

## PPK Malaysia

Malaysia Shopping Malls Association

Persatuan Pengurusan Kompleks Malaysia (PPK)

### newsnetwork

- The People Who Make Shopping Malls Rock
- What It Takes To Be A Mall Manager
- What Do Gen-Yers Want?

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Untuk Ahli Sahaja

# The Heartware





# PRESIDENT'S MESSAGE



Dear members,

Time really flies, and now we are already in the fourth quarter of 2015 with the year-end holidays and festivities beckoning just round the corner. It only felt like I took over the helm recently but in reality, it has already been more than 18 months since March 2014.

I am proud to say that the Executive Committee (Exco) has proven that they know what they want, how to do it and to do it well! Indeed, the heartware of the shopping mall industry lies in the approximately 35,500 mall people who are passionate not just about going shopping but also how to make shopping work.

We recently completed a milestone with our Shopping Mall Industry Survey 2014/2015 and are pleased to announce this to our members as presented in this issue. This report highlights the key performance indicators which will be useful for malls' benchmarking studies. With 550 malls throughout Malaysia encompassing 136.4 million sq ft of net lettable area, there is 13.3 sq ft per capita of shopping space, surpassing even traditional shopping cities like Hong Kong and Singapore. Just goes to show that we shop to live, and live to shop!

For 2015, PPK Malaysia was in the international arena on several significant occasions like our two study trips to Hong Kong in January as well as to Chengdu and Chongqing, China in June. Our study trips over the past years have garnered strong interest as the participants gather fresh insights of how shopping malls perform overseas. They are also intense and value for money – just imagine, visiting eight shopping malls in two days!

Our Exco and members also participated closely in the annual CASC Conference held in Shenzhen, China recently which saw the inaugural Joint Accreditation Programme for Senior Managers, first mooted in 2014. There was good response too for the two visit programmes to shopping malls in Shenzhen and Hong Kong. We look forward to continue similar sessions for CASC Conference 2016 to be held in Taipei, Taiwan and a tremendous conference programme there.

On the local front, our forth coming Priceless Gems of Creativity V.3 in November brings a whole plethora of wide-ranging experience on one sharing platform. The two-day seminar will undoubtedly be 'priceless' as speakers include global award-winning building designers, social media 'gurus' and creativeness at all levels of retail and marketing.

For the rest of 2015, PPK Malaysia continues to offer programmes to enhance the mall management experience. Future events will include training for security personnel and how to 'engineer' shopping malls. There will also be marketing and leasing workshops with hands-on trainers provided by the International Council of Shopping Centers.

Shopping malls have faced and will continue to encounter tremendous challenges from GST issues to the soft retail market, weak currency and even for some, street rallies. In the face of such scenarios, the road ahead remains exacting and arduous for the shopping industry and our country as a whole but shopping malls have proven to be resilient over the years. It just remains up to mall people like us to be passionate about our work, to be imaginative and innovative and yet be resourceful and relevant.

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# The People Who Make Shopping Malls Rock

Malls have evolved from being merely central locations at which to purchase merchandise to being essential to community life



THE shopping mall industry in Malaysia is sizeable and growing. In fact, some of our prominent malls are ranked among the top 10 largest malls in the world – 1 Utama, Sunway Pyramid and Mid Valley.

Everyone knows what shopping in the country is about; as many as one in five people residing in the Klang Valley are at a mall on weekends, especially during the school holidays.

Shopping is known as "retail therapy" but apart from enjoying chic designer clothes, an enticing variety of food and popular entertainment outlets, have you ever wondered what makes shopping malls tick?

Malls have evolved from being merely central locations at which to purchase merchandise or seek services and do weekend errands to being essential to community life.

When malls are in mixed developments as is usual nowadays, they function as a gathering place for a multitude of activities. They are not only for retail therapy but also for F&B, entertainment and socialising, services and amenities, one-stop payment, art and culture, workouts and relaxation, visiting theme parks and more.

### Suitable atmosphere

Malls may have become luxurious, essential places to visit but the onus is on shopping mall managers and their teams to make everything work at the right time in the right place. This happens back-of-house, away from shoppers looking for discounts and indulging in cosy rendezvous at fashionable cafes.

The mall's team is involved in the three major aspects of mall management: marketing and leasing, operations and maintenance, and administration.

Marketing and leasing personnel are usually frontliners, meeting shoppers and business owners or operators; they are essential to creating "experiential shopping". This means apart from being a place at which to buy, the mall offers a suitable atmosphere for shoppers to touch, see, hear and experience goods and services, to contribute to their well-being and the inclination to linger, if not shop.

The ambience involves well-thought-out, sophisticated decor for festive seasons with exciting events for the family. Mall personnel are under pressure to create something new, unique and identified with a particular mall.

Promotions and discounts must be coordinated among merchants; this requires detailed preparation. The marketing department usually includes personnel involved in events, promotions, public relations, design, advertising and concierge services, which are all closely related.

Any mall management team must be aware of its location – whether it is in the city centre or suburban – and aim astutely for its market, whether for shoppers of luxury goods, working people, families or simply being the neighbourhood mall.

With this in mind, leasing personnel interact with potential business operators and retailers, and are important to achieving the right merchandise and tenant mix for the mall's target market.

Operations and maintenance personnel, though not frontliners, are a crucial part of the mall's team. They keep the indispensable mall air-conditioning at optimally cool temperatures, see to lifts and escalators and ensure lighting and other equipment are in good running condition.

Other key operations personnel take care of housekeeping tasks like waste disposal, washroom cleaning and maintenance, landscaping, car parks and a host of other facilities.

A vital component of the operations team focuses on mall security and safety, which includes security patrols, fire safety and traffic management.

Administrative personnel are no less important as they are key to ensuring tenancy and billing documents are in order. They also collect rental and other dues on a timely basis so financial processes will be optimal.

They are essential to human resource functions, seeing to the well-being of employees as well as managing any litigation as and when applicable.

Each department head reports to a central manager or general manager who sets mall direction with the agreement of the mall owner.



