

**THE EFFECTS OF EXPERIENTIAL MARKETING AND SERVICE
QUALITY ON CUSTOMER SATISFACTION AND COSTOMER
LOYALTY AT SHOPPING CENTERS**

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Abstract

The competition in marketing at the Shopping Centers is getting hotter and besides this rivalry the purchasing power of customers are rising. So what is important for the consumers is altering from perfect product to perfect consumer experience offered by companies.

This paper makes use of service quality as the disturbance variable and makes research on the impacts of experiential marketing on customers' satisfaction and customer loyalty. The study object is customers of Shopping Centers in Istanbul and the data collection method used here is questionnaire. (Questionnaires are recovered then SPSS 11.5 used to factor analysis, reliability & validity analysis, hierarchical regression analysis respectively).

It is hoped that, the results and findings of the research will be helpful to Shopping Centers in the application of experiential marketing.

DENEYİMSEL PAZARLAMA VE SERVİS KALİTESİNİN ALIŞVERİŞ MERKEZLERİNDEKİ MÜŞTERİ MEMNUNİYETİ VE MÜŞTERİ SADAKATI ÜZERİNE ETKİLERİ

Özetçe

Alışveriş merkezlerinde pazarlama rekabeti her geçen gün kızışmakta ve rekabetin yanı sıra müşterilerin satın alma güçleri de artmaktadır. Bu nedenle, tüketiciler için önem önceliği mükemmel üründen şirketler tarafından sunulacak mükemmel tüketici deneyimine doğru değişmektedir.

Bu çalışma ile; hizmet kalitesi bozulma değişkeni olarak alınarak, müşteri memnuniyeti ve müşteri sadakati üzerindeki deneyimsel pazarlamanın etkileri üzerine bir araştırma yapılmıştır. İnceleme konusu İstanbul'da bulunan alışveriş merkezlerinin müşterileridir. Veri toplama yöntemi olarak anket kullanılmıştır. (Anketler toplandıktan sonra, SPSS 11.5 ile sırasıyla faktör analizi, güvenilirlik ve geçerlilik analizi, hiyerarşik regresyon analizleri yapılmıştır)

Bu araştırmanın sonuç ve bulgularının, alışveriş merkezlerine deneyimsel pazarlama uygulamalarında faydalı olması umulmaktadır.

Keywords : *Experiential marketing, service quality, customer satisfaction, customer loyalty, shopping center.*

Anahtar Kelimeler : *Deneyimsel pazarlama, servis kalitesi, müşteri memnuniyeti, müşteri sadakati, alışveriş merkezi.*

1. INTRODUCTION

In today's competitive business world, experiential marketing is everywhere. Most of the companies shifted from traditional marketing and started creating experiences for their customers. Contrary to traditional marketers, experiential marketers think their customers are not only rational but also emotional human beings [1]. And according to one survey most of the respondents consider the experiential marketing is the main subject of organizations [2]. Experiential marketing examinations had an approximately ten years history but it is growing and developing rapidly [2]. Schmitt is regarded the first person who stated the concept of experiential marketing. Besides him, Pine and Gilmore stated experiences are the next

step as developing of economic value [3]. Regarding the concept of the "Experience Economy", economic development is entering into a new stage experience arena. Pine & Gilmore pointed that it surpasses the traditional sales methods focusing on product sales and service offering [3]. Stage experience is revised to shorten the distance between customers and products. Main goal is building a close relationship by which customers will have a memorable impression.

One of main point in experiential marketing is using face-to-face communication method to raise customers' physical and emotional feelings. What does this feelings brings that customers will expect to be relevant and interactive to some brands. By then they will experience it enthusiastically and completely [1].

Shopping centers are also deeply influenced by experiential marketing. But we must remember the other strategy for the success in this area is handing out a high service quality. We tried to evaluate service quality through SERVQUAL scale which is reduced to five dimensions [4].

There are researchers viewed the relationship between experiential marketing, service quality, customer loyalty and customer satisfaction. But we also evaluated the relations between them including demographic features through the shopping center located in İstanbul.

2. LITERATURE REVIEW

In the essay we first research the basic dimensions which include experiential marketing, service quality, customers' satisfaction and customers' loyalty. Secondly, the relationship among variables including demographic characteristics is discussed and then the research assumption of the essay is introduced.

