The brand found success without having to go into brick and mortar stores.

Colourpop

Colourpop is another indie brand that started in 2014. Colourpop is a makeup company, based in Los Angeles, started by siblings John and Laura Nelson. The brand is known for their success through their marketing strategy that relies solely on social media. Colourpop boasts over four million followers on Instagram. Colourpop uses social media to hype up product releases and collaborate with influencers to make customers excited to buy it. Their social media pages also give followers an experience they otherwise wouldn't have with a "behind the scenes" feel. On their Snapchat stories, the brand would show followers unboxing reveals, color swatches, tutorials with products, and even behind the scenes shots from upcoming videos or

collaborations (Borovic). The brand uses tactics like nostalgia marketing with their many collaborations. These collaborations include popular shows from the 1990s, like Sailor Moon and PowerPuff Girls eye palettes. They also use Instagram Advertising, which allows businesses to create a paid advertisement on the platform that allows them to choose a target audience with location, age range, gender, etc. Colourpop has used this to do paid partnerships and collaborations with famous influencers like KathleenLights, one of the most popular YouTube beauty influencers (Delbaere et al.). Working with influencers builds brand engagement. When the influencer posts about an upcoming collaboration, it could be seen by millions– or in KathleenLights’ case, one of the 500 million views on her YouTube channel (Delbaere et al.). This promotes a brand like Colourpop, and they can get way more views than they would with their own social media channels. In 2020, the brand released 34 collections throughout the year, which is astounding, considering most companies only release one per season. Laura Nelson said that they are able to take feedback from social media of what shoppers desire and are able go from an idea to a full product in just five days (Broken: Makeup Mayhem). Because of digital and social media marketing, brands like Colourpop are able to gain something they never have before with traditional marketing methods: direct feedback. The brand is able to see how followers directly interact with their posts, which allows the brand to see what type of content and products followers like and don’t like. For example, if a follower were to comment, “I wish you guys would make more pink lipsticks” or “I didn’t like how chalky this eyeshadow formula felt,” a brand like Colourpop gets an immediate response without having to perform surveys or other marketing research methods. It is cheaper and faster. Many brands find this as a benefit; with chat boxes and DMs open, it allows a practice of instant communication and trust in a brand

(Appel et al.). Plus, without having to rely on outside retailers to help sell their products, they also get direct analytics on how well their products are selling through their website.

Target

On the other hand, while many businesses are successful with their digital marketing techniques and investing more money digitally than in-person shopping, Target is doing the opposite. Target is famously known for their ability to draw consumers into stores and make them spend more money and purchase more items they intended. It has even caused memes and jokes about not being able to leave the store without a basket full of items. "I went to Target on Friday for cat food and I left with \$200 worth of stuff," one Reddit user wrote (Hanbury). Target is a strong competitor when it comes to the in-person shopping experience and is well aware of their position. Target plans to remodel over 1,000 of their existing stores to make the customer shopping experience better. Target hopes to draw consumers in and keep them returning. In fact, Vice President of Target, Justin Burns, said Target is estimated to spend between \$4 to \$10 million on each remodeled store (Zumbach). This is a bold move, considering more and more sales are placed online. However, Target believes it will pay off, since more than 95% of Target's second-quarter sales were fulfilled in their stores (D'Innocenzio). While Target does well selling items online and through their curbside pickup option, their in-store method works and is successful because of the layout and customer experience. Target is well known for their seasonal options, leading consumers to buy heart shaped pillows for Valentine's Day, a "spooky" scented candle for Halloween, and a Christmas wreath for the holidays. They are also known for their "grab and go" sections that are typically placed at the front entrance and exit of the store. It's seen as a "last chance" option that encourages shoppers to load their carts up. In all, Target

seems to be doing fine with their in-person stores and sales right now. They have a successful model due to the experience they offer their customers.

Future of Malls

While malls and brick and mortar stores may be closing at a high rate, these physical stores have the opportunity to turn into different things that may draw customers back into stores. The reason consumers enjoy shopping in-person is because of the experience shopping can provide at physical stores. For example, pop-up retail and stores blew up during the COVID-19 pandemic (Belanger). Pop-up shops promote a unique experience for customers and encourages small business owners in the community to get involved. The Mid Rivers Mall in St. Peters, MO offers a store called “Pop-up Shop” that allows local business owners or anyone in the community to rent out the store in the mall for up to a week to promote their own business and products to gain a wider audience. The in-person stores that are surviving are those that are centered around customer shopping experiences. This can include malls that are heavy on having activities and attractions, like Mall of America, which contains rollercoasters and even a water park. Some malls in Asia still serve as meeting and gathering spots renowned for their pop-up events for TV shows and art installations (Sidell). Luxury brand themed malls are also faring well, since those are brands that can be difficult to find online and sell themselves on the “experience” of touching, feeling, and purchasing a luxury item. A few researchers even predict that luxury mall property owners will buy more property and expand over the years, since they have been successful during a time where other traditional brick and mortar stores and retail malls have not (“Why U.S. Malls Are Disappearing”). Other types of experience based stores include the niche specific ones. In the Mid Rivers Mall, there are also multiple personal training stores inside, where patrons can set up appointments to work out with a personal trainer inside of

the mall. Other stores that are doing well are the ones that contain items that are difficult to find online, like VStock and Slackers, that sell records, posters, and limited edition items from rare collections. Malls that focus on shopping experiences don't all have to be in-person, however. One mall in Singapore is offering an omni-channel experience where shoppers could stroll through the mall while the mall's mobile app will place an order of the shopper's favorite drink. If the shopper takes a picture of a dress they like, the app will know their measurements and show how the garment will fit them and even offer alternatives. When they are done browsing and taking pictures, they can see their cart and pay for the items, with them being delivered to their door the next day, adding the combination of seeing the materials in-person and the convenience of ordering online and delivery (Chia). Similarly, the Metaverse, a 3D virtual world that is being developed by Meta, will allow users to purchase non-fungible tokens (NFTs) like artwork, virtual objects, and even virtual real estate through the experience. Through studies, up to \$935 million has been traded for NFTs, which is a significant amount (Nadini et al.). It could be possible that, in the future, there could be virtual malls created with a new experience to shoppers and new products.