By Evelyn Lo, PPK Malaysia Executive Director

There is no education programme through which to learn about managing shopping malls in Malaysia, though our first shopping complex opened in the 1970s and managing one was largely on-the-job training for many years.

Those who come from this school of hard knocks are hugely experienced and form a core group of mall managers which set up an association to handle common issues.

The association's role has evolved and, since 2002, now offers biannual training courses for mall employees to boost industry performance.

As living examples are the best way of information-sharing and learning, these sessions are conducted by hands-on practitioners.



### Experienced personnel

With the growing property market, more and more malls are being developed, particularly in the last five years, with more under construction.

There is therefore a lack of experienced personnel to join mall management teams, so the industry needs all hands on deck to make the malls rock. With so many malls, competition will be intense, so working in a mall will be stimulating.

Anyone interested in joining the mall industry should remember it is an exciting and rewarding career – it gives job satisfaction and fulfilment like no other because malls allow us to connect with the desires of thousands of people, every day.

This is why we have been passionate about malls for the past 40 years.

❖ Article is printed with permission from Focus Malaysia

**TAN SRI DATUK EDDY CHEN**  
President

**PPK Malaysia**  
Malaysia Shopping Malls Association



# WHAT'S NEW

## Atria SHOPPING GALLERY DAMANSARA JAYA



The highly anticipated rebirth of Atria in Damansara Jaya, Selangor, which soft opened on 29 May 2015, offers a sense of natural opulence, drawing its inspiration from Malaysia's rainforests.

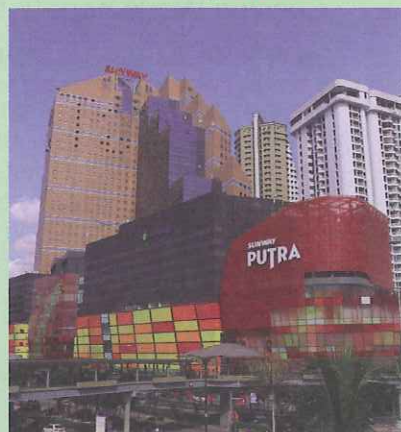
Spanning 5.5 acres, its exciting tenant mix ranges from varied and interesting dining options to upmarket fashion with the famous MANGO brand having its largest outlet here.

Its one-of-its-kind concept, modern architecture and stunning interior design led this neighbourhood mall to clinch the Best Retail Interior at the recent Asia Pacific Property Awards 2015.

Atria, with net lettable area of 470,000 sq ft and 1,700 secured parking bays, is OSK Property's first and flagship mall.



## SUNWAY PUTRA Mall



After an extensive over RM1 billion transformation exercise, the rejuvenated Sunway Putra Mall opened in May 2015 with an increased leasable space of 600,000 sq ft.

Sited within Kuala Lumpur's Diamond Triangle, it is part of the 4.5 acre self-sustained integrated Sunway Putra development that includes a hotel and office tower.

This urban chic lifestyle mall, with its new façade and layout, houses more than 300 outlets over eight levels of retail podiums. Its full occupancy is expected by the fourth quarter of 2015.

The mall's two mini anchors are Cold Storage and TGV Cinemas alongside international brands like UNIQLO, H&M, Monki, Aeropostale, Suiteblanco and Laura Mercier.



## MITSUI OUTLET PARK KLIA SEPANG



Officiated by Prime Minister Dato' Sri Mohd Najib on 29 July 2015, the double-storey Mitsui Outlet Park KLIA Sepang (MOP KLIA) comprises 127 outlets, including a Japanese Concept Store. Specialty restaurants, cafes and a food court provide an array of scrumptious delights.

MOP KLIA offers discounts between 30% and 70% for fashion apparel, accessories, perfumes and cosmetics, chocolates and confectioneries, kids' wear, sportswear, household items and luggage.

Managed by MFMA Development, a joint venture between Mitsui Fudosan of Japan and Malaysia Airports, it provides flight check-in services, flight information displays, free baggage storage and dedicated shuttle service to and from KLIA and klia2 airports to facilitate travellers.



# UPCOMING EVENTS 2015



## ICSC-PPK Shopping Centre Management Learning Series

- Marketing Workshop: 17-18 November
- Leasing Workshop: 8-9 December

### Parkroyal Kuala Lumpur

PPK Malaysia collaborates with the International Council of Shopping Centers (ICSC) for the fourth year running to offer workshops in Leasing and Marketing. The Learning Series format will be styled as hands-on workshops conducted by renowned and well-experienced practitioners. The forthcoming sessions will be advanced installments to complement previous years' workshops and only limited seats are available.

## Security & Safety Training

20-21 October

### Cititel, Mid Valley City, Kuala Lumpur

Held annually since 2006, the 2015 two-day training session will equip security and safety personnel from guard/officer/supervisor/executive levels in the basic procedures and knowledge for the shopping malls' daily operation.

Our trainers are sourced from senior in-house security personnel of prominent member malls with extensive working experience both in shopping malls and previously in the police force.

Registration is on-going. Contact PPKM Secretariat if you are keen to share in our trainers' practical experiences, particularly the eye-opening session on Kisah Benar.



Our security guru, Mohd Hanafiah Mohd Shah, sharing his valuable experience

## Engineering Shopping Malls II

2 December

### Sunway Resort & Spa, Petaling Jaya

Ever wondered about how shopping malls can be 'engineered' for improved facilities and services? This seminar looks into energy management, alternative sources of sustainable energy, new practices in maintenance technology, the management of building defects as well as the provisions for fit out and renovations.

We will also bring you inside Malaysia's first green mall. This seminar follows the successful inaugural event co-organised in the collaboration with the Institution of Engineers in November 2012.

Our panel of experienced practitioners and industry experts will also share their insights on current trends and practices on the operational outlook in shopping malls. Look out for more announcements soon.