2.1. Experiential Marketing Concept

The days of 4s marketing is over. Today's customer wants to be involved in the marketing process by being engaged in dialogue. The meaning of "Experiential Marketing" can be derived from the definition of experience, in modern consumption environment, consumers highlight their own experience during spending. It means an everlasting memory or experience originated deeply in people's mind [5]. Then the loyal customer use word of mouth and relays them to his relatives and people around him which will ease sales to increase [6].

According to one research, increased sales are not the most significant result that experiential marketing can deliver. Most of the professionals think engagement is the powerfull outfit of experiential marketing. They described this effect as constructing connection, creating a positive, actual experience, building loyalty, increasing significance, capturing attention, eliciting emotion, creating memories, motivating word-of-mouth, transforming opinions and building confidence. So it's well-expressed by professionals that the concept of engagement has many dimensions. And they look for the particular dimension of engagement in their campaigns and activities [2].

The companies must discover and activate their customer's five senses for their brands, because consumers buy "not the steak but the smell of the steak cooked on the grill"[7]. To the extend which a company could give experience to his customers , it would gain success in the global market area [1].

Our survey will mainly discuss about Schmitt's experiential marketing architecture. It's divided into 2 parts: strategic experiential modules (SEMS) and experience providers(ExPros) [1]. The strategic experiential model proposed by Schmitt create five different experiential forms for customers [8].

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(1) Sensory experience: the sensory experience of customers towards experiential media includes visual, auditory, or factory and tactile response results.

(2) Feeling experience: the inner emotion and sense of customers raised by experience media.

(3) Thinking experience: customers' thoughts on the surprise and enlightenment provoked by experience media.

(4) Action experience: by experience media, customers are linked so that they can acquire social identity and belonging sense.

(5) Related experience for customers through the experience of media production links, and to social recognition or a social belongs.

This research is derived from the idea of evaluating items of experiential marketing and using the five experiential models as starting factors. These are sensory, feeling, thinking, action and relation as variable evaluation dimensions. Finally I aimed to discover the relationships between experiential marketing, customer loyalty and customer satisfaction.

2.2. Service Quality

Service quality is something between service providers and consumers. And according to Parasuraman et al. there are difference degrees of service stemmed from the process of service delivery. Service quality is defined to evaluate not only service results, but also the process of service delivery [5].

Service quality tried to be scaled by an empirical method called Servqual Scale which has been used to measure service quality in various service industries. We used the widely accepted Servqual instrument composing of five-dimensional scale. In fact it was consisting many dimensions but after experiential explorations , it's debriefed as 5 dimensions. These dimensions, reliability, response, certainty, empathy and tangibility, are basicly used in this research as starting factors for service quality. The questionnaire showed the difference between comparative expectation and perceptual service and helped to measure service quality

categorized as negative or positive values. The aspects of 5 dimensions are below: [4]

(1) Reliability : ability to perform the already promised service reliably and correctly.

(2) Responsiveness : willing to assist customers and quick service delivery.

(3) Assurance : the consciousness and politeness of employees and their capability to inspire trust and confidence.

(4) Empathy : specifically show concern on every customer or showing empathy on consumers'.

(5) Tangibles : physical facilities, equipment of service, employees' manners

2.3. Customers' Satisfaction

Customer satisfaction is a gap between expectation before purchasing and realistic experience after expenditure. This is common to all in marketing literature everything is not finished after selling process [9]. The overall attitudes of customers is generally influenced by their satisfaction level. Supporting this Fornell emphasize the connection between market share strategy and customer satisfaction strategy. And defines it as customers' evaluation towards the whole buying experience on products and service [10]. We will advantage from expectation-confirmation theory and the rational expectation theory as customer satisfaction initiatives to contribute our research goals. These theories states the expectation before purchase and satisfaction after purchase among consumers [9]. We investigate the distinction between consumer's expectation of performance and actual performance. If a consumer's expectation of performance is achieved, the expectation is said to be confirmed [10].

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According to another definition customer satisfaction is realization degree of expected product advantages is the key point. And this point shows the degree of stability between expectation and actual results [8].