Another potential use for malls in the future is turning them into distribution centers. Malls already fulfill same day pickup shipments and other distribution processes, so they would be equipped to handle freighters. Large corporations like Amazon could buy out dying malls and turn them into their own distribution centers. Amazon has already converted 23 retail spaces to industrial use cases (Counihan).

“With the probable collapse of brick and mortar retailing, there will be a consolidation of the remaining off-line retailers to a smaller set of malls leaving the remaining mall owners with little to no demand and seeking an escape hatch. When this happens, it is only natural for online

retailers and others who rely on proximity to populations to snatch those properties up at a cost per square foot lower than typical industrial real estate,” a AFS Logistics CEO commented (Counihan).

Many Americans are obsessed with the nostalgia that surrounds the decades where malls were at their peak. Humans are fascinated by things of the past being so polar opposite of today’s aesthetics. This holds true in a Delaware mall where a vintage Burger King restaurant was discovered behind one of the walls in the building (Patrick). After posting the pictures on social media, the images and pictures went viral, fueling the obsession. If our society is so obsessed with replicas of the past and wondering what life was like back then, it wouldn’t be inconceivable to believe that Americans would want to pay to live for this experience again. If malls were able to remake a set to look like the infamous designs of the 1980s and 1990s and charge a fee to live the experience, malls might be repurposed as experiential tours. This could be an opportunity to profit off of those who glorified the days of malls and educate generations who did not grow up with these experiences.

Methodology

Methodologies commonly used in this field of study include Marxism, postmodernism, and cultural studies theories. These help point to the cultural importance of malls, the roles they play in society, and the economic impact they have played as well as what that impact will be if they continue to die out.

Malls and shopping centers are urban atmospheres of capitalization (Gandy). A shopping mall is like a highway of social interaction. They are focused on the branding of major businesses in these centers to draw in consumers to shop. Malls depend on a continuous flow of constant new clothes and products from major companies for its success (Deka). At one point,

malls were the peak of globalization, uniting consumers to shop for the betterment of our economy.

Malls are known as “a space of interior capitalism” (Mubi Brighenti and Kärholm). Over the years, these shopping centers have seen the rise of “mallification”, the diffusion of increasingly large shopping compounds. Brick and mortar stores have always provided atmospheres that make comfortable places to shop. However, malls take it a step further and are economic hubs that have arcades, food courts, and even spas inside in hopes to keep the consumers in the building for longer, resulting in more sales. Unfortunately, malls can be partially elitist, since they tend to attract middle white class consumers the most (Mubi Brighenti and Kärholm). Shopping malls do support a classist outlook on things, with consumers carrying around smartphones, handbags, and logoed clothes. This supports the Marxist theory that even in shopping centers meant to be a place of gathering, we can identify each individual “class” by the clothes they’re wearing and what stores they are buying their products from. In the mall, there are different segmented markets. If a teen shopped at Abercrombie, they were preppy. If they shopped at Hot Topic, they were goth, etc. These stores also use a form of invisible control that consumer culture has on society. Even though there are stores that differ in styles, they play the same songs on the radio to their target audience while shopping that provides minimal room for independent thinking in consumer culture (Hodkinson, 137).

In addition for the Marxist theory, mall management has a form of control over patrons and independent businesses. They can rule over the mall in an authoritarian way. These spaces are like society, monitored by an authoritarian figure even in malls with security guards who can kick shoppers out as they see fit. This is a form of visible control in our society. There are also less visible forms of control in our society that we face in the mall. Whether a shopper chooses

an outfit from Nordstrom or Dillard's, they are still receiving their clothes from a giant, corporate retail company. We as consumers are constantly feeding into this capitalist giant. Mall owners typically prefer to favor the large companies in comparison to the small businesses in the mall (McGreevy).

Shopping malls are also centered around postmodernism, especially as postmodernism focuses on artifacts with unique architecture and an attachment to pop culture. Malls are unique in the fact that they are one of the few places in society that people come to converge at a singular location for a diversity of reasons (McGreevy). These massive shopping centers are designed to be colorful and glamorous, inspiring excitement. Malls use aesthetics that subconsciously influence consumers with symbols of pop culture and imagery they absorb through social media and mass media. The mall's postmodernism also comes via its irreverence, lack of pretension, and use of pastiche (McGreevy). Postmodernism is so prevalent in our culture and influences our way of life. Malls were hangout spots for teenagers and places of social gatherings. Malls were so integral to our society and shaping pop culture that it was natural for them to be featured in hundreds of films, TV shows and music videos.