For more information on upcoming events, please contact PPKM Secretariat at [secretariat@ppkm.org.my](mailto:secretariat@ppkm.org.my)



## 2015 PRICELESS GEMS OF CREATIVITY V.3

The Gardens Hotel & Residences, Mid Valley City, Kuala Lumpur  
4 – 5 November



Tan Sri Datuk Eddy Chen  
President,  
PPK Malaysia



Joyce Yap  
CEO Retail,  
Pavilion Kuala Lumpur



HC Chan  
Chief Executive Officer,  
Sunway Shopping Malls and  
Theme Parks



Geoff Cresswell  
Managing Director,  
RDG Planning & Design,  
Bangkok



Martin R Haeger  
Director,  
HL Design Group Sdn Bhd

Following the success of our previous Priceless Gems series, PPK Malaysia (PPKM) presents Priceless Gems of Creativity V.3, a fantastic eye-opener of all things fresh and new, be it from architectural designs, retail innovations, building operations to innovative marketing ideas.

We have gathered the gurus from various countries to learn from them creativity at its best. They include well-experienced practitioners from the United Kingdom, Japan, Hong Kong, Thailand, Indonesia and Singapore as well as local specialists in their own field.

Shopping malls today have evolved from merely places to purchase merchandise to become exciting lifestyle destinations. This seminar will present an excellent opportunity for networking and information sharing. Seminar topics will be presented under the following sessions:

- Creativity Vs Sustainability
- Redefining Retail With Creativity And Inspiration, and
- Creative Marketing

Don't miss out as seats are limited. Call PPKM Secretariat at 03-77276202 or email [secretariat@ppkm.org.my](mailto:secretariat@ppkm.org.my). More information on the seminar can be obtained in PPKM's website, [www.ppkm.org.my](http://www.ppkm.org.my).



Jean Marie Pin Harry  
Chief Operating Officer,  
Johor Premium Outlets



Lai Siew Hong  
Chief Executive Designer,  
Blu Water Studio



Noor Aziz  
Founder,  
Purpose Performance Wear



Christopher Brooks  
Executive Officer,  
Garde Ltd AIA



Ir YL Lum  
General Manager,  
Leadmont Development



Yannick Kennel  
General Manager,  
APAC-PathIntelligence



Ir Thirukumaran Jallendran  
Sustainability Director,  
Lend Lease Projects



Meredith Wallace  
Head of Social Media,  
Lion & Lion Digital Agency



Ronald C Vining  
Group Marketing Director,  
Aspire Lifestyles, Singapore



Mike Nagelsztajn  
Director,  
Leonard Design Architects



Stefanus Ridwan  
Director,  
Pakuwon Group, Indonesia

## STUDY TRIPS 2015

### Hong Kong 14-17 January

A whole bus load of our members made a trip to Hong Kong, better known as Asia's world city and synonymous with shopping malls. Here, swanky and off-beat malls compete with exclusive and mainstream shops offering the latest and the best fashion has to offer. Not to be beaten, our group visited eight shopping malls over two days.

The malls ranged from the upmarket and traditional ones to those with a retail mix specially structured for the young and young-at-heart, and some opening till the wee hours.

Participants were graciously hosted by the various mall managements who imparted useful tips. Fortunately, this was a study trip and not a shopping trip!

- 1 Participants at the roof top of elements Mall
- 2 Sharing information at ifc
- 3 The bold solid lines at Pacific Place
- 4 apm Mall caters to shoppers till the wee hours
- 5 Festival Walk celebrates Chinese New Year with the Year of the Ram
- 6 Briefing at Harbour Mall

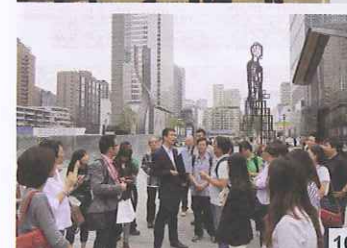


### Chengdu and Chongqing 10 – 17 June

With China ranked top among the world's most active shopping mall development markets, we made a trip to fast developing malls in Chengdu and Chongqing who are among the world's top's cities of new mall space. Chengdu, recognised as the new gateway to Western China, is undergoing a mall construction boom.

Chongqing, often mentioned as being among China's leading emerging cities because of its scale and rapid economic growth, is also known as the Chicago of the East.

Our 42 participants from throughout Malaysia found it an eye-opening experience at all the malls visited and were impressed by the fresh building designs and layouts.



- 7 Raffles City is among the most acclaimed premium property developments in Chengdu
- 8 New Century Global Centre is the world's largest building designed to be a self-contained town with retail and residential elements, including its own hotels and an indoor beach area
- 9 Happy participants at International Finance Square (IFS) with its signature giant panda structure
- 10 Participants were duly impressed by the open-plan, lane-driven mall at Tai Koo Li, Chengdu

- 11 Chengdu's The Mixc is characterised by the innovative design and creative use of outdoor space, including these lushly landscaped terraces
- 12 Shui On Tian Ti is an urban complex combining commercial, entertainment, shopping and residential facilities
- 13 At our hometown brand, Parkson at Chongqing, which has established itself as a top tier retailer in China



# SEMINARS & CONFERENCES



## Certification Courses in Shopping Mall Management, April & August 2015

- Marketing and Leasing
- Operations and Maintenance
- Administration

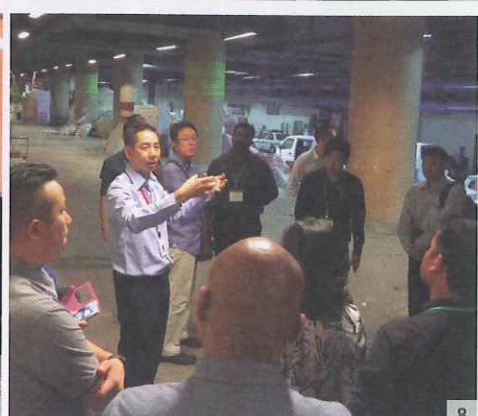
2015 sees us continuing with our education programmes to train more participants in shopping mall management. Since the programmes started in 2002, we have trained approximately 2,500 personnel. With more new malls being launched, there will be an ever growing need for trained personnel.

The Marketing and Leasing sessions have always been popular and our classes have been steadily expanding year-on-year, with more than 200 participants taking up all three modules in April and August. We are always ever grateful to the loyal speakers, some of whom have been with us since the beginning, and being willing to share their hands-on experience is totally priceless to our industry.

