#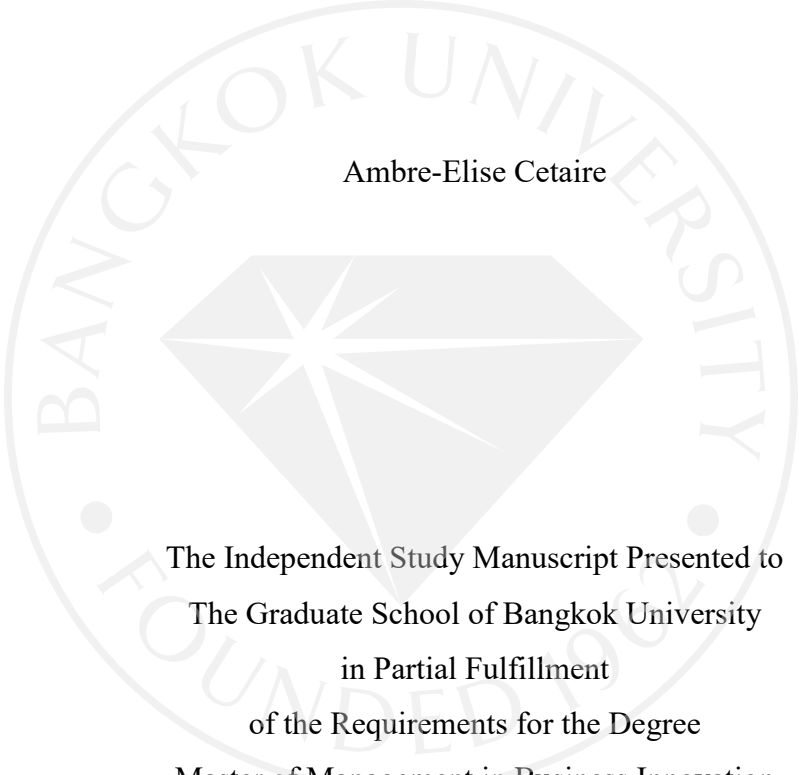 USING DESIGN THINKING FOR DEVELOPPING SOLUTIONS CONTRIBUTING TO THE DEVELOPMENT OF A COMMUNITY MALL IN THAILAND: A CASE STUDY OF RAINFOREST MALL

USING DESIGN THINKING FOR DEVELOPPING SOLUTIONS
CONTRIBUTING TO THE DEVELOPMENT OF A COMMUNITY MALL
IN THAILAND: A CASE STUDY OF RAINFOREST MALL

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Using Design Thinking for Developing Solutions Contributing to the Development of a Community Mall in Thailand: A Case Study of Rainforest Mall (72 pp.)

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ABSTRACT

This research focused on the study of using design thinking for developing solutions contributing to the development of a community mall in Thailand: a study of Rainforest Mall. The research objectives are to identify the factors that motivate people to come to a particular community shopping mall, to investigate how design thinking could be used to generate development ideas for a newly created community shopping mall, to determine what types of novelties people are looking for in a community shopping mall, and to find novel solutions on how to attract more people to visit the community shopping mall. This study collected data of 33 respondents to the questionnaires from customers who visited the Rainforest mall and had experienced the shopping mall to measured the design thinking approach to better understand the various needs of the current customers/users of the Rain Forest Community mall that have sufficient spending power to purchase at mall shops. The qualitative research method was employed to obtain data/information needed for the study objectives using a design thinking approach which is a non-linear, iterative method that companies employ to recognize users, test hypotheses, redefine difficulties, and design innovative prototypes and experiments: completing five stages—empathize, define, ideate, prototype, and test, and were analyzed with a thematic analysis to identify and examine the appearance, meanings, and connections of certain such words, topics, or thoughts. The results of this study demonstrated the impact of brand reputation on customer trust and the aim of the customers' repurchase intention during their next visit to the mall, which is one of the most important goals for shopping malls top management to achieve.

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Ambre-Elise Cetaire

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CHAPTER 1
INTRODUCTION

1.1 Rationale and Problem Statement

Design thinking for this study is an iterative process in which it seeks to understand the users, challenge assumptions, redefine problems in the development of a community mall in Thailand. Design thinking contains a mixture of innovative approaches for stewarding tasks with multiple stakeholders or promoting organizational innovation: "It helps deal with ambiguities and articulate the right questions, as well as identify and formulate possibilities and potentials" (Grots & Creuznacher, 2016). As a problem-solving approach that has been tried and tested with socially ambiguous problem settings, it deals with everyday-life problems, which are nonetheless difficult to solve (Rauth, Köppen, Jobst, & Meinel, 2010). The problematic issues have no right or wrong answer and defy conventional scientific and engineering techniques, as "the information needed to understand the problem depends upon one's idea for solving it" (Rittel & Webber, 1973). Complex issues have a vast, unbound problem space and complexity, are open for interpretation, are surrounded by competing or conflicting opinions for solutions, and are unlikely ever to be solved entirely (Hawryszkiewycz, Pradhan, & Agarwal, 2015). Design thinking aims to transcend the problem's immediate boundaries to guarantee that the proper questions are addressed. The method predicts actions that allow parties to analyze, synthesize, divide and develop insights from different fields through drawing, prototyping, and storytelling (Brown, 2018). The facilitator encourages apprentices to see constraints as inspiration during design thinking. The outcomes are naturally not directed toward a technological "quick fix" but toward new integration of signs, things, actions, and environments (Brown & Wyatt, 2010).

According to Renard (2014), design thinking originates in diverse disciplines. It is often, although not solely associated with engineering, architecture, and corresponding design fields in early literature concentrated on design thinking. Design thinking is important to put parties into contexts that make them think and work like professional designers, encouraging civic literacy, empathy, cultural awareness, and risk-taking (Sharples et al., 2016). According to Skaggs (2018) the tools of observation, experience, and inquiry permit designers to understand human necessities and shape data to navigate the creation of products and experiences that make human associations through aesthetics, need-finding, or making meaning. Several case studies and position papers argue that design thinking is making valuable contributions to business and management education (Matthews & Wrigley, 2017; Mumford, Zoller, & Proforta, 2016; Sheehan, Gujarathi, Jones, & Phillips, 2018). As Matthews and Wrigley (2017) observed, "the numbers of higher education programs that teach design thinking to business students, managers and executives are growing". Design thinking approach provides a complement to the analytic emphasis of business education and profits students familiar with structured learning conditions by showing them how the messy procedure of design thinking builds to the desired outcome. Koria et al. (2011) argued that the needed workplace collaboration culture is essential in learning design thinking, which signifies that multidisciplinary collaboration is often related to multicultural factors in practice. According to United Nations urban studies, more than half of the world's inhabitants live in cities, with urban neighborhoods developing significantly over the last few decades (United Nations (SDG), 2022). Such urban growth requires extra public utilities, evolved infrastructures, and job possibilities for local communities. However, these are often lacking due to diverse factors: lowered public funding for utilities and infrastructures, deindustrialization, and skill upgrading for job opportunities.

Recently, most of Thailand's population has been living in urban areas and cities (50.69%), symbolizing an increase of about 15% from the previous decade (O'Neill, 2022). Nonetheless, these numbers should be handled with a

pinch of salt since non-registered people live within urban areas, work during the week in the city, and then move back to their hometown for weekends or extended holidays. The National Statistical Office of Thailand (NSO) surveyed in 2021 and discovered that about 8.02 million people (11.2%) of the total population (68.02 million in 2021) were not recorded or regarded as a commuter population. Although this figure has not been included in the Bureau of Registration Administration database, it implies that urban facilities and utilities like community shopping malls may be overused (National Statistic Office, 2022).

One of the most surprising results is how rarely design thinking case studies report unfavorable results, losses, or unintentional consequences. Nevertheless, it seems to go without question that design thinking cannot be a mystical fix that functions for anything, anyone, and in any context. As Von-Thienen et. al., (2014) stated that "If design thinking is a means to solve problems, what problems is it good for? Obviously, it is not made to help physicists compute precise mathematical solutions" (von Thienen et al., 2014). Boundaries to the relevancy of design thinking and challenges can lead to (partial) loss of the overall approach or specific methods. Against this report has this study tends to use design thinking approach to develop new ways of thinking in order to design better solutions, services and experiences that will ensures an effective brand reputation and customers' trust towards the customers' repurchase intention in the RainForest Community mall in Thailand.

1.2 Objectives of the Study

This study examines how design thinking can be used in the context of a recently opened community mall, to come up with solutions that could help contribute to its development, the case study of Rainforest Mall in Bangkok Thailand. This study also intends to investigate service quality for effective customer trust and repurchase intention for the recently opened community mall. The study's objectives as stated below:

1. Identify the factors that motivate people to come to a particular community shopping mall.

2. Investigate how design thinking could be used to generate development ideas for a newly created community shopping mall

3. Determine what types of novelties people are looking for in a community shopping mall

4. Find novel solutions on how to attract more people to visit the community shopping mall

1.3 Scope of the Study

This study will examine the potential solutions for Rainforest mall to attract more clients and to find new development ideas through the use of the Design Thinking methodology. We will be studying customers that are already going to the shopping mall in order to understand their needs and wants. The data will be collected by interviewing customers of the Rainforest Mall. During the data collection, we will approach the client's current experience with Rainforest as well as currently existing malls in Bangkok and their expectations.

1.4 Research Questions

1. How can design thinking be used to further develop a community shopping mall?

2. In what ways can a shopping community mall continuously attract new customers?

3. How can a community shopping mall stay in a constant loop of customer repurchase intention?

1.5 Definition of Terms

Design Thinking: This refers to the body of data generated about how individuals reason while interacting with design challenges and the collection of mental, strategic, and practical techniques designers utilize in the design process.

Community shopping mall: A community mall possesses a supermarket as a focus, with daily convenience shops such as a pharmacy, shoe repair, laundry, or dry cleaner in an addendum to a medium-sized department store or a mixture of stores, which operates, with the supermarket, as a focus. Wearing clothing, appliance sales, and repair shops are also seen here.

Brand reputation: Brand reputation is the perception consumers, employees, associates, and others bear of a brand. The stronger the prestige, the more people rely on and support the brand.

Customer trust: The trust a consumer has in a company. It shows faith in a company's dedication to delivering on its commitments and doing what is appropriate for the customer.