Shopping malls can also be analyzed with the cultural studies theory, in the fact that you could find all types of art in a shopping mall. Malls use decorative arts by dressing up the store windows for shoppers that display everyday materials and clothes. These displays can also show who they are marketing to. For instance, polos and khaki shorts would most likely target teen and college boys, and Nike would target athletes. This represents the ideas and values of that current time period by displaying what is trending at the time (Hall, 6). This shows that shoppers create and consume culture. Other art forms are displayed in shopping malls, including the vessel itself. The architecture of a mall is integral in creating a unique shopping experience and providing a

cozy and nostalgic place for most. Architecture has never been idle and is representative of the activities it insights by its design (Benjamin, 36).

Global culture is mixed into American society, and the mall is the perfect example of demonstrating this. The shopping mall is one of the few places you can go to buy Korean skincare products in makeup stores, visit stores with Japanese anime products like Slackers or VStock, hear American pop music blasting on the surround system, and get tacos at the food court (Dines and Humez, 587). The mall is a melting pot of all sorts of genres, styles, and especially global trends. Shopping has always been a global experience. We buy products from all over the world, from China to Germany. The mall was one of the first places you could do this. Consumers could get a handbag with Italian leather at one store and go to another store and get a perfume from France. This is an example that American culture likes to take all of the popular global trends and throw it in one place, with malls being one of the first spaces to achieve this amount of unique products in one space.

Other research on social media and digital advertising related topics typically take on a mixed-method approach, using both qualitative and quantitative data in studies. For this topic, I have conducted my own research, using a mixed-method approach as well. First, research will be conducted on local malls to determine the percentage of operating capacities in local malls around the Saint Louis area, what percentage of stores in these malls are large national brands, and what percent of stores are locally owned stores. This will help to discover if retailers truly are pulling out of malls and shutting down brick and mortar operations to switch online. Determining the vacancy percent will also help determine what the future of malls will look like and give a good idea of the rate of closure. For my research, three local malls in the Saint Louis area will be analyzed:

1. West County Shopping Center
2. Mid Rivers Mall
3. Chesterfield Mall

Next, a study was conducted using Google forms to determine if consumers enjoy online shopping more than in-person shopping, such as malls, and if consumers do enjoy shopping on social media, and their trust in digitally native brands. This will help gain insight on what the future might look like and help predict the future of malls. Each question is multiple-choice except for the second question, which is a short answer to fill in the blank. The Google forms survey link was posted on my social media channels. Participants' names and emails were not collected for anonymity.

There is a total of six questions on the survey:

1. Do you prefer online shopping or in-person shopping? (quantitative)
2. Why do you prefer online or in-person shopping? Ex. convenience, excitement for packages, seeing materials etc. (qualitative)
3. Would you trust or buy from a brand that advertises only through social media? (quantitative)
4. Would you buy from a digitally native brand: a brand that is launched online or through social media platforms and has no in-person stores? Ex.: Adore Me, Casper, Glossier, Hero Cosmetics (quantitative)
5. Have you ever purchased an item through a social media platform, like Instagram, Facebook, Snapchat, etc.? (quantitative)
6. What is your age range category? (quantitative)

Results

For the first part of research into local malls, I found that out of the three malls, all three had at least some store closures and vacancies. One in particular, Chesterfield Mall, only had 12 operating stores out of a total 142 available stores. The results stand below:

West County Mall

Location: Des Peres, MO

Total stores in mall: 143

Total operating stores: 139

Vacancy Percent: 3%

Amount of national brand stores: 114

Amount of small businesses/locally owned stores: 25

Percent of national brands in West County

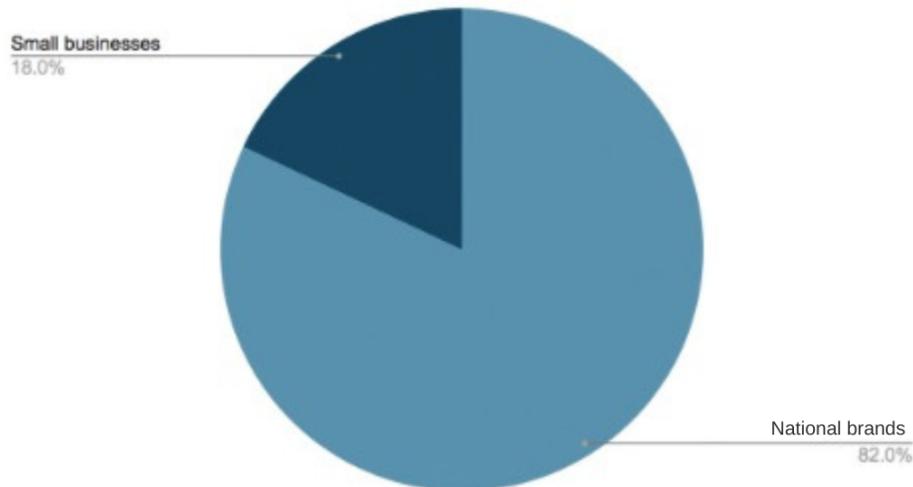


Figure 2. Montgomery, Alexis. West County Graph.

Overview

The West County Mall center is the leading mall in the Saint Louis area out of these comparisons. West County has the lowest percentage of vacant stores and the largest amount of

national brands in comparison to other malls. I believe West County will be a healthy mall for more years to come, until these national brands do begin to pull out of the mall, and they will have to rely on small businesses to rent out the vacant stores.