### Comments from our participants:

- Interactive sharing, open discussion and interesting presentations
- The case studies are very interesting, we need more time!
- Overall, the course is very informative

- 1 Joyce Yap's classes are always passionate
- 2 Our discussion group is fun, too!
- 3 Site visit to Mid Valley Megamall
- 4 Full attention by everyone
- 5 The course contents and sharing are good!
- 6 Marketing workshops are intense and very rewarding
- 7 Learning about housekeeping contracts
- 8 The back-of-house at Sunway Pyramid



## Over a cuppa Teh Tarik Throwbacks on PPK's Teh Tarik Talks (TTTs)



From September 2014, four TTTs were held monthly starting with **Implement GST With Confidence** targeting mall operators. The speaker was IFCA Group CFO Daniel Chow



October's talk, **Take Charge Of Your Personal Safety**, saw Perfect Protection Sdn Bhd managing director Michael Chong, the "preparedness consultant" giving practical self-defense tips, including the use of personal protection devices



The **Empower Yourself With The Right Image** workshop was attended mainly by ladies keen to learn from Bobbi Brown make-up artists on how to use cosmetics to make them feel "pretty powerful" at their workplace



2015 kick-started the first TTT in February with Pixelbyte Sdn Bhd managing partner Zach Yeo speaking about Park'n, **New-A Mobile App for Parking**, used by shopping malls to simplify searching for parking, thus enhancing the shopping experience



Marching on, **Leverage Analytics and Monetise WIFI!** by Tapway Sdn Bhd founder and CEO Lim Chee How showed there's so much ICT you can use to unlock your latent website potential



Jeremiah Gurusamy, a partner in Arianti Dipendra Jeremiah Advocates & Solicitors wrapped up 2014's TTTs with **What Is The Personal Data Protection Act (PDPA)?**, showing PPK members how to handle confidential data related to commercial transactions



BuzzElement CEO Hajime Hirose spoke about the innovative uses of friendly mobile apps in April's TTT on **Your Mobile Marketing Solution, Reinventing the Shopping Experience**

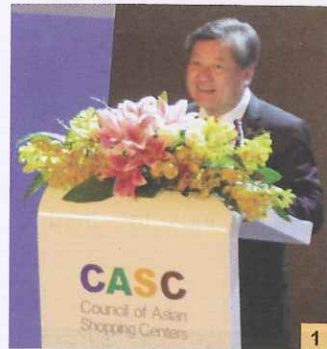


The much awaited July talk on **Strata Management Act 2013 (Act 757): What's New** held in the Klang Valley was such a huge success that PPK had speaker Sivabalan conduct a similar TTT in Penang in September



**CASC**  
Council of Asian  
Shopping Centers

# CASC CONFERENCE 2015 and 13<sup>th</sup> Annual Conference of Mall China International Symposium



This year's Council of Asian Shoppers Centers (CASC) Conference, jointly organised with Mall China, was successfully held at Futian Shangri-la Hotel, Shenzhen from 4-7 September.

The response was overwhelming with 500 delegates mainly from China and neighbouring Asian countries like Japan, Taiwan, Malaysia, Indonesia, Singapore, Hong Kong and the Philippines. Some came from as far as Australia, Germany, Canada, the Netherlands and the United Kingdom.

Two shopping mall study tours were held in Shenzhen and Hong Kong on 4 and 7 September respectively, where a total of six malls were visited.

There were about 40 speakers, panelists and moderators during the two days' conference which covered various topics:

- **Session 1** – Commercial Real Estate Investment Entering Era of Change: Looking Ahead to Future Changes
- **Session 2** – 2015 Asian Shopping Centre Leadership Summit: New Perspective and Innovative Thinking
- **Session 3** – New Expectations and Appeal of Retailers for Shopping Centres
- **Session 4** – Stimulating The Vitality and Competitiveness of Shopping Centres

Our President, Tan Sri Datuk Eddy Chen, presented a paper on 'New Developments and Challenges of Malaysian Shopping Centres' in Session 2.

The inaugural 2015 CASC Joint Accreditation Programme for Senior Managers, mooted in 2014, was held from 3-4 September at the same venue.

The next CASC Conference in 2016, to be held in Taipei, will be organised by Taiwan Council of Shopping Centres.



1 Tan Sri Datuk Eddy Chen sharing his insights

2 Panel speakers from Asian countries

3 Tan Joon Kai presenting his paper at the Joint Accreditation Programme for Senior Managers

4 CASC Council Members from Indonesia, China, Malaysia, Taiwan, Hong Kong and Japan

5 ifc mall visit in Hong Kong

6 Networking session with mall managers and participants

7 Mall visit in Hong Kong with 80 participants at D2 Place

8 At 9 Square Shopping Mall, Shenzhen

# LET THE GAMES BEGIN!



9 May: PPK Sports 2015 calendar kicked off with the annual pool tournament at the newly opened Black Bull in Mid Valley Megamall, Kuala Lumpur.

After hours of tense and nail-biting game, Subang Parade emerged as the champion, defeating the host Mid Valley Megamall by the narrowest of margins while Sunway Pyramid took the third placing.

14 June: 1 Utama again played host for the futsal tournament held at The Padang with a record of 20 teams. It was a carnival-like atmosphere around the venue.

Newcomers Encorp Strand Mall emerged as the champion after defeating 1Utama 8-1 while Paradigm Mall took home third placing after beating Pavilion KL 7-1. Next year, we hope to have a bigger tournament.



▲ Futsal, one of the most anticipated events in the sports calendar



▲ Fair play please!



6 September: The preliminary round of the PPK Badminton Tournament 2015 at Sports Arena saw an overwhelming 17 teams jostling for places in the second round.

13 September: The semifinals and finals of the badminton matches were played at Sports Planet, Sunsuria, Kota Damansara. Defending champion, Encorp Strand Mall finished third while former champion Sunway Pyramid regained the crown by beating Paradigm Mall 2-1.

Congratulations to all the winners!