Empathy: The capacity to comprehend and convey the feelings of another.

Ideation: The ability to develop ideas or concepts.

Word of mouth: Spoken communication as a means of sharing details.

CHAPTER 2
LITERATURE REVIEW

2.1 Shopping Malls

2.1.1 Definition

Officially, malls are defined as "one or more buildings forming a complex of shops representing merchandisers with interconnected walkways enabling visitors to walk from unit to unit" (Vieira, Vieira, Louro, Fantoni & Vieira, 2022). Unofficially, they are the root and essence of communities, the base of the retail economy, and a social retreat for teenagers universally.

2.1.2 The Evolution of Shopping Malls

People have been giving, trading, merchandising, and using resources for nearly as long as they have been alive (Ergun, 2010). To trace the history of trade back to its origins, we must go back to the time when woolly mammoths wandered the Earth. As far back as 9000 BC, people traded bulls and sheep. Mesopotamia's proper prime currency dates back to 3000 BC. The first local stores appear further down the line. By 800 BC, people in ancient Greece had established stalls with traders exchanging goods in the city center of Agora. People would come to shop and socialize and participate in politics (Meyer, 2021). We have our modern mammoths moving forward a couple of thousand years: retail giants like Walmart, Central group, and Carrefour (Meyer, 2021).

Moving forward a few thousand years, we have modern mammoths such as Walmart, Central Group, and Carrefour (Meyer, 2021).
We peeked at some early retail histories, which included centuries of bartering and trading in a single bound. Now, look at recent retail records (Meyer, 2021), how they influence what we buy and trade, and how we act today.

2.1.2.1 Mom and Pops: 1700s–1800s.

These shops were common throughout the United States in the 18th and 19th centuries, particularly by the 1880s. Many of those stores were drugstores or generic stores that sold everything from groceries and materials to games and accessories. During this time, people were also developing compensation across the country and building new cities. As a result, it was not uncommon for each city to have a mom-and-pop store offering standard commodities that could be obtained for daily life (Meyer, 2021).

While these community-anchored businesses are less common, family-owned businesses can still be found. 19% of America's nearly 30 million small businesses are family-owned, with married couples running 1.2 million of them (Meyer, 2021).

These stores can capitalise on the sentimentality factor and appeal to consumers' desire to support small, family-owned businesses. They can also appeal to consumers' desires for personalization and a pleasant boutique adventure that includes human relationships. There is now a generational divide in how people prefer to shop. Of Baby Boomers who grew up with brick-and-mortar as their default, 72% primarily shop in-store. This is in contrast to Millennials, 67% of whom shop in online stores. (Meyer, 2021)

2.1.2.2 Department Stores Arrived in the Mid-1800s – Early 1900s.
As the United States entered the twentieth century, the pioneering vision of people travelling west, opening, and shopping at neighborhood general stores emerged. America's trade and business sectors changed dramatically during that time period.

Farming, which had previously dominated the market, was supplanted by manufacturing and commerce. Plants produced oil, iron, textiles, and food products, which resulted in new functions and living standards.

With more prosperous and wealthy Americans developing more diverse tastes, retail stores such as Macy's in 1858), Bloomingdales in 1861), and Sears in 1886) began to spring up in cities such as New York City and Washington, D.C. (Meyer, 2021). These corporations shaped American culture, influencing:

1. What people bought?
2. How they decorated their homes, and how they lived?
3. What they thought they desired in terms of wealth?

The shops did more than just sell goods. They also gave presentations, talks, and recreation events that drew wealthy consumers looking to spend their money again. People are now looking for content and adventures to help them decide what to buy when they go shopping. As a result, labels will benefit in 2019 from developing effective content- and experience-led business experiences (Meyer, 2021).

2.1.2.3 Cha-Ching: 1883.

James Ritty developed the original cash register in 1883. Ritty was a pub owner and named the product the "incorruptible cashier." The device utilized metal valves and pure mechanics to report transactions. In addition, a bell sound was heard when a sale was made, leading to the expression "ringing up" — which we still say today. This device increased the efficiency of consumer checkout for more than a century, as it was promptly selected for retail businesses.

Before this, numerous stores struggled to keep a record of their sales and usually did not understand if they were working at a profit or a loss. Later on, POS (point of sale) systems advanced the cash register trade even further by implementing computer-assisted cash registers that can track inventory, process credit cards, and provide multiple touch-screen terminals in addition to assisting in achieving profit margins (Tang & Lee, 2008).

Companies are exploring ways to link POS systems and payment gateways to hold inventory tracking across channels as consumers buy more omnichannel than ever before, including buying from the same retailers both online and in-store (Tang & Lee, 2008).

2.1.2.4 Credit takes Hold: 1920s.

It's difficult to imagine a store without a cash register. Many people, however, find it difficult to recall a time when cash was still king.

Credit cards began to attract American customers in the 1920s. Nonetheless, those new cards were commonly distributed by hotels or private companies and could only be used within their respective businesses. In 1950, the Diners Club card was the first universal credit card that was accepted at multiple institutions.

In 1958, Bank of America issued the first bank-run credit card. Unlike today, the primary use of a credit card was to avoid going to a bank and withdrawing funds to buy.

Credit cards are becoming more prone to liability as users use them to cover financial shortfalls. Americans hold a report $1.09 trillion in credit card debt, according to the Federal Reserve.

2.1.2.5 Shopping Malls: 1950s.

As previously stated, the concept of malls as central areas where customers can visit multiple stores dates back to Ancient Greece. Nonetheless, our modern concept of malls began in the twentieth century.

The first retail mall was an open-air shopping court that opened in 1922. A large department store is usually surrounded by malls with a variety of other stores.

The expansion of those shopping malls was linked to an increase in vehicle traffic. With the availability of vehicles to the masses, more people left cities and commuted from the outskirts.

The plaza was envisioned as a social and cultural hub where people could congregate and shop. More than 4,500 malls accounted for 14% of all retail sales by 1960 (Meyer, 2021).

As e-commerce transactions have increased, mall interest has gradually waned. Having said that, some internet-only brands are still investigating in-person purchasing at various mall-type settings. Neighborhood Goods, located outside of Dallas, Texas, is one model that features a rotating list of pop-up stores from various retailers.

While the legendary malls are no longer exciting activities, customers continue to seek out online and offline shopping adventures (Meyer, 2021).

2.1.2.6 Big Box is in: 1960s.

While people liked plazas for the human aspect, the pleasure of window shopping, and going from shop to shop, going to a one-stop shop had a distinct advantage. Nonetheless, unlike mom-and-pop global stores, those big stores aided larger communities and provided inexpensive items in a much wider range (Meyer, 2021).

The first Walmart opened its doors in Rogers, Arkansas, in 1962.

The performance and overall capacity of these indoor giants make them appealing to customers looking for quick service. Unlike early-century department stores that provided personalized assistance and catered to customers' needs, these massive retailers focused on self-service and performance.

Customers could find the items they desired at lower prices in these stores.

Big stores, particularly Walmart, are still operating in the modern era. Other large retailers must be creative in order to open new stores, transform existing stores, and contribute more content to the shopping experience in order to meet consumers' increased expectations in an Amazon and Walmart-controlled society (Meyer, 2021).

2.1.2.7 E-commerce Rises on the Horizon: 1990s.

Internet shopping is arguably one of the most pivotal moments in retail history. Amazon began as a single online bookseller in 1995.

People have undoubtedly embraced the e-commerce trend over the last 30 years. There are several reasons for this.

E-commerce adds convenience and performance to the purchasing process by allowing customers to search, read reviews, compare prices, and buy at any time of day (Ouyang, Leung & Huang, 2022).

The rise of e-commerce coincided with the rise of the internet. As more people gained access to the digital experience, they became more interested in making purchases there. Initially, some people were hesitant to provide private information and payment information online, but the evolution of security protocols in the 1990s encouraged people to relax their guard (Ouyang, Leung & Huang, 2022).

2.1.2.8 Social Media Opportunities: 2007.

As we all know, Facebook is the most successful social media platform. Facebook's tools are used by over 200 million small businesses worldwide (Anumudu, Ogbomeh & Yasin, 2022). Similarly, Twitter allows businesses to communicate directly with customers, and Instagram allows them to showcase

their products in real-life settings. Social media has provided an opportunity for retail names to benefit as well as a new challenge to win.

2.1.2.9 Retail slows while ecommerce grows: Modern day.

It now takes us to retail. Retail traffic is gradually increasing. In 2018, the increase in sales in authentic shops was only 3.7%. (Young, 2021). Meanwhile, e-commerce traffic increased by 15%. Consumers want to go on online shopping adventures, but not all e-commerce platforms are created equal. As a result, businesses are developing multi-channel strategies (Young, 2021).

The increase in e-commerce traffic and the decline in in-store sales are posing new challenges for traditional malls. Customers are looking for new commitment points and genuine direct-to-consumer brands as department stores, which initially supported these businesses, close. When this recent development is combined with the results of the Covid-19 over the last year, mall owners, investors, and developers are expected to become more concerned (Büyükşahin, 2022).

2.1.3 Types of Shopping Malls

2.1.3.1 Community Malls

The idea of community is appealing as an alternative to public life. It promises the pleasures of socializing without the discomfort of the unfamiliar. The mall is now a community centre with social and recreational activities in addition to shopping. Shopping has evolved into a necessary activity as well as a form of recreation. People visit malls not only to buy goods for daily use, but also to socialise (Holmes, 2017).

Many studies (Panichpathom, 2016; Byon, Zhang, & Baker, 2013; Oh, Yoon, & Park, 2012) have looked at the approach of service quality as a solution to attracting and retaining new customers. Rethinking the role of the store,

emphasising the role of the associate in providing an exceptional customer experience, and focusing on the showroom, pop-up locations, and other innovation formats are encouraging customers to buy more (Moohialdin & Islam, 2022).

In Bangkok, there are at least two dozen "community malls," which are often opened by small businesses, such as the Vichit-Vadakan siblings', rather than development giants whose outlets attract Prada, Cartier, and Gucci (Somsopon et al., 2022). The Central group is the largest and most well-known.