As we mentioned there are different dimensions and opinions to measure customer satisfaction in both local and international scientific lectures. For our research about Shopping Mall customers satisfaction we covered the dimensions such as shopping mall environment (such as the comfort of shopping environment and atmosphere, the convenience for vehicle parking), personal service (such as kind attitude, rapid check-out operation), shopping mall service (such as recreation space, delicate product packing), and value (such as quality against prices, reasonable quality and prices).

2.4. Customer Loyalty

Customer loyalty is all about attracting the right customer, getting them to buy, buy often, buy in higher quantities and bring you even more customers. It is indispensable variable in business success. The general characteristics of loyal customers are as below [5].

- (1) expanding more money in buying goods or service of a company.
- (2) stimulating others to buy goods or service of a company.
- (3) trusting that it is valuable to buy goods or service of a company.

Customer loyalty is defined by many conceptions in the field of marketing science. According to one, loyal customers are not required to be satisfied but satisfied customers are liable to loyal customers [10]. On the other edge we know customer satisfaction is a primary subject to raise customer loyalty and both for enhancing business effectiveness [12].

Companies try to build loyalty by...

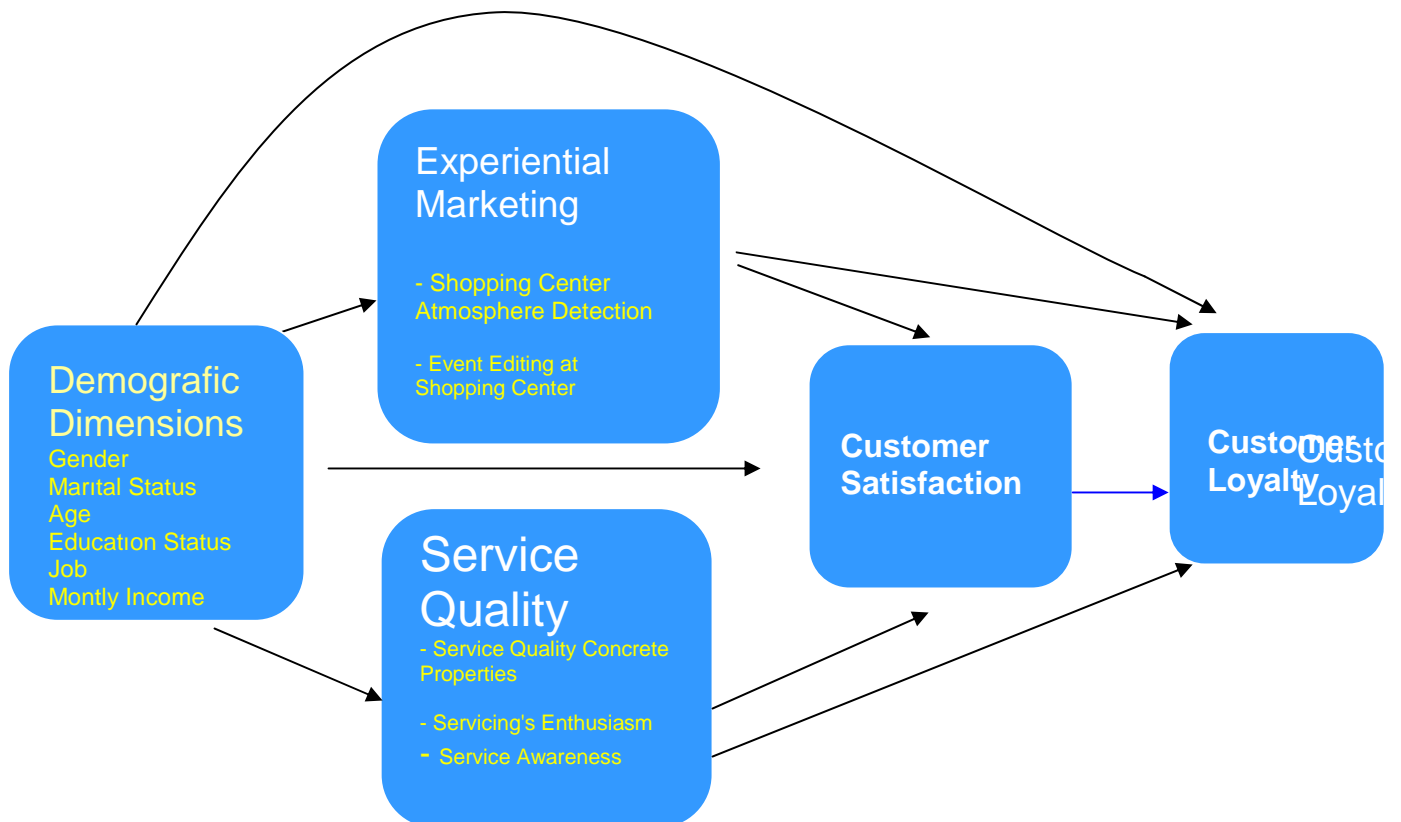
- keeping touch with customers using email marketing, thank you cards and more.
- treating your team well so they treat your customers well.