## Games results at a glance

Ranking	Pool	Futsal	Badminton
Champion	Subang Parade	Encorp Strand Mall	Sunway Pyramid
1st Runner-up	Midvalley Megamall	1 Utama Shopping Centre	Paradigm Mall
2nd runner-up	Sunway Pyramid	Paradigm Mall	Encorp Strand Mall



# HAPPENINGS

## 30th Annual General Meeting 28 March 2015 Pullman Kuala Lumpur Bangsar

The AGM saw several resolutions to amend the constitution, most of which were passed. Those postponed were deliberated by the committee for decision at the Extraordinary General Meeting held in September.



## Extraordinary General Meeting 12 September 2015 Pullman Kuala Lumpur Bangsar

Held again at the same venue to settle several unresolved proposals from the last Annual General Meeting, the proposed resolutions were passed with some minor amendments. Members present also took the opportunity to renew friendships and make new ones.



- 1 Our President, Tan Sri Datuk Eddy Chen (centre) elaborating on a point of interest with Vincent Chong, Kung Suan Ai on his right and Tan Joon Kai and YL Lum to his left
- 2 Andrew Ashvin seeking explanation on the proposed resolutions
- 3 Captains of the industry in attendance (from left): HC Chan, Joyce Yap, Tan Sri Dato CK Teo and Richard Chan
- 4 Members all say 'aye' to two proposed resolutions at the EGM

## What it takes to be a mall manager



HC Chan



Richard Chan



HC Lung



Tan Joon Kai

With shopping malls in Malaysia open round the clock 365 days a year, a high degree of passion is certainly demanded of its mall managers, the heartware of the industry, whose working hours can be extremely long when the situation demands, extending beyond the daily 12 hours of operations. However, the satisfaction is "tremendously fulfilling", says H C Chan, PPK Malaysia's immediate past president and Sunway Shopping Malls CEO.

As in any tough business environment, revenue management or rental is critical. Hence, he calls on the mall managers to work closely with its tenants and external partners proactively via collaborations and

partnerships to spur more spending from shoppers. Only then can the campaigns rolled out be effective in converting more footfall into sales.

It is imperative that mall operators know how to manage cost to ensure greater efficiency and productivity. Procurement practices aside, they also need to relook into the processes and systems besides leveraging on technology to see how it can contribute to the mall's top line and bottom line.

Mall managers must be able to understand the feasibility study and concept of the mall's development right to its construction and fit-out, RCMC Sdn Bhd director and former long

serving PPK Malaysia's president turned retail consultant, Richard Chan, opines.

They must know what is good for the market as their planning today is for five to eight years down the road. Armed with the heavy responsibility to drive shopping malls to become recognised brands that are noted for their service and offerings, he feels strongly that mall managers should be trained not just in one specialised area but many, including leasing, security etc.

While specialisation is important, Richard sees a dearth of "generalists" among the mall managers, who are also expected to be entrepreneurs

since they are managing a business on behalf of their organisation.

"We are not just property managers, we are business managers who look after an entire business. Some of the malls' turnover are bigger than any listed company," asserts Richard, who views malls as more than just concrete and steel structures to be managed.

Evergreen Venues Sdn Bhd general manager H C Lung cites business acumen is one of the top qualities mall managers should have besides passion and professional integrity. He sees passion as being associated with perseverance and endurance besides invoking curiosity and a

# What do Gen-Yers want?

In any growing industry, there will always be a challenge in creating a talent pool that is large enough to fill the supply for incoming new malls into the country. The shopping industry is no different but what do the younger set of generation Y want from their employer and expect this industry to offer them?

They certainly want to be given the opportunities to demonstrate their capabilities and a platform to learn and grow with the company, says Ong Sook Yee, 22, fahrenheit88 marketing executive.

Sunway Pyramid Shopping Mall marketing manager Cynthia Tang, 33, expects her employer to continuously engage with them and recognise them for a job well done so that they will know that they are heading on the right track.

What they lack in terms of experience but eager to learn and contribute their ideas, the Gen-Yers hope to receive



support from their superiors to help them make decisions and take on responsibilities that will establish a strong loyalty towards their company.

Pavilion Kuala Lumpur public relations and social media senior executive Abigail Ngai, 24, hopes to see an open company culture and dialogues instilled so that more personal connections can be built.

The hectic and competitive shopping mall industry can be a fun place to work in. Ngai's friends and peers see the mall as a "very happening, lively, vibrant and enjoyable place to work in" while she thinks the industry is exciting and growing rapidly.

Lim, 27, a senior advertising and promotions executive from a mall in Selangor is happy to learn about managing shopping malls from pre-opening stage and being kept abreast of the view points from the management and joint management body on various issues.

Ong views the experiences and skills she gained from her current job as building blocks that will help realise her dreams in the mall industry while Ngai sees herself adding more value to her company.

So, do these G-Yers face communication problems working with their colleagues and encounter leadership conflicts with their superiors due to the differences in age and background in upbringing?

Describing them more as "glitches" with her colleagues or team members, Ngai says they add up to her learning process. She finds the younger leaders like her direct managers are easily approachable and open to new ideas while the senior

management and older age group are "more assertive, decisive and still in the midst of embracing change".

Despite differences in opinion with her peers or superiors, Tang believes, "When you put two ideas together, it may turn out to be a great one." Grateful for her open-minded superiors who listen to their opinions, she admits there are moments they agree to disagree.

Lim finds some of his bosses fairly easy to deal with in terms of communication and leadership styles despite the age gaps. "It really depends on the company's management top down."

How long do Gen-Yers remain in a job? What do they aspire to be next as they climb up the next rung of ladder? Lim is eyeing to be an assistant marketing manager, if not marketing manager by next year while Tang, undergoing a two-year talent development programme, feels it is too personal to reveal.

Both disagree their generation tend not to stay long in a job. Tang, who took up mass communication and has a penchant for shopping and meeting people, has spent more than nine years with Sunway Pyramid.

Lim, slightly over two years with his company, says, "If there is proper guidance, a strong learning curve and good salary scheme from the company, I am sure Gen-Yers are more than willing to remain in the same company."



His overseas tertiary education has partly prepared him for a job in the mall industry. As his knowledge was mainly confined to the fast moving consumer goods, he certainly had to adapt fast in the work place.