The majority of community malls are located within the city, near the busiest areas such as Thonglor, Phrom Phong, and the Chao Phraya River. These were operational from 2010 to 2018. Supermarkets, restaurants, and clothing stores all provide similar services. However, their designs range from the Ayutthaya era (e.g., Yodpiman River Walk) to a more modern style (e.g. Rain Hills). Provide what their niche is looking for based on their location to attract them. For example, a lot of Japanese-inspired goods can be found in Thonglor (where the vast majority of Japanese expatriates live in Bangkok). In Samyan (a mixed-use shopping, office, residential, and leisure development), students will have a more low-budget experience (Lin, 2022). They will concentrate on river views and open-air style near the Chao Phraya river (Lin, 2022).

Community malls are attempting to reinvent themselves in order to be chic but affordable, to provide an appealing environment, and to provide everything that locals may require, right next door. Every community mall has banks, supermarkets, and restaurants. Restaurants with a big name are a big draw for new customers. Financial services and supermarkets are also required because they meet people's daily needs (Lin, 2022). Community malls must provide a novel experience that has not previously existed. Food festivals and trade shows are examples of ongoing marketing activities that will keep regular customers coming back. It is an activity for people of all ages and demographics. Building a

Community Mall necessitates excellent management skills. In addition, project managers must recognise the needs of contractors renting space in the mall opening plan, as well as the needs of passing target customers. To generate demand and avoid boredom, the new project must constantly reinvent itself and generate new things, activities, and marketing offers (Deguma Cacho & Deguma, 2022).

The disadvantage of Community Malls, as opposed to shopping malls, is that they are typically designed as open spaces. The Community Mall's design focuses primarily on ventilation and the use of direct light to reduce the use of air conditioners and, as a result, electricity bills. That is the polar opposite of what people want. They prefer cool environments. As a result, the design of a community mall is critical. People would rather walk into a community mall with an engaging and remarkable design than any other place. If the location is not appealing and does not entice pedestrians to stop, it may fail. Convenient access and accessible parking areas are highly recommended. Most people in Bangkok travel by car every day; if they cannot park or if parking spaces are inconvenient or insufficient, they will choose a different location for their daily needs (Deguma Cacho & Deguma, 2022).

2.1.3.2 Neighborhood Malls

A neighborhood shopping center is a minor shopping mall, usually with approximately 50,000 square feet of shop area but varying from 30,000 square feet to 100,000 square feet. It caters to convenience goods and particular services that match the daily requirements of an immediate community trade area. A supermarket is a significant occupant. (Marketing Dictionary, 2018).

2.1.3.3 Regional Malls

A regional mall is a shopping area that proposes standard merchandise and services. A traditional regional mall is usually implanted with an internal orientation of the shops, united by a general path and parking circling the outer

border. As per the International Council of Shopping Centers, any mall intended to provide to significant numbers of local people and is more prominent with 37,000 m2 to 74,000 m2 gross leasable space with at least two anchor shops is known as a regional mall. In addition, those malls are shown to be great tourist magnets if they are found in holiday regions (Editors of Encyclopaedia, 2016).

The uncommon feature of such plazas is that their merchandise, such as garments, fashion accessories, supermarkets, etc., are produced in their territories. Several of those plazas present data about hotels, eateries, local attractions, and services in their region as well. Throughout weekends and vacations, those grow to an area for entertainment and a friendly get-together.

The local shopping mall gives a full spectrum of shopping services similar to those in a tiny central market area. It is developed around at least one full-size department store and is usually numerous; specialty stores and boutiques are diverse, and there are customarily many eateries and possibly a cinema. Services for the critical day-to-day demands are lessened. It will assist as many as 150,000 or also 400,000 or more souls. In more significant areas, resorts, therapeutic centers, or office structures may likewise be given. Car parking amenities are a significant factor in shopping-center design. The volume and extent of the center, the kind of renter, and the sector's finance somewhat define parking requirements.

According to Berger Commercial, a commercial brokerage company, it was found that a rate of 4 parking places per 1,000 square feet of leasable area is usually sufficient. Entrance to the areas needs to be broad and clear enough to bypass traffic jams (Editors of Encyclopaedia, 2016).

Pedestrian and vehicular flow inside the mall are top design attention and should be held physically separated as much as possible. Exceptions to this rule are the satellite placement of auto-accessory stores, movie theaters, and drive-in banks (Editors of Encyclopaedia, 2016).

2.1.3.4 Super-regional Malls

As the name implies, a super-regional mall is a shopping area that extends regional malls in terms of dimension and stock variety. As per the International Council of Shopping Centers, any shopping mall which is intended to provide a large population base and is more prominent with over 74,000 m2 of gross leasable area and assists as the prevailing shopping venue for the area (25 miles) in which it is established is identified as a super-regional mall (Katrodia, Naude & Soni, 2018).

A super-regional mall is normally an enclosed mall with three or more anchors providing guests with mass retailers, more diversity, and a more comprehensive range of commodities. Most of the local malls are multilevel and work as predominant shopping venues for the province in which they are situated (Katrodia, Naude & Soni, 2018).

2.1.4 Shopping Malls in Thailand

In Bangkok only, there are 38 malls with some of the world's biggest shopping malls like Central plaza Westgate (4th), Icon Siam (5th), and Siam Paragon (6th).

Thailand, particularly Bangkok, is a heaven for all shopaholics. The vast, modernized, multi-story shopping malls give a myriad of options for all budgets and requirements. The unique problem one must confront is determining where to go first because of the countless shopping opportunities (Wikimedia Foundation, 2021).

Thailand is distinguished worldwide for its exquisite silk, jewels, and unique fine craftsmanship. However, unfortunately, it is also perceived for fabricating first-class fake goods. From the most expensive to the most affordable clothes, footwear, handbags, jewels, branded luxury assets, and even

computerized devices such as telephones and computers, one can obtain about anything here.

In Bangkok, one can decide between an extensive assortment of Shopping malls and open-air bazaars. Like different large cities, shopping malls & department stores are sites where one can purchase high-quality goods. Although there are also some stores and stalls in shopping centers where it is possible to argue for the reduced price, bargain chasers will appreciate buying in Thai markets for the most affordable goods. Shopping malls like Gaysorn, Siam Paragon, & Emporium are attractive for travelers looking for international brands and the world's top-quality designer wear (Manakitsomboon, 2021).

2.2 Developing Community Malls

Developing community malls is rising and growing to become more common, advanced, or elaborate in service rendering to their users. A community Shopping Center is a shopping center that typically varies from approximately 100,000 to 300,000 square feet of gross leasable space and is usually built around a junior department store or variety store and supermarket as the significant tenants (Varol & Özçelik, 2022). Community Shopping mall developments are creating lots of new and progressive challenges for retail institutions concerning vacancy rates, sales descents, enhancing consumer experiences, reducing work and construction fees, deepening brand differentiation, optimizing small urban formats, and explaining investment in innovation (Chola, 2022).

Arising technology solutions are forming new chances to address these challenges. During the past decade, the boost in service development and delivery options based on technology has been incredible. Today, more and more communities are choosing to deliver self-service system opportunities for their consumers and workers for better, more efficient, and customized services. Their main objectives are to reduce expenses, augment customer satisfaction and commitment, and reach new customer segments (Johnson et al., 2022).

The diverse methods in designing community malls are listed below; Technology, Eco-friendly, Marketing: Challenges, Digital Trends, and Marketing Strategy.

2.2.1 Technology

More and more customers expect digital upgrades in most of the service delivering in the community shopping malls. Retailers who are not using digital tools to engage with customers will not survive. Over 71 percent of Thais own a smartphone, while 98 percent own a mobile phone of some kind. Thais are avid internet users, spending an average of 9 hours and 11 minutes online every day. Most people living in Bangkok are Gen Y and Gen Z and are directly affected by technology as most of them were born with it. With over 10 million people living in Bangkok as of 2020, creating a new experience is necessary, most of prominent malls like Siam Paragon, Icon Siam, or Emporium have been seen already with much development to serve the users' satisfaction (Chantarayukol, 2019). To attract customers, a new kind of unexpected experience is needed. In Technology as Experience, John McCarthy and Peter (2022) argue that any account of what is often called the user experience must consider the emotional, intellectual, and sensual aspects of our interactions with technology. We do not just use technology; they point out; we live with it. They offer a new approach to understanding human-computer interaction through examining the felt experience of technology. It will change what it means to go to a store and it will make store experiences more worthwhile than ever.

Nowadays, the technology is applied in numerous techniques – from setting up smart displays to digital indexes, interlinking the whole mall with an app, booking parking places, giving discounts, mapping consumer behavior, following how consumers buy, and so many more (Brown & Katz, 2019).

Malls are attempting to clarify issues scientifically, analytically, and effectively using technology. Some of the questions are how to catch a customer's data, demographic and psychographic portrait, purchasing behavior, connect with

them frequently based on that data, and engage with them to come to the mall. Additionally, malls concentrate on circumstances like almost zero turnaround point, smooth data flow across levels with accuracy, a great mix of labels and offerings, etc. Technology is a benefit in monitoring the achievement of stores and focus performance concurrently. Nevertheless, more importantly, such data is readily available to the mall managers to allow a forward-looking strategy to improve consumption and brand achievements (Brown & Katz, 2019).

2.2.2 Eco-friendly

"Going Green," an expression not usually linked with shopping malls, is hastily developing as various retail centers are doing their part in shaping a better planet. Businesses across the panel, including higher instruction, conveyance, technology, hospitality, and others, are undertaking significant, eco-friendly actions to diminish their carbon footprint. With consumption being one of the main reasons for dirtying the world, retail centers significantly react (Marketing Dictionary, 2018).

From Europe to the U.S to Asia, shopping malls are maturing more environmentally friendly. Solar/LED light, energy-efficient heat and cooling methods, trash reduction, and green areas are some of the numerous actions.

Singapore influences the planet with the most eco-friendly shopping leads. The City Square Mall uses primarily daylight supplied with light-emitting diodes (LED). BTC City in Slovenia, one of Europe's biggest shopping malls, lightenedmuch of its facility using three solar power plants. The Mall of America in Minnesota, USA, directed the most significant parking LED change in the country,decreasing its KWH by 7 million yearly.

Shopping malls are shifting to LED light because it is today's energy-efficient lighting source. In addition, less destructive power usage reduces the

need for power plants, lessening a shopping center's carbon footprint (Coruña, 2021).