- showing that you care and remembering what they like and don't like.
- rewarding them for choosing you over your competitors.
- truly giving a damn about them and figuring out how to make them more success, happy and joyful. In short, we can build customer loyalty by treating people how they want to be treated [13].

For our research we used 5 indicators of customer loyalty measurement which is similar to LEE at all [5]. The starting factors are as below.

- (1) re-purchase willing,
- (2) derivatively positive oral administration,
- (3) recommendation willing,
- (4) tolerance to price adjustment, and
- (5) consumption frequency

3. RESEARCH METHODOLOGY



Research process consists of four stages. First phase is Preparation , the second phase of the survey preliminary test phase, the third phase is the last phase of data collection and data analysis. Survey format consists of three parts. The first section includes questions about which Shopping Center preferred, shopping frequency and the reasons of preferring Shopping

Center. In the second section research model variables for experiential marketing and service quality are questioned according to the severity of the likert scale. The third section is the continuation of "customer loyalty and satisfaction' with how likert scale variables is answered. The last episode of the fourth chapter is measuring the properties of the demographic questions for the participants.

Survey questions are created from the light of information which is previously mentioned in literature for service quality and experiential marketing. Then a small survey was made to measure the feasibility of questionerre. After preliminary tests some questions have been added and extracted to in the survey. The survey was completed by 1 month, and applied to 416 people.

3.1. To Analyse The Data

Analysis of the data collected as a result of the implementation of the survey, which is at 95% confidence level. All datas have been analyzed in the statistics package SPSS 11.5 (Statistical Package for Social Sciences).

3.1.1. Demographic Features

| GENDER | F | % |
|-----------------------|----------|----------|
| Female | 224 | 53,8 |
| Male | 192 | 46, 2 |
| Total | 416 | 100,00 |
| MARITAL STATUS | F | % |
| Single | 184 | 44,2 |
| Married | 222 | 53,4 |
| Divorced / Widow | 10 | 2,4 |
| Total | 416 | 100,00 |
| AGE | F | % |
| <20 | 40 | 9,6 |
| 21-25 | 114 | 27,4 |
| 26-30 | 136 | 32,7 |
| 31-40 | 110 | 26,4 |

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| | | |
|---|----------|----------|
| 41-50 | 6 | 1,4 |
| >51 | 10 | 2,4 |
| Total | 416 | 100,00 |
| EDUCATION STATUS | F | % |
| Primary school graduate | 6 | 1,4 |
| Secondary school graduate school and equivalent | 12 | 2,9 |
| High school graduate of the school and equivalent | 102 | 24,5 |
| University | 234 | 56,3 |
| Ma/Phd | 62 | 14,9 |
| Total | 416 | 100,00 |
| JOB | f | % |
| Private sector officer | 16 | 3,8 |
| Private sector workers | 48 | 11,5 |
| Public sector officer | 158 | 38 |
| Public sector workers | 12 | 2,9 |
| Housewife | 26 | 6,3 |
| Retired | 6 | 1,4 |
| Unemployed/looking for work | 6 | 1,4 |
| Senior executive | 4 | 1 |
| Small/medium business free professions | 18 | 4,3 |
| Specialized professions (read about college) | 20 | 4,8 |
| Sports, artist | 10 | 2,4 |
| Student | 92 | 22,1 |
| Total | 416 | 100,00 |
| AVERAGE MONTHLY INCOME | f | % |
| <750 TL | 4 | 1 |
| 751-1500 | 54 | 13 |
| 1501-2250 | 102 | 24,5 |
| 2251-3000 | 102 | 24,5 |
| 3001-3750 | 38 | 9,1 |

| | | |
|-----------|-----|--------|
| 3751-4500 | 62 | 14,9 |
| >4501 | 54 | 13 |
| Total | 416 | 100,00 |