Ngai, a communications and media management graduate, finds her tertiary education useful to a certain extent besides instilling confidence in her. Beyond that, she says, "The practical job description greatly differs from what was taught."

Tang believes in constantly keeping abreast with the latest retail trends. "If not, you will be left out." Her advice to the newbies joining the mall industry is, "Try not to do things the same old way as this industry is always changing. If you are a rigid person, then this will not work for you."

1 Cynthia Tang

2 Ong (seated left) and Ngai (seated right) with other G-Yers

*Continues from page 11...*

thirst to learn more.

Professional integrity should be the guiding principle for mall managers as that will put them in a focused state to overcome the many challenges that come with this job or vocation, adds Lung, who views mall managers as custodians who have been put in charge of a profit centre and not just a building.

As such, he says they must be equipped with the requisite

knowledge of finance and accounts, law, marketing, operations as well as business and product development.

Concurring with the others that mall managers need to be multi-skilled and know the business aspect of the shopping industry, Eng Lian Enterprise Sdn Bhd's head of property management and PPK Malaysia's secretary Tan Joon Kai believes they must also be able to manage their team well,

set leadership examples and at the same time be mindful of the owner's vision for the mall.

Besides having the soft skills and discipline, Tan says mall managers must also be curious to know what is opening within their vicinity or neighbourhood and what market segments their competitors are picking up as this will help them to adjust to their customers' needs and tenant mix accordingly, thus strengthening their malls' position in the

marketplace.

"A keen eye and understanding of the business dynamics of shopping malls that go beyond the general knowledge of mall management is what will set a good mall manager apart from another," pointing out that the market has also changed tremendously. Thus, mall managers need to be more alert and attentive.



# ESCALATOR, THE MAGNIFICENT PEOPLE MOVER



By Ir YL Lum, PPK Malaysia Treasurer

Just flip through any escalator catalogue, you will find that a typical escalator in a shopping mall is able to move 4,800 people<sup>[1]</sup> in an hour compared to a lift which carries a maximum dozen of passengers on each trip.

Speed and carrying capacity are not the only reasons engineers place large numbers of escalators in modern malls. Many may not realise that escalators are both a science and an art.

Stepping into a lift is actually a quantum leap of faith, which most of us have taken for granted over the years. The moment you press the button, you think that some remote intelligent systems somewhere at the rooftop, recognising that you have a need to move from floor to floor, will send a metal clad cage to fetch you from your current floor to another.

You believe by default when the door opens, you will not step into air. The moment the lift door opens the next time, you should reach the floor you wish to be sent to.

## You See Where Are You Going

On the other hand, the exciting part of riding on an escalator is you have a full 360 degrees experience and can visually see your destination getting closer and closer to you.

Unlike getting into a lift, you can actually speed up the process by walking to another escalator step. It gives you a sense of achievement that you are a goal getter and will not settle for the pace of the environment.

## Breakdowns

What could be more detrimental to spoil a great shopping day than getting stuck in a cramped lift with a bunch of strangers, let alone with mommies and their babies and grocery? Hopefully, this metal box gets fixed before everyone starts to sweat.

An escalator will never have this worry. According to American comedian Mitch Hedberg, "... an escalator can never break; it can only become stairs. You would never see an 'Escalator Temporarily Out Of Order' sign, just 'Escalator Temporary (sic) Stairs ... Sorry for the inconvenience (sic).'"

So, in a worst case scenario, just walk these temporary stairs.



## Beautiful Piece Of Art

In the 80s when I was a toddler, I always like to gaze upon the magnificent protruded bubble lift that moves up and down a hotel but it was a totally different experience altogether when I eventually rode in one of them.

I consider my first experience in a bubble lift more of a thrill than a frill. Moving up and down in it can be a vulnerable experience, considering the "benefit of doubt" given to the engineers who built such lifts.

As for the travelling excitement in a glass lift, which is much more enhanced compared to a conventional enclosed lift, you now have a visual sense of its speed, which is similar to the "gyroscopic + visual" feature found in your modern cell phone.

In my wish list to my fellow engineers who design bubble lifts, acrophobic users like me would very much appreciate handrails in them, and air conditioning, especially when these lifts are facing the sun.



Unlike lifts with limited creativities in size, quantity and surface area, the showcase of architectural finishes, decorations or displays of escalators are comparatively more prominent, especially in shopping malls, where their alignments themselves can be a work of art.

Although the glass lift exposes some moving parts, it is less exciting compared to those escalators where they make the side panels transparent, thus exposing a much more complex and intriguing moving mechanism like how one appreciates the skeleton Patek Philippe watch. In fact, they may just cost the same.

Riding in a lift can be a socio-emotional thing to some people. It is extremely uneasy to walk into a lift where we are shoulder to shoulder with a dozen of strangers but cannot say a thing. Malaysians greeting strangers is not a norm, what more greeting strangers in a lift.



When we are tucked in a corner of the lift, most of the time we would rudely stretch out our hands over some other people's shoulder and press the floor number when we could have just asked for someone's help. Welcome to Malaysia!

In a quiet lift, we have to just pretend we did not hear or smell the breathing of our fellow riders and keep praying that someone will not pass gas, at least not before we leave the lift. One thing I can never understand is which part of our brain tells us that we must face towards the door after we enter a lift.

To me, riding on an escalator feels like Maria dancing on the green pasture in The Sound of Music movie. The escalator is an amazing engineering feat with about 150 years of history<sup>[2]</sup>. It has served billions of users over the years and is considered one of the most important technological aspects of a mall besides the air conditioning system.

While our industry recognises the unfortunate lift and escalator accidents that have happened in Malaysia and abroad, we hope to learn from such past experiences and continuously improve things to ensure the comfort and safe operation of escalators.

Just like anything that mechanically moves, the escalator comes along with its potential hazards, which all the users, operators and designers must strive to deter.

Let's look at vertical transportation more like a merry-go-round in a theme park. Handle it with care, it is an enjoyable thing.