Mid Rivers Mall

Location: St. Peters, MO

Total stores in mall: 110

Total operating stores: 58

Vacancy Percent: 47%

Amount of national brand stores: 45

Amount of small businesses/locally owned stores: 13

Mid Rivers Mall

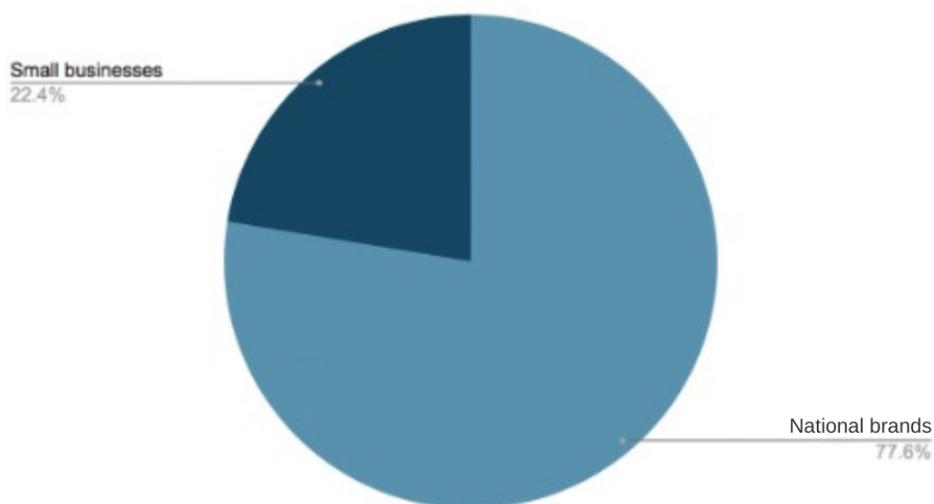


Figure 3. Montgomery, Alexis. Mid Rivers Graph.

Overview

The Mid Rivers Mall was the second best mall, with the second best rate of operating stores. Mid Rivers faces a nearly 50% occupancy rate, which is not promising for the future of

this location. At this rate, the mall has a good chance of shutting down within the next few years, with tenants not being able to help pay rent. However, out of the operating stores, over 75% of them are national brands, so that will help the mall hang on a little while longer. One interesting trend out of this research was that many of the small business stores were stores that offer services. For instance, there were three gyms that offered lessons or personal training. There was also a first aid training service in one of the stores.



Figure 4. Montgomery, Alexis. A permanently closed store in the Mid Rivers Mall, 7 Feb. 2021.

Chesterfield Mall

Location: Chesterfield, MO

Total stores in mall: 142

Total operating stores: 12

Vacancy Percent: 91.5%

Amount of national brands: 2

Amount of small businesses/locally owned stores: 10

Chesterfield Mall

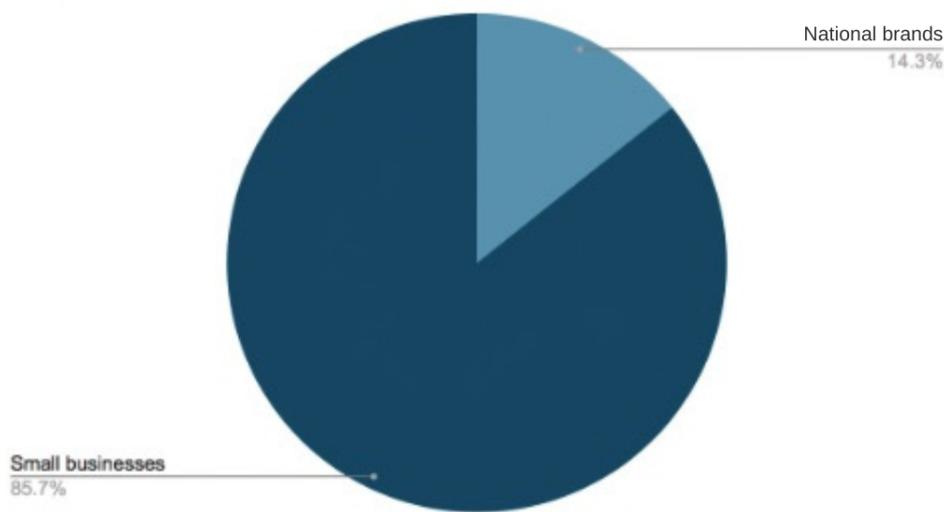


Figure 5. Montgomery, Alexis. Chesterfield Graph.

Overview

The Chesterfield Mall fared the worst out of the three. What at one time used to have over 140 operating stores in the mall now has 130 vacancies and only 12 operating stores, with a 91.5% vacancy rate. Even the food court is permanently closed. Due to the vacant stores and low foot traffic, the mall has started a “Chesterfield Mall Walkers Club” that allows patrons to walk around the mall. This would be a mall that is on the verge of closure. Only two national brand retailers are left in this mall: VStock and Macy’s, with Macy’s being the anchor. It also has an operating AMC theater on the third floor and a Cheesecake Factory restaurant at the front, which helps keep the mall operating. The other businesses in the mall are various, with a karate dojo, soccer lessons, several art galleries, an internet gaming cafe, and even a drug testing center where customers can take drug tests for jobs, etc. Also because of the closures, on the bottom floor, there are several badminton and pickleball courts for patrons to play rounds at, making it look more like a community center, with the walkers on the top level and players at the bottom

level of the building. Each Friday night, part of the lower level of the mall, where the food court is located, is turned into a dance floor by the JitterSwing Dance Club, originally from Arnold, Missouri.



Figure 6. Montgomery, Alexis. Chesterfield Mall Walkers Club, 7 Feb. 2021.