Participating in the survey, 224 people were women, 192 people were men which is expressed as a percentage; 53,8% 46.2% . The age of persons participating in the survey are ranked in as 40 people under 20, 114 people between 21-25, 136 people between 26-30, 110 people between 31-40, 6 people between the age of 41-50 and 10 people were and above 51.

About the marital status are 222 of participants are married and 184 were single and the remaining 10 people are divorced. Participating in the survey, the % 38 of them are % 22 of them are students. The largest percentage in the distribution of educational status of the participant % 56,3 with university degree, second slice % 24.5 with a high school graduate, masters in third with 14.9% . And the largest percentage of personal income level is % 49 people with income of 1500-2250 and second slice at the same percentage income level is between 2251-3000, and the third slice with income level between 3751-4500 tl.

3.1.2. General Findings

| THE FREQUENCY OF GOING TO THE MALL | F | % |
|--------------------------------------|-----|--------|
| Week 1-2 | 138 | 33,2 |
| Month 1-2 | 192 | 46,2 |
| Three months 1-2 | 62 | 14,9 |
| Six months 1-2 | 18 | 4,3 |
| Over the years, 1-2 | 6 | 1,4 |
| Total | 416 | 100,00 |
| PREFERRED MALL | F | % |
| Cevahir | 54 | 13,0 |
| Neomarin | 90 | 21,6 |
| Pendorya | 68 | 16,3 |
| SHOPPING CENTER PREFERENCE REASONS | F | % |
| Proximity to home | 246 | 16,23 |
| Work proxies | 82 | 5,40 |
| Central location | 102 | 6,73 |
| Parking | 122 | 8,05 |
| Get too clean and organized | 168 | 11,08 |
| Number of stores and the environment | 224 | 14,78 |
| Promotion and activities held | 104 | 6,86 |
| Spend time fun | 204 | 13,46 |

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| | | |
|--|------|--------|
| Cinema, eating, drinking, as well as social facilities | 230 | 15,17 |
| Home delivery service | 34 | 2,24 |
| Total | 1516 | 100,00 |

This survey was made for 16 shopping centers located in İstanbul. The most preferred among the participants in the survey is NEOMARIN with 90 people , second is Pendorya with 68 people, and the third is Cevahir Shopping Center with 54 people. Looking at the frequency of people going to the shopping center is 138 people 1-2 times per week, 192 people 1-2 times per mont which equals to biggest rate % 33.2 and 46.2%. Participants shopping center first preference reason is ‘Proximity to home’ with 246 selection. Second preference reason is ‘Eating, drinking, as well as social facilities ‘ with 230 selection. ‘Number of stores and the environment’ has marked the third order with 204 selection. That is to say, the shopping center preference of the participants is not only related with being close to home , but also related with social activity and fun time requested. These are the facts derived which contributes positively to our research aims.

3.2. Factor Analysis

Factor analysis is a statistical method used to analyse the relationship of the large number of variables.

One certain prerequisite to be able to execute factor analysis is the correlation between variables must be rough enough. If the value of KMO is above 0.60, the sampling is in enough level. Be the value of KMO 0,759 the factor analysis of the variables in the compliance is good. It also is 0.05 significance degrees low Barlett test p variables is the relationship between factor analysis to an adequate level.

While test results are meaningfull, data set (KMO and Bartlett) was appropriate for factor analysis (KMO=0,759, χ^2 Bartlett test (45)= 851,425 p=0,000)

KMO and Bartlett's Test

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | ,759 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 851,425 |
| | Df | 45 |
| | Sig. | ,000 |

Varimax rotation method is applied to survey. The entire questionnaire was consisting 49 questions (before extracted from the questions) in factor analysis. Afterwards 25 questions are extracted which were under the value of 0.50 sampling adequacy and also because they were under factor weights.