## Footnotes:

[1] <http://cdn.kone.com/www.kone.us/images/kone-escalator-autowalk-planning-guide.pdf>

[2] History of the Escalator, [http://www.mitsubishielectric.com/elevator/overview/e\\_m\\_walks/history.html](http://www.mitsubishielectric.com/elevator/overview/e_m_walks/history.html)

- 1 Unique escalator alignment, Taipei Miramar Mall
- 2 Showcase of bubble lift in Sunway Pyramid
- 3 Placement of escalators is an art and science, Pavilion Kuala Lumpur

# Malaysia Shopping Mall Survey 2014/2015



By Ir YL Lum, PPK Malaysia Treasurer

## In a nutshell:

### Shopping Centre Industry Overview

Total no. of shopping malls	551
Gross floor area (sq ft)	66,700 – 6.1 mil
Net lettable area (sq ft)	50,000 – 2.0 mil
Total gross floor area (sq ft)	238.1 mil
Total net lettable area (sq ft)	136.4 mil

### Main Findings Among Participating Malls in Malaysia

Average monthly occupancy rate	92%
Average gross rental rate per month	RM7.82
Electricity cost (per sq ft a month)	RM1.01
Service and promotional charges (per sq ft a month)	RM2.25

With the estimated real estate value of the 551 shopping malls in Malaysia adding up to nearly RM100 billion based on net lettable area (NLA) or an equivalent of RM709 per sq ft, the question is, "Are we having too much retail space in Malaysia?"

Despite having 136.4 million sq ft NLA of shopping mall space, the combined shopping mall and street shop retail space totalling 403.2 million sq ft gives the country 13.3 sq ft per capita, thus surpassing shopping haven city states such as Hong Kong and Singapore.

The shopping mall growth in Malaysia is still going strong where almost every state except for Perlis has doubled their shopping malls in the past decade.

Most of the population in the Klang Valley spend their weekends in the malls and we have three out of the world's 10 largest malls located in Malaysia.

Additionally, Kuala Lumpur came in fourth among the 12 world's best shopping destination cities by CNN Travel in 2012 and 2013 consecutively.

The shopping industry annual sales turnover is close to RM110 billion, which is about 10.2% of the country's gross domestic product in 2014. The industry also provides direct employment to approximately 35,500 people under the malls' management.

## Mall Sizes and Building Profiles

In PPKM's Shopping Mall Survey 2014/2015, the shopping malls are grouped into the following categories:

Category	Description	Gross Floor Area
A	Small	< 500,000 sq ft
B	Medium	500,000 – 999,999 sq ft
C	Large – mega	> 1 million sq ft

The average mall size in Malaysia is 600,000 sq ft with most of them under categories B and C. Luxury malls are generally above 1.2 million sq ft while malls positioned in the middle to middle-upper markets are sized between 500,000 and 600,000 sq ft on the average.

The survey shows the participating malls enjoying a national average occupancy of 91.9%, with the range hovering between 85.3% and 99% depending on its location, classification and size. This will serve as a benchmark for any reasonably successful operating malls in the country.

## Mall Management and Operational Costs

In the survey, the monthly electricity cost of Malaysia's shopping malls works out to be RM1.01 per sq ft. From our sampling data, middle/middle upper malls in the central region of Peninsular Malaysia have average electricity costs of between RM0.96 and RM1.11 per sq ft.

Super regional and luxury malls register higher electricity cost of up to RM1.28-1.32 per sq ft, which is typically 18% higher than the rest.

The average service and promotional charges for these malls are RM2.25 per sq ft while the range for the middle upper and central malls in Peninsular Malaysia is RM2.57-RM2.68 per sq ft.

Meanwhile, the average charges for the neighbourhood and non-central region malls range from RM1.25-RM1.94 per sq ft while for the super regional and luxury malls, they are from RM4.55-RM4.99 per sq ft.

## PPK Malaysia's Latest Survey

PPKM conducted the survey in collaboration with Stratos Consulting Group Sdn Bhd during the fourth quarter of 2014 to produce industry data specifically to obtain the key performance indicators of shopping malls.

In view of the sampling size of shopping centres in Malaysia, some generalisations and moderations were made.

Moving forward, PPKM aspires to increase the sampling size and depth of studies in future in order to have a more refined industry analysis as reference point for PPKM members in their self-assessment, benchmarking and planning purposes.

Our definition of shopping malls includes conventional enclosed malls, hypermarket centres, retail podiums, standalone supermarkets, street malls and wholesale malls that have at least 50,000 sq ft of NLA.