Figure 7. Montgomery, Alexis. Badminton and pickleball courts on the lower level, 7 Feb. 2021.



Figure 8. Montgomery, Alexis. The JitterSwing Dance Club at their Country Dance event, 18 Feb. 2021.

For the second part of research, I found that consumers are nearly split down the middle of their preferences on shopping in-person at malls or online. Out of those who took the survey, nearly three quarters of participants would trust a digitally native brand. Over half of the participants have purchased items through a social media channel. There were a total of 36 participants.

Results

Do you prefer online shopping or in-person shopping better?

36 responses

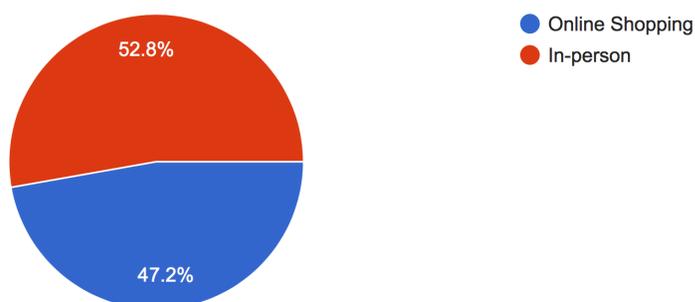


Figure 9. Montgomery, Alexis. Shopping preferences graph, 3 Feb. 2021.

Why do you prefer online or in-person? Ex. convenience, excitement for packages, seeing materials, etc.

Most common reasons for buying online:

- Convenience (10)
- More options/discounts (5)
- Excitement/immediate gratification (2)

Most common reasons for buying in-person:

- Being able to directly see/try on product (15)
- Experience (2)

- Other (2)

Would you trust or buy from a brand that advertises only through social media?

36 responses

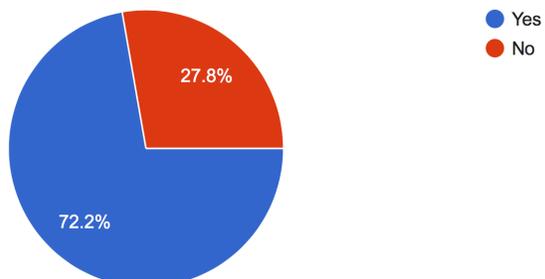


Figure 10. Montgomery, Alexis. Brand trust graph, 3 Feb. 2021.

Would you buy from a digitally native brand: a brand that is launched online or through social media platforms and has no in-person stores? Ex.: Adore Me, Casper, Glossier, Hero Cosmetics

36 responses

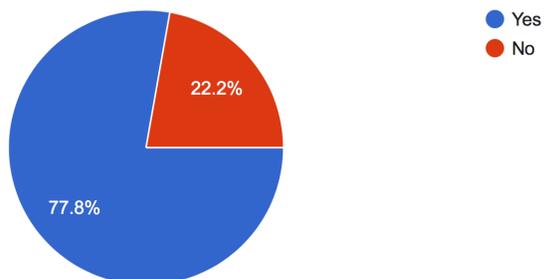


Figure 11. Montgomery, Alexis. Buying from digitally native brands graph, 3 Feb. 2021.

Have you ever purchased an item through a social media platform like Instagram, Facebook, Snapchat, etc.?

36 responses

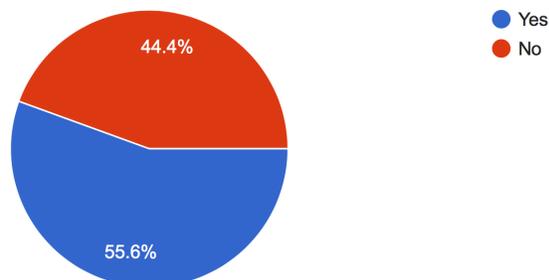


Figure 12. Montgomery, Alexis. Purchasing through social media graph, 3 Feb. 2021.

What is your age range category?

36 responses

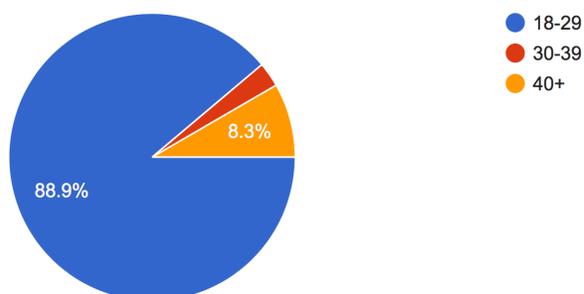


Figure 13. Montgomery, Alexis. Age range category graph, 3 Feb. 2021.

Conclusion

This research reveals that a majority of malls, especially in the local St. Louis area, do in fact have high vacancy rates. As the stores in the mall become vacant, national brands begin to pull out of the location, which in turn makes the mall harder to operate. The more small businesses a mall has, the more it struggles to stay open. This research also concludes that currently shoppers are about split 50/50 on preferences of shopping online or in-person. Shoppers enjoy the convenience and availability options the most online, as opposed to being able to try on or see the product in stores. Social media and influencer marketing continue to grow as they cater to the growing demographic that shop for products on social media apps and online. This method of marketing also allows companies to gain instant feedback from consumers so the company can improve their products.