Shopping centers find that 85% of their power use comes from light, heat, and air conditioning. The Mall of America, settled in one of the coldest lands in the United States, does not use a central heating method. Instead, the warmth is rigidly produced via solar energy from their 1.2 million lights, customers' body temperature, and store lights. The first open-aired shopping mall in Singapore was Star Vista. The layout of the structure provides for enough airflow and does not demand an air conditioning operation. BTC City also partnered with a nearby production plant to partake in thermic energy for their waterpark, conceding for all the water to be heated 100% by thermic energy. All these actions decrease the shopping centers' power usage, producing a better atmosphere (Fantoni, Hoefel, & Mazzarolo, 2019).

Recycling trash is essential, but just a tiny part of the difficulty of overcoming the carbon footprint, and shopping malls are engaging this matter head-on. The shops inside shopping centers over California are acting their part in recycling by not using plastic bags, requiring customers to bring their bags or buy a recycled one at the cashier. The Mall of America hugs recycling within multiple aspects, including converting more than 2,400 tons of food waste to local hog farms each year, feeding over one million hogs, and recycling restaurant fryer fat to be converted into biodiesel fuel for vehicular use transportation. (Katrodia, Naude & Soni, 2018)

Water loss from air conditioners is a different recycling occasion. For example, the City Square Mall in Singapore salvages sufficient water from air conditioners to supply two Olympic-sized swimming pools every year.

Through all BTC City's eco-friendly projects, including recycling, they have been able to reduce carbon dioxide emissions by 2.9 million kg in 2015. (Katrodia, Naude & Soni, 2018)

Greenery and green areas in a shopping mall give life, value, and critical advantages to the planet. In the City Square Mall, a 49,000 sq ft park is furnished with a green rooftop that accumulates solar energy, collects rain, and supports hybrid air-conditioning while allowing children and adults to be active. The Mall of America contains more than 30,000 plants and 300 trees, which work as a natural purifier improving the quality of the air. Around the world, Bangkok is developing diverse neighborhood shopping hubs with green areas to improve the city's shortage of parks. Shopping centers all over the globe are taking steps for a greener planet. Numerous malls have already seen a considerable decrease in their carbon footprint and are continuing their eco-friendly actions (Fantoni, Hoefel, & Mazzarolo, 2019).

2.2.3 Marketing

2.2.3.1 Challenges

Resource control, new notices, and business increases are a world away from the regular business of running a shopping center, which is the obligation of administrators, collaborators and promoting groups. Nor do these undertakings tumble to those accountable for renting the accessible premises, building work and modifications, or significant idea changes, which are ordinarily in possession of the actual proprietors, or, in their nonappearance, the leader groups. It is something else entirely (Coruña, 2021).

Shopping center directors' everyday challenge is traffic stream. Each new day is a different situation as far as the difficulties they will experience in the walkways.

However, notwithstanding the significant obligations associated with drawing in clients, taking care of relations with administrators, and organizing the security, upkeep, and cleaning groups, they should likewise resolve the topic of promoting. So what are the difficulties they face around here?

New contenders

Shopping centers do not only contend with different focuses or high road stores in substantial urban communities. Presently there are new enemies, specifically internet shopping, food conveyance stages, and on request TV administrations. The fast ascent of internet shopping and exchanges is currently the best danger to shopping centers and more modest stores. Battling this pattern is pointless: the arrangement involves adjusting and thinking of thoughts that will limit the effect (Coruña, 2021).

Separation and spending plan

Separation and ideal utilization of the financial plan doled out 'from the top' are the significant changes confronting anybody answerable for retail advertising while following the mantra that shopping centers are not simply put where individuals go to buy things. Indeed, now they are set as spaces that give pleasure and services that need to produce completely distinct experiences from those customers have at home, where they can buy online, pick what they want to see on television, and book meals from their favorite establishment via a mobile app (Coruña, 2021).

The disturbance of the customary shopping center has implied that there is still no reasonable model for progress. The equivalent is valid for different areas, like vehicles, energy, or industry. A shopping center is over a spot to purchase things; it must be a gathering point for society.

The inquiry lies in how the supervisory group of a specific shopping center can accomplish this (Coruña, 2021).

2.2.3.2 Digital trends

The main thing is to get rid of the legend that advertising can be partitioned into the web and offline. Buyers shop on the web and offline, and there is just one picture to get across. In this way, applying a multichannel method is the primary method of making an impression. Striking special activities that draw customers to stores is insufficient; now, the required is to coordinate the full scope of digital media into the corporate advertising methodology to acquire a complete understanding of the guests and deal them with an encounter custom-made to their shopping propensities and tastes (Stokols, 2022). The rundown of potential inquiries is unending:

How old are they?
Who goes with them on their visit?
When do they visit?
How would they stay up with our most recent news?
What kind of services do they most appreciate?
What sort of occasions and exercises would they like us to coordinate?

A few organizations are now presenting pilot frameworks for promoting knowledge, enormous information, and information preparing to address these difficulties—significant speculations focusing on targeting crowds that the biggest consultancy firms execute (Stokols, 2022).

In the light of this situation, there are four central points of contention in question in terms of staying up with the latest trend in digital marketing (Shukre & Verma, 2022):

Instruments that do not get on

A significant number of the imaginative instruments applied by the chief supervisory groups have neglected to get on among their clients. Applications are specific, for example, a craze that is presently obsolete; loyalty cards utilized by under 20% of their clients, or missions dependent on components like reference points or geolocation, which were neglected to be wholly carried out.

The significant patterns

The latest things are fixated on the utilization of CRM frameworks for divided correspondence firmly connected to clients. This is accomplished by enhancing web-based media profiles, coordinating menial helpers, or checking guest fulfillment with the shopping center's administrations through online overviews that convey instant alerts when they recognize that things are not functioning as they ought to (Shukre & Verma, 2022).

Staying up with the latest

Market advancements happen dangerously fast, and accordingly, shopping center supervisors cannot acquire an inside and out comprehension of the full scope of arrangements before others show up. Therefore, they are essentially on their own regarding drawing up a yearly advertising plan dependent on imaginative and alluring thoughts that adhere to the accessible spending plan. However, on the other hand, they are plausible and connect to the web and disconnected conditions (Shukre & Verma, 2022).

Keeping up to date

In this situation, correspondence and showcasing organizations assume an indispensable part in helping shopping center supervisors and their groups. Therefore, gathering experts behind them is especially valuable, not just for staying up with the latest promoting advancements but also when planning and

applying new and engaging activities that will help traffic and add to uniting on the web and disconnected conditions (Shukre & Verma, 2022).

2.2.3.3 Strategy

Shopping centers are confronting developing contests. Shopping on the web is on the ascent, and accordingly, thinking of and modifying offers is an ordinary, progressing task. Shopping centers should guarantee that their showcasing system develops to seek buyers' inclinations, and in this sense, content advertising and web-based media might end up being urgent instruments (Makgopa, 2016).

Content promoting: In the shopping center area, content is an optimal method of getting purchaser faithfulness, just as drawing in new guests. However, what sort of content should shopping centers give? The appropriate response is clear: store-related substances are dependent on shopper offers. In addition, powerful computerized advertising techniques must have the option to assist with arranging buys.

Running a blog with tips on the ideal family BBQ, last-moment gift thoughts for Mother's Day, or how to cart away the most recent IT-young ladies pattern is all well overall. However, incorporating available media content as live online media communicates is bound to get them to take note. To help commitment levels, content must be significant, invigorating, and shareable (Makgopa, 2016).

Web-based media

Web-based media has indeed required off as of late. Admittedly, they are an invaluable free platform for developing a brand. Notwithstanding, they likewise have their disadvantages. Disappointed clients might share their encounters, and subsequently, responses may not generally be positive. However,

it is feasible to turn the present circumstance around with the right correspondence system and a team with experience in fighting these negative remarks (Makgopa, 2016).

Customers anticipate moment answers and arrangements. Having the option to convey them is verification of excellent client assistance and buyer dependability. Reaction levels can be estimated and disclosed by online media like Facebook or Twitter. As of now, customers' formal requirements are developing, and along these lines, shopping centers wherever must have the option to respond quickly and productively (Makgopa, 2016).

2.2.4 Empirical Review of the Research

The followings are the previously conducted researches using design thinking approach from various endevious to profer new solution as stated below: According to the research by Gozzoli, Rongrat & Gozzoli (2022) concentrates on community development and how community partners can express their thoughts and maintain well-being. However, in numerous contexts, these voices have been enfeebled through top-down processes, lack of a substantial scenario, and awareness to community issues, all of which are often associated with biases based on social class, education, or gender. For the first time within an urban context, the Ban Bu/Wat Suwannaram community in Bangkok, Thailand, has been permitted to express their thoughts about the community, the path it should take, and the general progress to be made without the compression of outer authorities.

This study uses design thinking, which despite being one of the influential trends in the industry over the last couple of decades, is not typically used to handle social issues. Since design thinking needs data collection and the creation of a model/prototype, two complementary approaches are employed. Firstly, the community is examined through observation and discussions, which allowed the creation of a SWOT analysis to pinpoint its prospect and encourage a casual

discussion with local community members on the circumstances before urbanization loosened community ties. After this initial stage, a prototype for various areas of community development is debated in a community workshop to allow parties to offer their views on how the community could evolve further. The outcomes demonstrate the aspirations of the local community toward enhancing social and environmental matters

Also, the study from Vakkas & Şule (2021) on the outcome of preschool STEM education designed according to the design thinking model on children's creativity and problem-solving talents was analyzed. An experimental design in which pre-test-post-test and permanence test was used in the research. The study was executed with 20 children in the experimental group and 19 in the control group. Design Thinking STEM Activities were held three days a week for eight weeks and 24 activities. As a result of the investigation, it was deduced that there was a substantial gain in the experimental group's originality and problem-solving scores, and this growth was permanent. On the other hand, originality and problem-solving pre, post, and permanence test results of the control group were compared, and it was noticed that there was no notable distinction between these tests. Also, STEM education, which is used as a result of the data obtained from research diaries, boosts communication and interaction talents in children, contributes to peer learning, advocates cooperation, improves children's self-confidence, gains a feeling of responsibility, promotes problem-solving and idea generation, and enhances empathy skills.