The remaining 24 questions in the analysis were collected under 5 factors. Described total variance of these factors are %92,86. Gathering under the same factor which are similar to each other are renamed as new factors ;

1. Shopping Center Atmosphere Detection,
2. Servicing's Enthusiasm,
3. Service Quality Concrete Properties,
4. Event Editing at Shopping Center,
5. Service Awareness.

The weights of all of the factors, as shown in the table is greater than 0.50 values.

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| Name of the Factors | Explanation of the Factors (%) | The Confidence |
|---|--------------------------------|----------------|
| 1. Shopping Center Atmosphere Detection | 32,303 | 0,9891 |
| 2. Servicing's Enthusiasm | 19,614 | 0,9355 |
| 3. Service Quality Concrete Properties | 19,614 | 0,9951 |
| 4. Event Editing at Shopping Center | 11,439 | 0,9939 |
| 5. Service Awareness | 9,668 | 0,9945 |

3.3. Regression Analyses

3.3.1. Customer Loyalty

| Model | R | R Square | Adjusted Square | R | Std. Error of the Estimate |
|-------|---|----------|-----------------|---|----------------------------|
|-------|---|----------|-----------------|---|----------------------------|

| | | | | |
|---|---------|------|------|--------|
| 1 | ,435(a) | ,190 | ,180 | ,50611 |
|---|---------|------|------|--------|

Loyalty as a result of the dependent variables of regression model above. Table shows arguments of the loyalty levels and article. The R-squared value is below 0.50 and that means a very strong loyalty level for Shopping Center customers.

| | | Beta | Std. Error | Std. Beta | t | P value (Sig.) |
|---|--------------------------------------|-------|------------|-----------|---------|----------------|
| | Constant | 4,003 | ,025 | | 161,316 | ,000 |
| 1 | Shopping Center Atmosphere Detection | ,049 | ,025 | ,088 | 1,980 | ,048 |
| 2 | Servicing's Enthusiasm | ,146 | ,025 | ,260 | 5,857 | ,000 |
| 3 | Service Quality Concrete Properties | ,052 | ,025 | ,093 | 2,099 | ,036 |
| 4 | Event Editing at Shopping Center | ,129 | ,025 | ,231 | 5,185 | ,000 |
| 5 | Service Awareness | ,128 | ,025 | ,228 | 5,134 | ,000 |

Table 1. Regression Analysis of Coefficients (Loyalty)

When looking at the p value above table which are all less than 0.05 that shows all the factors contributes to the model. It is seen that the maximum contribution to the value of loyalty is the second factor named 'Servicing's Enthusiasm'. And the second contribution is 'Event editing at shopping center's'. This result means the service quality factor precedes the experiential marketing factor. But they have close relationship.

3.3.2. Customer Satisfaction

| | R | R Kare | Designated Squared | R- STANDARD DEVIATION |
|---|---------|--------|--------------------|-----------------------|
| 1 | ,544(a) | ,295 | ,287 | ,62175 |

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This regression analyses table shows the satisfaction levels of the participants in the article. Because the R-squared value is below 0,50 we conclude that shopping center’s customers satisfaction levels are not very powerful.

| | | Beta | Std. Error | Std. Beta | t | P value (Sig.) |
|---|--------------------------------------|-------|------------|-----------|--------|----------------|
| | Constant | 4,095 | ,030 | | 134,34 | ,000 |
| 1 | Shopping Center Atmosphere Detection | ,100 | ,031 | ,135 | 3,265 | ,001 |
| 2 | Servicing's Enthusiasm | ,277 | ,031 | ,376 | 9,068 | ,000 |
| 3 | Service Quality Concrete Properties | ,006 | ,031 | ,008 | ,201 | ,841 |
| 4 | Event Editing at Shopping Center | ,261 | ,031 | ,354 | 8,547 | ,000 |
| 5 | Service Awareness | ,074 | ,031 | ,101 | 2,433 | ,015 |

Table 2. Regression Analysis of Coefficients (Satisfaction)

In the preceding table, the values of the factor groups of less than 0.05. Third factor does not contribute to satisfaction level. The factor which contribute to the satisfaction model mostly is the second one ‘Servicing's Enthusiasm’. Then comes the fourth one ‘Event Editing at Shopping Center’.