This consumer survey and research provided a few limitations. The demographic portion of the survey could have been more varied, as there were gaps between the age groups and a differing amount between generations. Furthermore, better questions could have been included that ask what consumers want out of a shopping center. Questions could have asked what

physical places consumers like to shop at the most such as Target, Walmart, the mall, etc. The survey could have also asked what consumers desire out of a mall to help identify what malls could be repurposed into that would save them. It can also be noted that a few months after this research concluded, it was revealed that the Chesterfield Mall will shut down its doors and be demolished at the end of 2023.

Malls currently have a grim future, with many closing at a rapid rate around the country. COVID-19 and the increase of e-commerce and digitally native brands had a toll on this. However, malls still have a chance to be revived. If malls are able to create a unique atmosphere with pop-ups and interactive displays and stores with the combination of convenient mobile ordering, you can combine the two for a unique shopping experience most customers would be welcome to. They can also be repurposed for a multitude of things like community centers, doctors offices, or art exhibitions. Malls that focus on experiences, like Mall of America or luxury shopping centers, are the ones that have the best rate of survival. Malls could also profit off of nostalgia marketing, drawing consumers back into their heyday with pop culture items no longer present in our society. On the current path, digitally native brands have the best opportunity to surpass the popularity of retailers in brick and mortar stores and malls. Most consumers in this study have already shopped at a digitally native brand or have purchased products on social media, implying that digitally native sales will continue to thrive in the coming years. If more consumers choose this route, it will become an even greater threat to malls.

Works Cited

- Appel, Gil, et al. "The Future of Social Media in Marketing." *Journal of the Academy of Marketing Science*, vol. 48, no. 1, Jan. 2020, pp. 79–95. EBSCOhost, <https://doi.org/10.1007/s11747-019-00695-1>.
- Belanger, Lydia. "Pop-up Retail Was Made for the Pandemic." *Fortune*, 25 June 2020, www.fortune.com/2020/06/25/coronavirus-pop-up-retail-short-term.
- Benjamin, Walter et al. *The Work of Art in the Age of Its Technological Reproducibility and Other Writings on Media*. Belknap Press of Harvard University Press 2008.
- Berger, Sarah. "Glossier: How This 33-Year-Old Turned Her Beauty Blog to a \$1 Billion Brand." *CNBC*, 20 Mar. 2019, www.cnbc.com/2019/03/20/how-emily-weiss-took-glossier-from-beauty-blog-to-1-billion-brand.html.
- "Billie Eilish - Therefore I Am (Official Music Video)." *YouTube*, uploaded by Billie Eilish, 12 Nov. 2020, www.youtube.com/watch?v=RUQl6YcMalg.
- Blake, Meredith. "How 'Stranger Things' Made the Starcourt Mall." *Los Angeles Times*, 11 July 2019, www.latimes.com/entertainment/tv/la-et-st-stranger-things-3-starcourt-mall-how-they-made-it-20190711-story.html.
- Bloomberg*, [...] "The American Mall Game: A 2018 Retail Challenge," www.bloomberg.com/tosv2.html?vid=&uuid=935ffd1b-3905-11ed-aa48-70514e43414b&url=L2ZlYXR1cmVzL2FtZXJpY2FuLW1hbGwtZ2FtZS8=.

- Bogost, Ian. "When Malls Saved the Suburbs From Despair." *The Atlantic*, 26 Feb. 2018, www.theatlantic.com/technology/archive/2018/02/when-malls-saved-cities-from-capitalism/553610.
- Borovic, Kali. "What Is ColourPop Cosmetics' Snapchat Name? Here's Where To Follow The Makeup Brand." *Bustle*, 6 Aug. 2016, www.bustle.com/articles/177174-what-is-colourpop-cosmetics-snapchat-name-heres-where-to-follow-the-makeup-brand.
- Brighenti, Andrea Mubi and Kärrholm, Mattias. "Atmospheres of Retail and the Asceticism of Civilized Consumption." *I*, 3 July 2018, <https://gh.copernicus.org/articles/73/203/2018/>.
- Broitman, Adam, et al. "Digitally Native Brands: Born Digital, but Ready to Take on the World." *McKinsey & Company*, 27 Oct. 2021, www.mckinsey.com/industries/private-equity-and-principal-investors/our-insights/digitally-native-brands-born-digital-but-ready-to-take-on-the-world.
- Broken: Makeup Mayhem, Episode 2. Directed by Sarah Holm Johansen, Netflix Worldwide Entertainment, 2019. *Netflix*, <https://www.netflix.com/watch/81002634?trackId=200257859>.
- Cakir G, Iftikhar R, Bielorov A, Pourzolfaghar Z, Helfert M. "Omnichannel retailing: Digital transformation of a medium-sized retailer." *Journal of Information Technology Teaching Cases*, doi:[10.1177/2043886920959803](https://doi.org/10.1177/2043886920959803).
- CBS Minnesota [...]. "Mall of America Enters Forbearance Agreement to Avoid Foreclosure." *CBS News*, 20 Aug. 2020,

www.cbsnews.com/minnesota/news/mall-of-america-enters-forbearance-agreement-to-avoid-foreclosure.

Cheah, L., Manohar Mepparambath, R., & Ricart Surribas, G. M. (2021, March). *Transportation Research Part A: Policy and Practice*. ScienceDirect.

<https://www.sciencedirect.com/science/article/pii/S096585642100015X>.

Chevalier, Stephanie. “Digitally Native Brands D2C E-Commerce Sales in the U.S. 2020–2023.” *Statista*, 1 Sept. 2021,

www.statista.com/statistics/1251979/digitally-native-brand-d2c-ecommerce-sales.