Finally, according to the study by Yukalang, Clarke & Ross (2017) on defining the barriers to the use of municipal solid waste management (MSWM) in a rapidly urbanizing area in Thailand. The Tha Khon Yang Subdistrict Municipality is a representative example of multiple local governments in Thailand encountering MSWM cases. Employing the design thinking approach, in-depth interviews with people and focus groups were achieved with key informers, including the city team, citizens, and exterior organizations. The

significant influences affecting waste management were classified into six areas: social-cultural, technical, financial, organizational, and legal-political barriers and population growth. SWOT analysis reveals that both internal and external aspects play a role in MSWM: There is a good policy and budget.

Nevertheless, inadequate infrastructure, inefficient strategic planning, registration, staff capacity, information systems, program engagement, and sloppy waste management and fee collection systems exist. The location of flood-prone areas has impacted on location and function of trash yard locations. There is also insufficient communication between the municipality and citizens and a lack of participation in waste separation programs. However, outside help from the government and the nearby university could improve the situation. These results will help notify municipal decision-makers, leading to better municipal solid waste management in newly urbanized areas.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Research Designs

The conceptual parts of this study would describe the mechanism and its driving factors of brand reputation and customer attitude towards visiting/consuming in a shopping community mall. In addition, this study focuses on the design thinking approach to better understand the various needs of the current and potential customers of the community mall.

The study employs a qualitative research method to obtain data/information needed for the study objectives. In addition, the qualitative information from interviews will help explicitly explain the potential customers' views. The study will come up with primary data analysis from field interviews. However, secondary data are also collected according to the data needed.

3.2 The Design Thinking Approach

Design Thinking is a term used internationally in many scientific books, articles, seminars, management talks, and consulting firm offers. A closer examination reveals a lack of clarity about what Design Thinking is, its potential, and how it can be applied and learned.

This study will use the traditional five steps of the design thinking approach (Brenner, Uebernickel & Abrell, 2016).

Figure 3.1: Phases of the Design Thinking Process, with Emphasis on the

Beginning
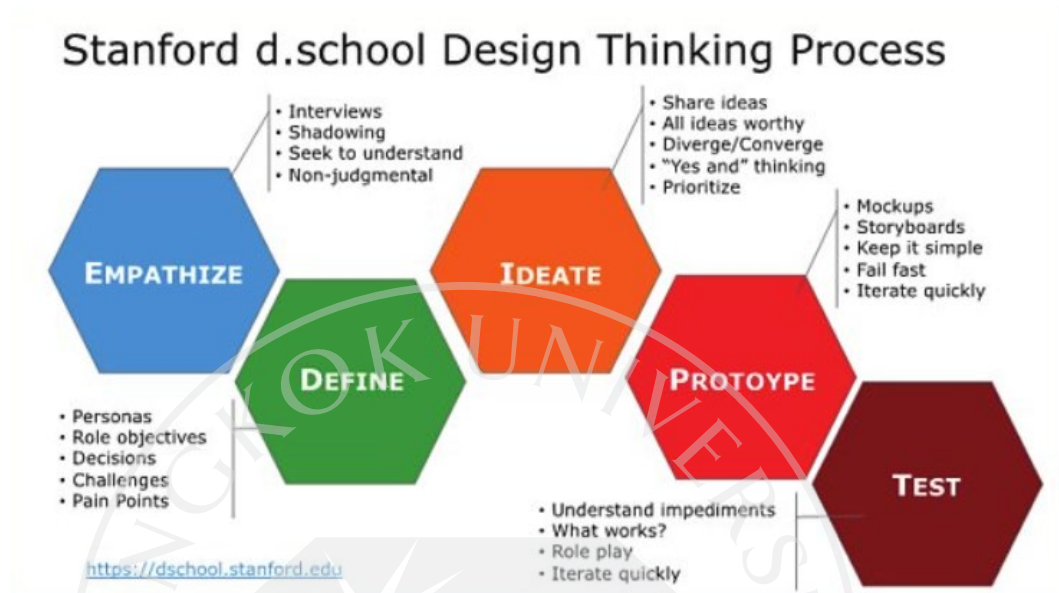
Source: (Benedek & Nyíri, 2019)

Design thinking is a non-linear, iterative method that companies employ to recognize users, test hypotheses, redefine difficulties, and design innovative prototypes and experiments. Completing five stages—Empathize, Define, Ideate, Prototype, and Test—is most helpful for undertaking ill-defined or undiscovered problems. The Hasso Plattner Institute of Design at Stanford (aka the d.school) defines design thinking as a five-stage method. Note: These steps are not constantly subsequent, and companies usually use them in parallel and iteratively renew them (Benedek & Nyíri, 2019).

Stage 1: Empathize—Research The Users' Needs

This first step help obtain an empathetic perception of the problem needed to be resolved, typically by user analysis. Empathy is essential to a human-centered design method like design thinking because it enables one to set aside his/her opinions concerning the world and earn true insight into users and their demands.

We will go on the field (at community mall facilities) with the help of a Thai-English interpreter on the weekday and weekends to interview customers/visitors to better understand different people' needs and wants. A questionnaire (Appendix A.1) was developed to get people's opinions on these issues (Benedek & Nyíri, 2019).

Stage 2: Define—State The Users' Needs and Problems

It is time to accumulate the information gathered during the Empathize stage. Personas will be created to help keep the efforts human-centered. In the second step, an analysis of the observations and synthesis are necessary to define the heart of the identified problems. These definitions are called problem statements or Point of views (PoVs).

Stage 3: Ideate—Challenge Assumptions and Create Ideas

Once the objectives/challenges/needs/Expectations will be clearly identified and stated, we will be able to produce ideas/solutions. The substantial data background from the first two phases means one can begin to "think outside the box", search for alternative approaches to view the problem, and identify innovative solutions to the problem statement created. For this third step, we will use different ideation techniques. For starters, a workshop will be organized and comprised of people from different demographics and ethnicities. The brainstorming method will be used according to the point of view developed in stage 2. Brainstorming leverages the communication among people to develop solutions by constructing on one another's thoughts. The mind mapping technique will also come up later on. This visual method establishes connections linking the problem needed to be solved and potential solutions. If those two previous methods were inconclusive, we would employ the SCAMPER method, representing seven techniques to study a problem or project.

It allows developing thoughts from a diversity of aspects (Benedek & Nyíri, 2019).

Stage 4: Prototype—Start to Create Solutions

This experimental stage intends to distinguish the best potential solution for every problem discovered. We will create some low-priced, scaled-down versions of the community mall (or particular features within) to consider the ideas created. This step could involve simply paper prototyping, sketches, diagram, or a storyboard, whichever fit the idea.

Stage 5: Test—Try The Solutions Out

Clients/Customer rigorously question the prototypes. Although that is the last stage, design thinking is repetitious: The results frequently redefine one or more additional queries. So, we can turn to the last steps to detect or suppress alternative solutions and make additional iterations, modifications, and clarifications. This study aims to gain the most profound knowledge of the users and their ideal solution.

Tim Brown, CEO of IDEA, one of the leading innovation consultation businesses from Palo Alto, California, using Design Thinking, defines it as "a discipline that uses the designer's sensibility and methods to match people's needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity" (Brown, 2018). Another meaning originates from the Kelley brothers. Dave Kelley, the originator of IDEO, has been working at the Stanford University engineering division, where Design Thinking has been anticipated over the past 40 years by Leifer and others. Kelley and Kelley describe Design Thinking as "a way of finding human needs and creating new solutions using the tools and mindsets of design practitioners." (IDEO, 2013).

Noteworthy aspects of Design Thinking are revealed if we combine these two meanings. Design Thinking starts with human needs and utilizes suitable technologies to design entrepreneurial value via customer value.

3.3 Population and Sample

The target population will be existing Rain Forest Community mall customers/users who have used the facility themselves. This population was chosen because they have had frequent interactions with the scene of the community mall and have a better understanding of and opinions on the area. Due to the framing of respondents and the scope of the study, only Thai nationals will be chosen for an interview, while the target population's age range is 18 years old and above, and they have sufficient spending power to purchase at Rainforest's shops. As a result, they are the best respondents for gathering data, and gender perspectives—women and men respondents—are identified and questioned to better understand gender differences in data.

3.4 Data Collection Procedure

In this exploratory study, during the Empathy phase, we will use an unstructured-direct interview. The interview is one of the popular methods of research data collection. We can dissect the term interview into two terms, 'inter' and 'view.' The essence of an interview is that one mind tries to read the other. The interviewer assesses the interviewed regarding the aspects studied or issues analyzed. The primary purpose of an interview as a data collection tool is to gather data extensively and intensively. The objectives of the interview may be an exchange of ideas and experiences, eliciting information about an extensive range of data in which the interviewee may expect to rehearse his history, describe his present and question his forthcoming opportunities.

Interviews are utilized to gather data from a few subjects on a comprehensive range. We will use an unstructured interview. Although questions can differ per subject for unstructured interviews and can rely on responses given on prior questions, there is no restriction regarding possible answers. We developed a list of interview questions based on a literature review on shopping malls and their consumers. The script which was used consists of a battery of questions related to issues concerning mall shopping behavior, such as:

1. "How often do you visit Rainforest Mall ?"
2. "What kind of activities would you like to see happening in this mall ?"
3. "What would be your dream shopping mall ?"
4. "What do you like about here ?"

The entire question list can be found in Appendix A.1.

The interview script ended with short demographic questions about educational attainment, employment status, age, and marital status.

3.5 Method of Data Analysis

The data from the fieldwork will be presented in a text format to investigate the development of a community mall through design thinking. In addition, we will use a thematic analysis to identify and examine the appearance, meanings, and connections of certain such words, topics, or thoughts. All Thai interviews will be transcribed in English to facilitate data analysis. During the process, we will independently identify the themes for each question and then categorize these themes into meaningful groups. Once the categories are established, interview data will be sorted into different categories for further comparison.

Answers to some of the interview questions, such as patronage frequency (measured by average trips made to shopping malls per week) and the average length of driving per trip (measured by the number of minutes a consumer spends to come to the Rainforest) spending during each trip, were quantified in the data set. If a respondent provided a range instead of an exact number, the middle point of the range was used.

We will first identify the person's purposes, focus, or communication trends. Then, we will define attitudinal and behavioral replies to communications and arrange the characters' psychical or emotional states into personas.

The other steps are the Prototype and the Test:

Prototyping is the extremely valuable step in the design thinking process. Putting the user who are the 4 personas at the heart of the process requires to test the designs, and the prototypes make this possible without spending loads of time and money.