3.4. Research Hypotheses

In this research the relationship between the dependent and independent variables of model tested and we developed the following hypotheses. Investigation of the factor analysis results obtained with t-test and anova tests by demographic factors, dependent and independent variables tested the clocks show the differ. In all research tests like t test and anova, the analysis is based on two main hypotheses :

H0: There are no significant relationship between the independent variables and the customer loyalty.

H1: There are significant relationship between the independent variables and the customer loyalty.

As a result of analysis if p value is bigger than 0,05, H0 hypothesis is accepted. Notice that the result columns are statistically tabled and the most significant differences in hypothesis are considered in more detail at the table's last raw. And all research hypotheses were analyzed whether they're statistically meaningful or not.

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| THE METHODS USED IN THE RESEARCH AND HYPOTHESIS TESTS | | | | |
|---|--|---------------------|------------|---------------|
| | Hypotheses between dependent variables and non-dependent variables. | Method | Results | Beta |
| FACTORS-LOYALTY | | | | |
| H1L | There are significant relationship between the Shopping Center Atmosphere Detection and the customer loyalty. | Regression Analysis | ACCEPTANCE | 0,088 |
| H2L | There are significant relationship between the Servicing's Enthusiasm and the customer loyalty. | Regression Analysis | ACCEPTANCE | 0,260 |
| H3L | There are significant relationship between the Service Quality Concrete Propertieand the customer loyalty. | Regression Analysis | ACCEPTANCE | 0,093 |
| H4L | There are significant relationship between the Event Editing at Shopping Center and the customer loyalty. | Regression Analysis | ACCEPTANCE | 0,231 |
| H5L | There are significant relationship between the Service Awareness and the customer loyalty. | Regression Analysis | ACCEPTANCE | 0,228 |
| FACTORS-SATISFACTION | | | | |
| H1S | There are significant relationship between the Shopping Center Atmosphere Detection and the customer satisfaction. | Regression Analysis | ACCEPTANCE | 0,135 |
| H2S | There are significant relationship between the Servicing's Enthusiasm and the customer satisfaction. | Regression Analysis | ACCEPTANCE | 0,376 |
| H3S | There are significant relationship between the Service Quality Concrete Propertie and the customer satisfaction. | Regression Analysis | REJECTED | p value >0,05 |
| H4S | There are significant relationship between the Event Editing at Shopping Center and the customer satisfaction. | Regression Analysis | ACCEPTANCE | ,354 |
| H5S | There are significant relationship between the Service Awareness and the customer satisfaction. | Regression Analysis | ACCEPTANCE | ,101 |

4. RESULTS AND EVALUATION

Shopping centers are the places at which many people gathered. Although the visitor number is changing through greatness of shopping centers and the city its located, the average number is counted by billions. The visitor of the shopping center experiences not only shopping markets inside but also transportation easiness, autopark availability, the atmosphere inside the mall etc. So the shopping center designers are mostly considering costumers experience to solve their problems. And they are trying to pass

the message that we understood what you are searching and and we are producing the right solutions.

Shopping Center's sector require standard size shifts along with the Shopping Center's experience strategies. That's why consumer wishes and needs must be satisfied. Answering customers correctly and making them stick against the store is today's biggest goals of Shopping Centers. This success could be gained via the path planning strategies and marketing quality of service properties of Shopping Centers. Shopping centers may benefit from our results which show consistency with qualitative and quantitative models in our research. Besides this the literature we reviewed and application in our model's work is meaningful, safe and valid.

According to our hypothesis it is well understood experiential marketing and service quality had a positive relationship with customer loyalty and customer satisfaction. Maybe it could not reach the point planned as it is expected that the experiential marketing effect will be more with regard the service quality on loyalty and satisfaction. Although experiential marketing is the key factor in most of the companies strategies, it is seen the service quality is still the dominant factor in customer loyalty and satisfaction.

It is thought that the results of this research will be helpfull in creating customer loyalty and customer satisfaction to investors who led the way in the Shopping Centers. They must put emphasis on the most influential factors for loyalty and satisfaction in our model which are 'Servicing's Enthusiasm' and 'Event Editing at Shopping Center'.

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