Chia, Jennifer. “The Mall Is Dead, Long Live the Mall: Retail Is Facing Its Biggest Reset Post-Pandemic.” *The Business Times*, 2 Dec. 2020. *ProQuest One Business*,

<https://www.proquest.com/newspapers/mall-is-dead-long-live/docview/2466014163/se-2?accountid=12104>.

Coll, Patricia, and Josep Lluís Micó. “Influencer Marketing in the Growth Hacking Strategy of Digital Brands.” *Observatorio (OBS*)*, vol. 13, no. 2, Apr. 2019, pp. 87–105.

EBSCOhost,

<https://doi.org/10.15847/obsobs13220191409>.

Counihan, J. (2021, February 8). *Will Malls Become Distribution Centers?*

<https://www.linkedin.com/pulse/malls-become-distribution-centers-julian-counihan/>.

Danziger, Pamela. “6 Trends Shaping The Future Of The \$532B Beauty Business.” *Forbes*, 10 Dec. 2021,

www.forbes.com/sites/pamdanziger/2019/09/01/6-trends-shaping-the-future-of-the-532b-beauty-business/?sh=25509ccb588d.

Deka, M. (2021). Bazaar aesthetics: On excess and economic rationality. *International Journal of Cultural Studies*, 24(3), 470–484.

<https://doi.org/10.1177/1367877920971640>.

Delbaere, Marjorie, et al. “Social Media Influencers: A Route to Brand Engagement for Their Followers.” *Psychology & Marketing*, vol. 38, no. 1, Jan. 2021, pp. 101–12. *EBSCOhost*,

<https://doi.org/10.1002/mar.21419>.

Dines, Gail and Jean Humez, *Gender, Race, and Class in Media: a critical reader*, 4th ed.

D’Innocenzio, Anne. “Target Sees Strong Sales and More Shoppers in Stores as Online Growth Slows.” *Associated Press*, 18 Aug. 2021,

www.usatoday.com/story/money/shopping/2021/08/18/target-stores-sales-shoppers-return-online-sales-slow/8176947002.

“Fast Times at Ridgemont High - Intro - (1982).” *YouTube*, uploaded by Marco Dos Santos, 12 June 2016,

www.youtube.com/watch?v=VUMTshUfITg.

Funke, C. (2022, April 28). *Mall Conversion: How Local Distribution Center Models Are Providing Retail E-Fulfillment*. *Forbes*.

<https://www.forbes.com/sites/forbesbusinesscouncil/2022/04/28/mall-conversion-how-local-distribution-center-models-are-providing-retail-e-fulfillment/?sh=2a049e2f243e>.

Gandy, M. (2017). Urban atmospheres. *Cultural Geographies*, 24(3), pp. 353–374.

<https://doi.org/10.1177/1474474017712995>.

“Global E-Commerce Market 2021-2025: Size, Trends and Forecast with Impact Analysis of COVID-19.” *M2PressWIRE*, Apr. 2021. *EBSCOhost*,

www.search.ebscohost.com/login.aspx?direct=true&AuthType=sso&db=nfh&AN=16PU109808232&site=ehost-live.

Hall, Stuart et al. *Cultural Studies 1983 : A Theoretical History*.

Hanbury, Mary. "The clever tricks Target uses to get you to keep spending money." *Business Insider Nederland*, 24 May 2019,

www.businessinsider.nl/how-target-gets-you-to-spend-more-money-in-store-2018-4?international=true&r=US#it-makes-one-final-push-right-before-you-check-out-8.

Hodkinson Paul. *Media Culture and Society : An Introduction*. SAGE, 2011.

Indeed Editorial Team [...]. (2021, April 20). *Physical Stores vs. Online Stores: What's the Difference?* Indeed.

<https://www.indeed.com/career-advice/career-development/physical-stores-vs-online-stores>.

Instagram Business Team [...]. "Introducing: Shops on Instagram." *Instagram*, 19 May 2020,

<https://business.instagram.com/blog/introducing-shops-on-instagram>.

Jasper Mall. Directed by Bradford Thomason and Brett Whitcomb, Gravitas Ventures, 2020.

Amazon Prime,

https://www.amazon.com/Jasper-Mall-Mike/dp/B088MGW3CG/ref=sr_1_1?crd=C5UQL0MT2P3J&keywords=jasper+mall&qid=1645748258&s=instant-video&sprefix=jasper+%2Cinstant-video%2C181&sr=1-1.

Johnson, Emma. "How Makeup Geek CEO Marlina Stell Built a \$10M Business on YouTube and Honesty." *Forbes*, 15 May 2015,

www.forbes.com/sites/emmajohnson/2015/05/13/how-makeup-geek-ceo-marlena-stell-built-a-10m-business-on-youtube-and-honesty/?sh=353b7f4b3796.

Liminal Space. “Instagram.” *Instagram*, liminal.bot, 14 Jan. 2022,

www.instagram.com/accounts/login/?next=/reel/CYvDNI_A76Q.

McGreevy, M. P. (2018). Complexity as the telos of postmodern planning and design: Designing better cities from the bottom-up. *Planning Theory*, 17(3), 355–374.

<https://doi.org/10.1177/1473095217711473>.

Monteros, Maria. “E-Commerce Skyrocketed during the Pandemic. Now Instagram, Facebook and Snapchat Want In.” *Retail Dive*, 29 July 2021,

www.retaildive.com/news/e-commerce-skyrocketed-during-the-pandemic-now-instagram-facebook-and-sna/604081.