Prototypes:

1. Gain a first-hand understanding of how personas who are the users will interact with and react to the nascent community shopping mall product design. Glimpsing an early version of the product reveals if and how it will work in the real world.

2. Identify any usability points or design defects before it is too late. If an idea or design is destined for failure, it will instead find out in the early steps. Prototypes allow for failure at the early step and cheaply; thus, they will reveal a soft or inappropriate approach before investing too much time or money.

3. An informed design decision will be made, where a specific control should go on the app home screen, and then a Test for a version in the form of prototypes is seen which works best.

Test: The fifth step in the Design Thinking approach is committed to testing: the prototypes are put in front of real users and see how they get on. During the testing stage, observations of the target users (the four personas) were made as they interacted with the prototype. Feedback was collected on how the users felt throughout the process. The testing stage will quickly accentuate any design defects that must be handled. The testing phase outcomes were good, not allowing for a revisit to the empathize stage or running through a few more ideation sessions.

CHAPTER 4
DATA ANALYSIS AND SOLUTIONS

4.1 Presentation of Data Collected from Fieldwork

The data collection (empathic interviews) took place on Sunday 10 October and Monday 11 October 2021 at the Rainforest Mall. Only a few shops were open such as Tesco and KFC. During the two days, we collected data from 33 respondents of Thai nationalities.

The majority (40,6%) of our respondents were between 25 and 34 years old. The average monthly salary of the respondents was situated between 25,001 to 50,000 THB, with more than 50% of the respondents earning between that amount. Most of them were single or not married and lived in the area no more than 30 minutes away from the mall. It was a various pool with people having 0 to 4 children.

From our data collection, we collected information that will help us find adequate solutions to the development of the Rainforest shopping mall.

Table 4.1: Sample Demographic Characteristics

Variable	Category	Count/Percentage
Gender	Male	12 / 36,3%
	Female	21 / 63,7%
Age range	18-24 yo	5 / 15,1%
	25-34 yo	13 / 39,4%
	35-44 yo	4 / 12,1%
	45-54 yo	4 / 12,2%
	55-64 yo	6 / 18,2%
	65+ yo	0 / 0%

(Continued)

Table 4.1 (Continued): Sample Demographic Characteristics

Variable	Category	Count/Percentage
Marital status	Married or domestic partnership	12 / 36,4%
	Single, never married	20 / 60,6%
Number of kids	0	17 / 51,5%
	1	9 / 27,3%
	2	4 / 12,1%
	3	2 / 6,1%
	4 +	1 / 3%
Salary range	0 - 25,000 THB	10 / 30,3%
	25,001 - 50,000 THB	16 / 48,5%
	50,001 - 75,000 THB	4 / 12,1%
	75,001 - 100,000 THB	2 / 6,1%
	100,000 + THB	0 / 0%
	No answer provided	2 / 6%
Live in the area	Yes	32 / 97%
	No	1 / 3%

4.2 Data Analysis

Disclaimer: As of the date, we went to collect data, not many shops were open because the Rainforest Mall is still under construction, the data collected was from people going either to do their groceries at Tesco Lotus or going to eat at the restaurant onsite such as KFC. Therefore the main purpose of coming to this location was either to buy, produce or to eat.

4.2.1 Empathy Interview Results

Our interviews allowed us to dive deeper into what the consumer would like to see and opening here, and the results were variated. It went from

restaurants and coffee shops like Starbucks to sports shops, clothes and footwear shops (with some specific answers for Muslim clothes shops), and lifestyle and decoration kinds of shops. We also got a specific request for luxury brands.

As for activities, most respondents suggested sporting activities followed by cultural events (exhibitions and festivals) and kids-friendly places.

When we asked people what they expected when hearing the name "Rainforest" we undoubtedly got the answer we thought. Most interviewees expect to see nature, greenery settings, and an ecological mall. They want to see something different than all the currently opened malls like Siam Paragon, Icon Siam, Central World…

The most liked mall in Bangkok was EM Quartier which was cited more than 25% of the time, followed by Siam Paragon (18%). They would like to see changes in the current mall. Interviewees explained that the main problem they face when going shopping is not enough sitting area for them to relax. The places are generally too noisy, making the shopping experience less enjoyable. Another point that was brought up is the coldness of the malls with the Air-C being too high.

We glanced at the dream shopping mall, and while some did not have any specific ideas, we got some exciting ideas. One of them that was only brought up once was inspired by the Amazon Go store concept in the US. Amazon Go is a new store featuring the world's most advanced shopping technology (Amazon, 2021). While not expanded worldwide yet, this concept store is giving interest to different brands of supermarkets. Today, this idea has not been brought to Asia. The respondents' idea was to use this concept for the whole shopping mall. There would be no cashier, and it would all be a mix of artificial intelligence, computer vision, and data pulled from multiple sensors. Customers would only need to download an application on their phone and scan it before entering the mall.

Some other suggestions were given, suggestions that would be easier to implement and less expensive.

4.2.2 Analyze Findings

4.2.2.1 Personas

Personas are the fictional characters of this study, which are created based upon this research in order to represent the different user types that might use the service, product, site, or brand of community shopping mall in Thailand in a similar way. Creating personas helps to understand users' needs, experiences, behaviors and goals.

After analyzing the collected data, we created personas to create reliable and realistic representations of the key audience segments for reference. We created two primary and two secondary personas representing most of the interviewees. The detailed Personas can be found in Appendix B.

Our first primary persona is named Aroon. Aroon is a business employee; he is a father of one and happily married. Every day when he goes or comes back to work, he passes by the Rainforest. His priorities are to find a cool and cheap place where he and his family can go after he is back from work.

Our second primary persona is Namnuea. Namnuea is a mother of 2 young children. She takes care of her kids and her parents, who stay with her. She likes to go out with her children once in a while to do some fun but cheap activities. She does not own a car, so she always looks for proximity. Their house is 20 minutes away from the mall.

For our secondary personas, we have Tim and Satan. Tim is young and has a great living style. He is hardworking but likes to go out before the pandemic. He is living alone and works from home. Tim is single and is not

currently looking for a partner as he enjoys spending time with friends and being free. He lives near the Rainforest and goes there to do his groceries. He is looking for cool and lively places to hang out with friends.

Sataw is a businesswoman who earns a comfortable salary. She enjoys driving around to discover new places and spending money with her husband or friends during the weekend. She has a house located near the Airport Link and enjoys how easy it is to reach the center of Bangkok.

4.2.2.2 Point of Views (PoVs)

We identified their pain points and their POV by creating those personas. We have selected the main POV to examine further during the ideation process :

PoV 1: In what ways can we entertain kids during their time at the Rainforest Mall?

PoV 2: In what ways can we make Rainforest shopping mall feel very natural and reflect its name?

PoV 3: In what ways can we attract families to come to the Rainforest shopping mall?

PoV 4: In what ways can we make the restaurant's food option change or attract the same people?

4.2.3 Ideation Techniques

For this study, we used different ideation techniques to develop different solutions to our previous Point of Views (PoVs).

The first one used was brainstorming; conventional group problem solving can often be undermined by unhelpful group behavior. Moreover, while it is essential to start with a structured, analytical process when solving problems, this can lead a group to develop limited and unimaginative ideas. With a team of 4 people composed of Thai and foreigners, we worked on each POV found and

tried to develop potential solutions. This exercise allowed us to develop between 20-30 potential ideas/solutions for each POV (Cf. Appendix 3).

We had another set of ideation with people from different backgrounds using brainstorming (Cf. Appendix 4).

After finishing the ideation stage, we used the "How Now Wow" matrix to identify and select the best ideas. A How Now Wow matrix is an ideal selection tool (Lu, 2021) made famous by Gamestorming. It helps groups brainstorm, plan ideas, and organize their thoughts collaboratively—the How Now Wow matrix is straightforward to uncover the best ideas and when to implement them.

Figure 4.1: Flip-chart Sized Paper 3 Colors (a 2-by-2 matrix)
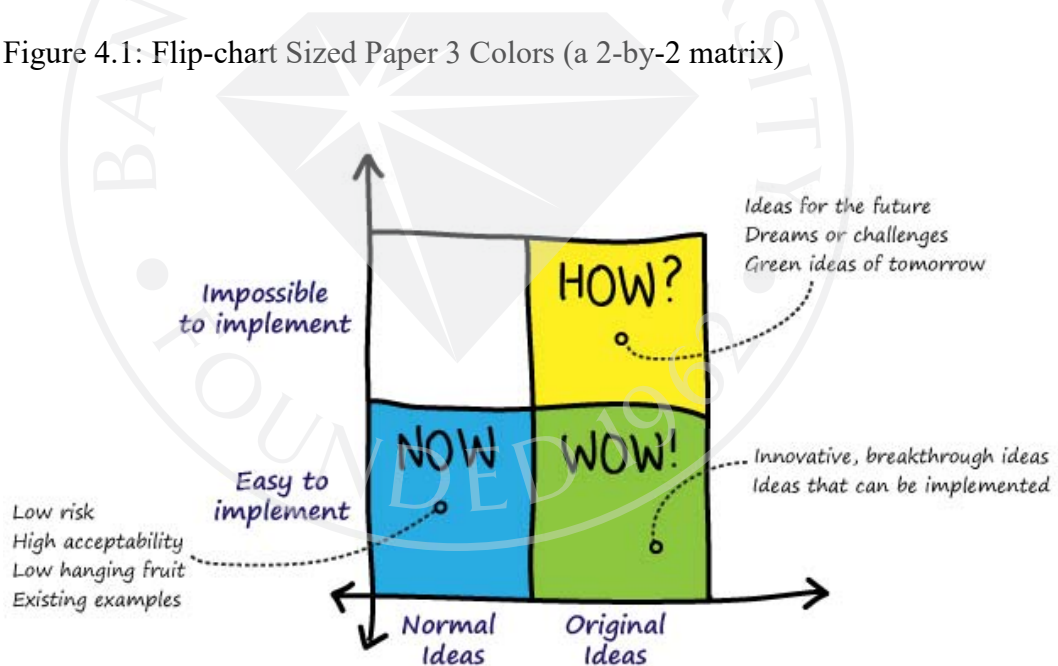
Source: (Gray, 2011)

The technique stimulates the group to let their ideas flow, and the group dynamic creates that imagination to inspire groundbreaking innovation. The matrix organizes ideas based on their creativity and ease of execution.