## Corporate Members

1 Borneo Hypermall  
1 Segamat Shopping Complex  
1 Utama Shopping Centre  
1MK Mall  
1st Avenue Mall  
Alam Sentral Plaza  
Alor Star Mall  
Aman Central  
Ancorp Mall  
Ampang Park  
Atria Shopping Gallery  
avenue K  
Avenue Street Mall @ D'sara  
Bangsar Shopping Centre  
Batu Pahat Mall  
BB Plaza  
Bentong Vega Mall  
Berjaya Megamall  
Berjaya Times Square Kuala Lumpur  
Berjaya Waterfront Complex  
BIG Tune A Mall  
Central Mall  
Central Square Sungai Petani  
Centre Point Sabah  
Centro  
Centrus Mall  
Cheras Leisure Mall  
Cheras Sentral  
Citra Mall  
City Mall  
Cityone Megamall  
Dataran Pahlawan Melaka Megamall  
Dayabumi  
D'Cartella  
Digital Mall  
Dputze Shopping Centre  
e @ Curve  
East Coast Mall  
Eastern Mall  
Empire Shopping Gallery  
Encorp Strand Mall  
Endah Parade  
Evolve Concept Mall  
fahrenheit 88  
First World Plaza  
Gamuda Walk  
gateway@klia2  
Giant Hypermarket Jalan Kebun  
Giant Hypermarket Bandar Kinrara  
Giant Hypermarket Banting  
Giant Hypermarket Batu Caves  
Giant Hypermarket Bayan Baru  
Giant Hypermarket Cheras  
Giant Hypermarket Kelombong  
Giant Hypermarket Kemuning Utama  
Giant Hypermarket Klang  
Giant Hypermarket Klang Sentral  
Giant Hypermarket Kota Damansara  
Giant Hypermarket Kota Padawan  
Giant Hypermarket Kuala Terengganu  
Giant Hypermarket Kuantan  
Giant Hypermarket Mall Sibub  
Giant Hypermarket Melaka  
Giant Hypermarket Muar  
Giant Hypermarket Nusa Bestari  
Giant Hypermarket Plentong  
Giant Hypermarket Prima Prai  
Giant Hypermarket Putra Heights  
Giant Hypermarket Senawang  
Giant Hypermarket Seri Kembangan  
Giant Hypermarket Seri Manjung  
Giant Hypermarket Shah Alam  
Giant Hypermarket Subang Jaya  
Giant Hypermarket Sungai Petani  
Giant Hypermarket Tabuan Jaya  
Giant Hypermarket Taiping  
Giant Hypermarket Tampoi  
Giant Hypermarket Tawau  
Giant Hypermarket Ulu Klang  
Giant Mall Kelana Jaya  
Giant Superstore Bandar Puteri  
Giant Superstore Gong Badak  
Giant Superstore Kuala Pilah  
Giant Superstore Kuala Selangor  
Giant Superstore Lukut  
Giant Superstore Nilai  
Giant Superstore Prima Saujana (Kajang)  
Giant Superstore Sandakan  
Giant Superstore Sunway City  
Glo Damansara  
Grand Merdeka  
Great Eastern Mall  
Green Heights Mall  
Gurney Paragon  
Gurney Plaza  
Harbour Mall Sandakan  
Imago, KK Times Square  
IOI City Mall  
IOI Mall Bandar Putra Kulai  
IOI Mall Puchong  
IPC Shopping Centre  
Ipoh Parade

Island Plaza  
Jaya Shopping Centre  
Jetty Point Duty Free Complex  
Johor Bahru City Square  
Johor Bahru City Square Office Tower  
Johor Premium Outlets  
KB Mall  
Kipmart Tampoi  
KL Gateway  
Kluang Mall  
Kompleks Bukit Jambul  
Kompleks Metro Point  
Kompleks Mutiara  
Kompleks Star Parade  
Kompleks Tun Abdul Razak (KOMTAR)  
Kota Raya Complex  
Kuantan Parade  
KWC Fashion Mall  
Landmark Central Shopping Centre  
Langkawi Fair Shopping Mall  
Lot 10  
M3 Residency Mall  
Mahkota Parade, Melaka  
Maju Junction Mall  
Medan MARA  
Merdeka Mall  
Mid Point Shopping Complex  
Mid Valley Megamall  
Mitsui Outlet Park KLIA  
MyTown Shopping Centre  
New World Park  
Nexus Bangsar South  
Oceanus Waterfront Mall  
One City  
PacificCity  
Pandan Kapital  
Paradigm Mall  
Paragon Point Shopping Centre  
Pavilion Kuala Lumpur  
Pearl Point Shopping Mall  
Pelangi Leisure Mall  
Penang Plaza  
Penang Times Square  
Perda City Mall  
Perling Mall  
Pernama Kompleks Mutiara Armada  
Pertama Complex  
Plaza Angsana  
Plaza Low Yat  
Plaza Merdeka  
Plaza Metro Kajang  
Plaza Pelangi  
Plaza Salak Park 'SPARK'  
Plaza Shah Alam  
Plaza Tasek  
Prangin Mall  
Queensbay Mall  
Quill City Mall  
RCMC  
Sarawak Plaza  
SB Mall  
Sejati Walk  
Selayang Star City  
Semua House  
Setapak Central  
Setia City Mall  
Shaw Parade KL  
Skudai Parade  
South City Plaza  
Starhill Gallery  
Stratix Quay  
Subang Parade  
Sungei Wang Plaza  
Sunshine Tower  
Sunway Carnival Mall  
Sunway Giza Mall  
Sunway Putra Mall  
Sunway Pyramid  
Suria KLCC  
Suria Sabah Shopping Mall  
Sutera Mall  
Taiping Mall  
Terminal One Shopping Centre  
The Curve  
The Gardens  
The Intermark  
The Main Place  
The Mines  
The Starling  
The Spring  
The Summit Subang USJ  
The Waterfront @ Parkcity  
The Weld  
Times Square Megamall Bintulu  
Tropicana City Mall  
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Building Management Association of Malaysia (BMAM)  
Council of Asian Shopping Centres (CASC)  
Dewan Bandaraya Kuala Lumpur (DBKL)  
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Korea Building Owners and Managers Association (KBOMA)  
Japan Council of Shopping Centers (JCSC)  
Malaysia Crime Prevention Foundation (MCPF)  
Malaysia Retail Chain Association (MRCA)  
Malaysia Retailers Association (MRA)  
Malaysia Green Building Confederation (MGBC)

Malaysian Association of Convention and Exhibition Organisers (MACEOS)

Malaysian Association of Hotel Owners (MAHO)

Malaysian Association of Hotels (MAH)

Malaysian Association of Tour and Travel Agents (MATTA)

Malaysian Franchise Association (MFA)

Malaysia Tourism Federation (MTF)

Mall China

Middle East Council of Shopping Centres (MECCS)

Nordic Council of Shopping Centres (NCSC)

Pertubuhan Akitel Malaysia (PAM)

Property Council of Australia (PCA)

Quality Restroom Association of Malaysia (QRAM)

Real Estate and Housing Developers Association Malaysia (REHDA)

Real Estate Developers' Association Singapore (REDAS)

Shopping Centre Council of Australia (SCCA)

Taiwan Council of Shopping Centres (TCSC)

The Associated Chinese Chambers of Commerce and Industry of Malaysia (ACCCIM)

The Institution of Engineers Malaysia (IEM)

Tourism Malaysia

Certified Mall Marketing & Leasing Manager (CMMLM)

Certified Mall Operations Manager (CMOM)

Certified Mall Administration Manager (CMAM)

Certified Mall Manager (CMM)

## Persatuan Pengurusan Kompleks Malaysia (PPK)

### Malaysia Shopping Malls Association

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