Nadini, Matthieu, et al. “Mapping the NFT Revolution: Market Trends, Trade Networks, and Visual Features.” *Scientific Reports*, vol. 11, no. 1, Oct. 2021, pp. 1–11. *EBSCOhost*,

<https://doi.org/10.1038/s41598-021-00053-8>.

Njbiz. “Brookstone Files for Bankruptcy, Closing Mall Stores.” *Njbiz*, 2 Aug. 2018. *ProQuest One Business*,

<https://www.proquest.com/trade-journals/brookstone-files-bankruptcy-closing-mall-stores/docview/2084708747/se-2?accountid=12104>.

Oman, Noel. “Park Plaza Mall in Little Rock Mall Sells for \$100,000 to Lender.” *Arkansas Online*, 29 Oct. 2021,

www.arkansasonline.com/news/2021/oct/29/lr-mall-sells-for-100000-to-lender/?bcsbid=307cf9c8-37b8-4a05-b746-59629088cd08&pbdialog=reg-wall-login-created-ao.

Oman, Noel. “Value of Park Plaza Mall, 2 Other Retail Centers Sees Steep Fall; Promenade at Chenal Sold for \$10, Other Considerations.” *Arkansas Online*, 26 Jan. 2020,

www.arkansasonline.com/news/2020/jan/26/value-of-three-malls-in-lr-sees-steep-f.

“On My Mind (Official Music Video).” *YouTube*, uploaded by Cody Simpson, 17 June 2011,
www.youtube.com/watch?v=F-zDy7j7NVw.

Patrick, Holly. “Preserved ‘Vintage’ Burger King Restaurant Found Behind a Wall in US Mall.”
Independent TV, 2 July 2022,
www.independent.co.uk/tv/lifestyle/burger-king-mall-wall-video-b2114492.html.

Rao, Prakash H. Narayan, et al. “Reimagining the Fashion Retail Industry Through the
 Implications of COVID-19 in the Gulf Cooperation Council (GCC) Countries.” *FIIIB
 Business Review*, vol. 10, no. 4, Dec. 2021, pp. 327–338.
<https://journals.sagepub.com/doi/full/10.1177/23197145211039580>.

Ravi, Kavya. “How Glossier Built a Cult Following on Social Media.” *Unmetric Social Media
 Analytics Blog*, 13 Feb. 2019,
www.blog.unmetric.com/glossier-social-media-strategy.

Reagan, C. (2017, April 19). *Think running retail stores is more expensive than selling online?*
Think again. CNBC.
<https://www.cnn.com/2017/04/19/think-running-retail-stores-is-more-expensive-than-selling-online-think-again.html>.

“Retail Archaeology.” *YouTube*, uploaded by Retail Archaeology, 10 Nov. 2016,
www.youtube.com/c/RetailArchaeology/about.

Sandler, Emma. “Il Makiage Parent Company Charts Path for Massive Growth with New
 Investors and Brands.” *Glossy*, 10 Jan. 2022,
www.glossy.co/beauty/il-makiage-parent-company-charts-path-for-massive-growth-with-new-investors-and-brands.

Sidell, Misty White. "How The Mall, Once a Pop-culture Touchstone, Fell Out of Fashion." *Los Angeles Times*, 29 Dec. 2017,

www.latimes.com/fashion/la-ig-wwd-mall-fell-out-of-fashion-20171229-story.html.

"The Global Digital Retail Marketing Market Is Expected to Grow by \$ 524.18 Bn during 2021-2025, Progressing at a CAGR of 24.01% during the Forecast Period: Global Digital Retail Marketing Market 2021-2025 the Analyst has Been Monitoring the Digital Retail Marketing Market and It Is Poised to Grow by \$ 524. 18 Bn during 2021-2025, Progressing at a CAGR of 24." *NASDAQ OMX's News Release Distribution Channel*, 19 Nov. 2021. *ProQuest One Business*,

<https://www.proquest.com/wire-feeds/global-digital-retail-marketing-market-is/docview/2598950436/se-2?accountid=12104>.

"The Next Big Trend: Social Media Is the New Holiday Shopping Mall." *PR Newswire*, [...] 28 Nov. 2019. *ProQuest One Business*,

<https://www.proquest.com/wire-feeds/next-big-trend-social-media-is-new-holiday/docview/2319127362/se-2?accountid=12104>.

Utami AF, Ekaputra IA, Japutra A, Van Doorn S. "The role of interactivity on customer engagement in mobile e-commerce applications." *International Journal of Market Research*, June 2021.

<https://journals.sagepub.com/doi/full/10.1177/14707853211027483>.

Wahba, Phil. "Major Wall Street Firm Expects 25% of U.S. Malls to Close by 2022." *Fortune*, 9 June 2021, fortune.com/2017/05/31/malls-retail-stores-closing.

White Hot: The Rise & Fall of Abercrombie & Fitch. Directed by Alison Klayman, Netflix Worldwide Entertainment, 2022. Netflix,

<https://www.netflix.com/search?q=white&jbv=81323741>.

“Why U.S. Malls Are Disappearing.” *YouTube*, uploaded by CNBC, 4 Mar. 2021,

www.youtube.com/watch?v=C_JiP-j2FwM.

Zumbach, Lauren. “Target’s Remodeled Stores Have 160 Mannequins and a ‘River.’ Here’s Why.” *Chicagotribune.Com*, 13 Dec. 2018.

www.chicagotribune.com/business/ct-biz-target-remodeling-stores-0722-story.html.