How – represents ingenious but challenging to implement, so they are not achievable but might be considered future goals.

Now – represents unoriginal ideas that are familiar, easy to execute, and verified to work well.

Wow – represents new ideas that are effortless to implement and executable ideas that can be actualized.

By using Miro®, we pasted all our ideas found during the various ideation techniques. We then clustered the ideas by similar group ideas. Once that was done, we categorized the ideas by determining which ones could be easily implemented, which ones were more novel, the ones requiring a bit more effort to implement, and the ones requiring much more long-term changes and significant efforts. Finally, we prioritized them by determining which ideas we thought would have a higher impact on the market and/or customers and that we perceived would have a high certainty of success. Those were the final ideas that we decided to work with and present in this study.

4.2.4 Solutions and Prototypes

POV 1: In what ways can we entertain kids during their time at the Rainforest Mall?

PoV4: In what ways can we make the restaurant's food option change or attract the same people?

Idea #1: Scavenger hunt: A scavenger hunt is a game in which the promoter arranges a list defining specific items, which the contestants seek to gather or complete all items on the list. Usually, participants work in small teams, although the rules may allow individuals to participate. This concept would be designated for kids or teenagers to compete on the mall's ground by having different difficulty levels or a different schedule for each level. Promoting the game would be the most significant thing as that would be what would bring the children.

Furthermore, when a kid comes, their parents come along. While the kids are busy, the parents can enjoy some alone time and go shopping or eat something while waiting for the kids. When a contestant wins, the prize could range from a small item to a discount coupon for our next idea.

Figure 4.2: Scavenger Hunt Prototype

Idea #2: Bike park with bike rental: Our next idea is still focused on kids because we know that when kids are busy, their parents can enjoy themselves and spend money. Instead of having an unused space in the mall, we could make profits by creating a bike park with hills, turns, and bumps where children can have fun and cycle around for hours.

Figure 4.3: Bike Park Prototype

Idea #3: Boardgame cafe: A board game cafe has hundreds of board games for individuals to play. They have Game Master who can brief you on games you might appreciate and provide you with a quick rundown of the rules so you can start playing immediately. People from any age range can come to the cafe to play the game either with friends or come along and meet gamers onsite. Because playing might get a little tense when you have to think a lot of the strategies to win, there would be a coffee shop on the premises where one could buy a piece of cake, a snack, or an iced latte.

Figure 4.4: Boardgame cafe prototype

POV 2: In what ways can we make Rainforest shopping mall feel very natural and reflect its name?

Idea #4: Bamboo forest labyrinth: In the middle of the mall, using bamboo, we could create a labyrinth leading to a hidden cafe or shop in the middle. Depending on the scale of the labyrinth, different entrances/exits could be created, allowing people to enter and exit at different places in the mall. The labyrinth is meant to bring serenity and tranquility amidst the crowded nature of a shopping center. For that, mixing green bamboo with clear light and pure white would make the space conceptual and ethereal, causing the visitor to feel relaxed and soothed.

Figure 4.5: Bamboo Labyrinth Prototype

POV 3: In what ways can we attract families to come to the Rainforest shopping mall?

Idea #5: Themed event: Every year, all year round, there are festivities regarding Valentine's Day, Easter, Earth Day, Christmas, and many more. There are more than 300 different kinds of holidays to choose from worldwide. Of course, the most famous one would need to be celebrated as in all of the malls in Thailand. Nevertheless, to increase awareness and boost sales, the mall should celebrate other days not typically celebrated in Thailand, such as Earth Day. For example, in Europe, Earth Day is an event to support the environment. On that occasion, many big companies and individuals turn off their lights for an hour to support the environment.

As the name of the mall indicates, it should have some action towards the environment because the rainforest is actually in danger with the tree cutting endangering the life of the rainforest. The mall could raise awareness among their customers and show their actions toward the environment in that state of mind.

That would be good for the customers coming to the mall to gain knowledge of what is happening and be a good point for the mall, showing that it is not just a name but that they are also taking action in that sense. For another example, we could talk about the weirdest national day, such as Super Mario Day or World Compliment Day, among many others, and use them to have a fun activity and bring people in.

Figure 4.6: Themed Event Concept

POV 4: In what ways can we make the restaurant's food option change or attract the same people?

Idea #6: Children's restaurant: While parents enjoy a delicious brunch, kids are put to work preparing pizzas, cakes, and more. Everyone ends up around the table! This workshop would be available on the weekend during lunchtime for a small fee. However, if your kids do not like to cook, it is ok; we got you. If your children get fidgety at restaurants? This place is sure to make your life simpler! While parents are busy eating their delicious food, the restaurant also offers a unique service: children can use some energy in a game room. While parents

monitor the kids through CCTV, they can relax and enjoy a nice lunch or dinner with their loved ones. Furthermore, do not worry; they are not alone; one of the staff will be here to watch them and make sure everything is running smoothly.

Figure 4.7: Children's Restaurant Concept

Mixed & match combination: The pandemic has influenced customer habits and preferences, leading to shifts in conduct, drivers, and attitudes. With a return to on-premise dining, operators have new chances to drive customer demand for appetizers, small plates, and side dishes. Whether it is their first time dining with you or they are regulars, using this small plate concept to mix and match eliminates the risks of trying something new. Regular customers may order the same dish every time because they love it, while they want to taste something else in the back of their minds. Likewise, new diners are not sure what to try first.

By allowing them to mix and match these small plates, they get the best of everything. They can try a variety of things in a much more affordable way, discovering new favorites that they may opt to order as a full plate on a later visit. When dining out with friends and loved ones, the mix and match concept allows

easier shareability of meals. Everyone can pick a few small plates and try them out. If they are still hungry, they can order more without overwhelming their stomachs or wallets. These little tastes from small plates go over big for creating a wonderful dining experience.

Figure 4.8: Mix & Match Concept


Extra: Rainforest go:

The idea is to open a similar concept store in the mall and be the first in Thailand. Amazon go is an automated grocery store. The outlets mainly focus on convenience food-- pre-prepared lunches, dinner kits, ready meals-- and hold a range of other grocery articles. However, automation is a unique thing about Amazon Go stores. The system scrutinizes the products you pick and bills them to your Amazon account as you exit the store. The only thing you ought to do is download the Amazon Go app on your smartphone.

Being the first shop like this in Thailand would bring media and word of mouth all over the country, bringing more people, even if they are not in the area.

Using machine learning, sensor technology, machine vision, and artificial intelligence, Rainforest Mall could be the host to the first cashier-less shop.

Rainforest could partner with 7-11 to develop this kind of store.

Figure 4.9: Rainforest Go Concept
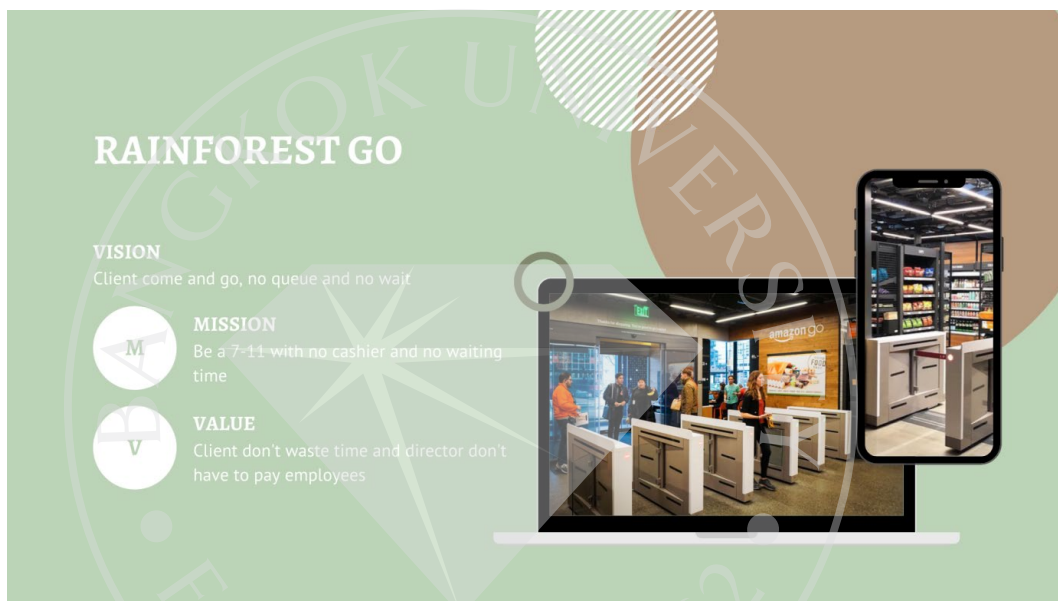
4.2.5 Prototype

After concluding the other steps of the Design Thinking process, a scaled-down version of an idea that echoes all the suggested ideas above was given a brief interactive digital model. The prototyping stage seeks to turn these ideas into something tangible which can be tested on real users. This is vital in preserving a user-centric method, permitting one to collect feedback before going forward and designing the whole product. This guarantees that the final design solves the user's problem.

4.2.6 Test

The prototypes are presented to actual users in the fifth step of the Design Thinking process to gauge their reactions. Observations were made of the target

users' (the four personas') interactions with the prototype during the testing phase. Feedback on the users' experiences was gathered all along the way.

4.2.7 Summary of Analysis

This chapter shows the presentation of data collected from fieldwork through the empathic interviews which took place on Sunday 10 October and Monday 11 October 2021 at the Rainforest Mall. Only a few shops were open such as Tesco and KFC, and during the two days, data were collected from 33 respondents of Thai nationalities.

The analysis brought about the creation of four personas (two primary and two secondary personas representing most of the interviewees) who are reliable and realistic representations of the key audience segments for reference. The pain points and POV of the personas were identified in order to further examine the ideation process. Different ideation techniques were develop to enhanced solutions to previous Point of Views (PoVs). The first one used was brainstorming where the conventional group problem solving can often be undermined by unhelpful group behavior. This exercise allowed us to develop between 20-30 potential ideas/solutions for each POV. After finishing the ideation stage, the Solutions and Prototypes stage was carried out where all the POV were executed for an effective solution with the Prototype and the Test.

CHAPTER 5
CONCLUSION AND DISCUSSION

5.1 Summary

This study examined the use of design thinking for developing ideas that could lead to the development of a community shopping mall which were tested by customers. Using the 5 steps of Design Thinking, we were able to identify some development opportunities by prioritizing the consumer's needs before anything else.

We demonstrated, on a small scale, that the design thinking approach could be used as a way to develop novel ideas/solutions that could contribute to the development of a local community shopping mall as well as to develop any other kind of concept.

With the help of local potential customers, we were able to gather data which helped us during the ideation stage. We selected the best ideas out of all the ones that were gathered then with the use of the "Now How Wow" matrix we were able to select the ideas that were deemed the best.

Our review of practical research on the use of design thinking in developing a new community mall provides new insight into the value of this increasingly popular approach to problem-solving. It generally implies that using design thinking tools in development triggers an experiential learning approach that ultimately helps the evolution of organizational cultures represented by a user-centric focus, cooperation, risk-taking, and understanding, which sustains the further use of design thinking tools. Notably, the material artifacts and emotional experiences resulting from design thinking provide sources of thought that aid organizations in constructing such mind thinking.

This study collected data of 33 respondents to the questionnaires from customers who visited the Rainforest mall and had experienced the shopping mall with a response rate of 90.6%. The study showed that the majority of the respondents were male (57.8%) while 42.2 % of the respondents were female. Majority of the respondents were between 25-34 years of age. The majority of respondents are business owners (26.1%), full-time employees (24.2%) and part-time employees (20.7%). Most of the respondents are earning monthly incomes between 25,001 to 50,000 THB, this shows they have enough spending capacity to afford to visit the shopping mall

5.2 Main Learnings

This study provides review of service delivery to customers in a community shopping mall in Thailand in order to ascertain the effectiveness and efficiency of the mall brand reputation and enhance their customers' trust for regular customers' repurchase intention. This study will also facilitate the community shopping mall managers/operators to take decisive decisions in developing their service delivery with an effective design thinking approach, and enable them to identify areas where more attention needs to be imputed. It is also very useful to service planners and community shopping mall policy makers by helping to identify any area of service provision that need modification or improvement.

5.3 Academic Contributions

For this study Design thinking has helped in creative solving the business challenge with the community shopping mall. Hence an opportunity finding, mindset and methodology with a bias toward action for this study has puts the emphasis on empathizing with the customer, clearly defining the community shopping mall challenge, collaboratively ideating solutions, and then prototyping and testing for those solutions.

Design thinking for this study has focuses more on users and their needs, encourages brainstorming and prototyping, and rewards out-of-the-box thinking that takes "wild ideas" and transforms them into real-world solutions for the community shopping mall business challenge. Also, the Design thinking for this study has enable teaching young students on how to develop a growth mindset and important business challengesolving, analytical and spatial thinking skills. Finally, this study would also contributes to the body of existing literature in the field of community shopping mall development, its services and expand the frontier of research especially in Thailand.

5.4 Practitioner Contributions

The three imperatives for community shopping mall project management emerge as a result of managing the explorative stage, stakeholders' involvement in the project, and managing the customers concerning the strategizing process of the firm to uphold the continuous customers' trust and the repurchase intentions of the customers.

I propose that design thinking, a recent shift in design, can significantly contribute to these imperatives, as cited above. Practitioners and academia have emphasized design thinking as a novel methodology potentially helpful for improving innovative results of community shopping mall developments, services, or strategies.

5.5 Suggestion for Future Research

These understandings indicate that future investigations may continue to study the experiential nature of design thinking strategies to improve our learning of the cultural change, sensemaking, strategy formation, and empathy in development and communities. We hope our findings incentivize scholars to follow and publish design thinking and development in a broader set of management journals.

Future research should also look into the potential of expansion onto another land owned by the client located near Assumption Business Administration College (ABAC), constituted of 100 rai. This land located 10 kilometers from Rainforest could have an impact on the current sales at Rainforest, by researching a different way of connecting both malls to attract new customers and impact the sales.

Customer trust should be investigated further in terms of different dimensions and facets of trust. The study should concentrate on two main directions: the first is an examination of trust in terms of its dimensions (one, two, or four), and the second is an examination of trust in terms of its facets (effects). Customers' repurchase intentions, word-of-mouth intentions, and purchasing frequency are the main aspects of trust in this study.

Future research should also look into how the sample could be increased, with more personas and collect data every day at different hours: with an increased sample more reliable result could be achieved.

Future research should also look into what other methods could be used to complement the initial design thinking approach used to collect data: other research methods that could be used are Systems Thinking (this method borrows from the realm of engineering with the objective to describe the inputs, interrelated problems, and outputs to understand the larger context and sub challenges in trying to solve the problems) and grounded theory (this is an exploratory research through which problems can be better understood within the context or scope of the research and then possibly apply action research to solve the wicked problem).

5.6 Conclusions

One of the most significant objectives for shopping mall top management to accomplish is to show how brand reputation affects customer trust and the

intention of the consumers repurchase intention during their next visit to the mall. Therefore, the top executives of shopping centers need to know how to deliver high-quality service and how to integrate it into their company's operations. The service industry's unseen, heterogeneous, non-divisible, and easy-passing qualities might cause customers to feel uneasy and unsafe. Customers' worry is decreased, and their sense of security is elevated by upholding a positive brand reputation and a high standard of communication with them. As a result, creating solid customer relationships has emerged as a primary goal for companies like shopping malls. The service sector at shopping malls must also consider how to retain a strong brand reputation and relationships with customers.

To ensure that the community shopping mall administrators make the best selections possible, the several planned steps are as stated below: A game called a "scavenger hunt" was suggested, in which the organizer compiles a list of specified items that players must collect or accomplish in order to win. The most important thing would be to spread awareness of this game because kids would come from that. Furthermore, when a kid comes, their parents come along. While the kids are busy, the parents can enjoy some alone time and go shopping or eat something while waiting for the kids.

The aim behind the bike park with bike rentals was to maintain the focus on children since while children are occupied, their parents can have fun and spend money. Profits might be earned by building a bike park with hills, curves, and bumps so kids can have fun and ride their bikes around for hours rather than having an empty spot in the mall.

The Boardgame Cafe: A board game cafe with hundreds of board games for customers to play has also been suggested. Anyone of any age can visit the cafe to play the game, either with companions or by themselves and meet other players there. The Bamboo Forest labyrinth was also proposed in the middle of

the mall, using bamboo to create a labyrinth leading to a hidden cafe or shop in the middle causing the visitor to feel relaxed and soothed.

It was also suggested that the mall observe other days that aren't generally observed in Thailand to promote awareness and boost sales. It would be beneficial for the mall to increase customer awareness of environmental issues and demonstrate its commitment to doing so. This would also serve as a selling factor for the mall by demonstrating that it is more than just a name and that real action is being taken. A children's restaurant is also suggested, where a delicious brunch was prepared for the kids (including pizzas, cakes, and more) while their parents were busy dining and felt relaxed while watching their children via CCTV.

A member of the staff would also be present to keep an eye on the kids and ensure that everything was going according to plan. The operators have new opportunities to drive consumer demand for appetisers, small plates, and side dishes after the pandemic has impacted consumer routines and priorities, leading to changes in behaviours, drivers, and attitudes. The Mixed & Match combination is also suggested with a return to on-premises dining. They are able to combine these small plates in various ways, which gives them the best of everything and these tiny flavours from tiny plates go a long way toward making a delightful dining experience.

The first automated grocery shop in Thailand will be the Rainforest Go stores, which will be similar to the Amazon Go stores. Being the first shop like this in Thailand, this would bring media and word of mouth all over the country, bringing more people, even if they are not in the area.

The first cashier-less store may open at Rainforest Mall using machine learning, sensor technologies, machine vision, and artificial intelligence.

Furthermore, this study's crucial performance analysis, which is illustrated above, suggests that malls should always look for ways to stand out from the competition and draw in new customers. Community shopping centres should therefore enhance their offer dimensions by effectively and continuously honouring their commitment to deliver service when required. Additionally, shopping centres should improve by regularly insisting on error-free records in the provision of their services. Finally, managers of community shopping centres should work to raise the level of after-sale service quality by continuously being polite to consumers and acting in a way that inspires trust.
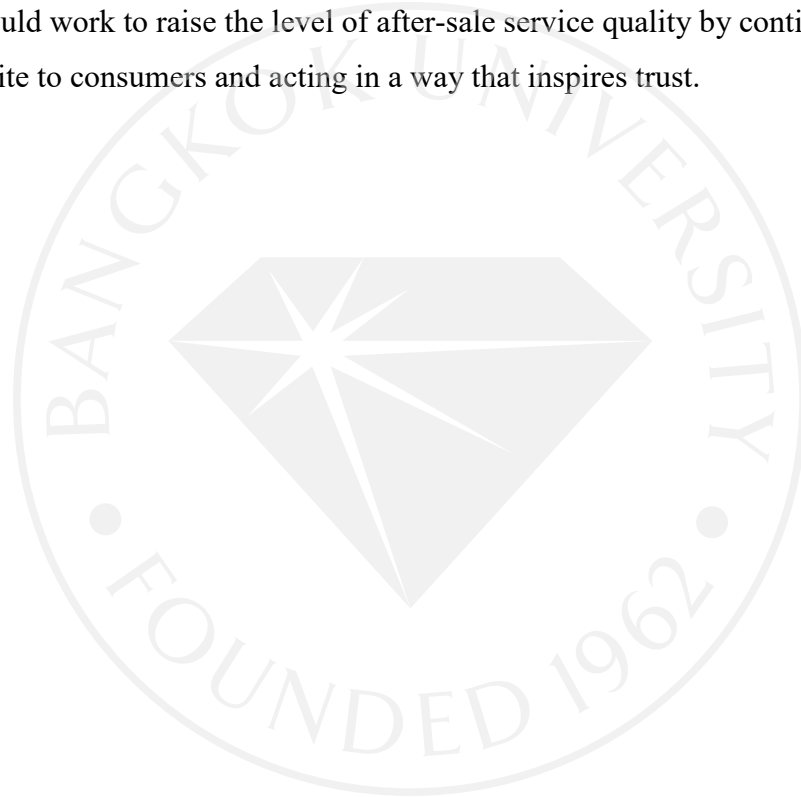
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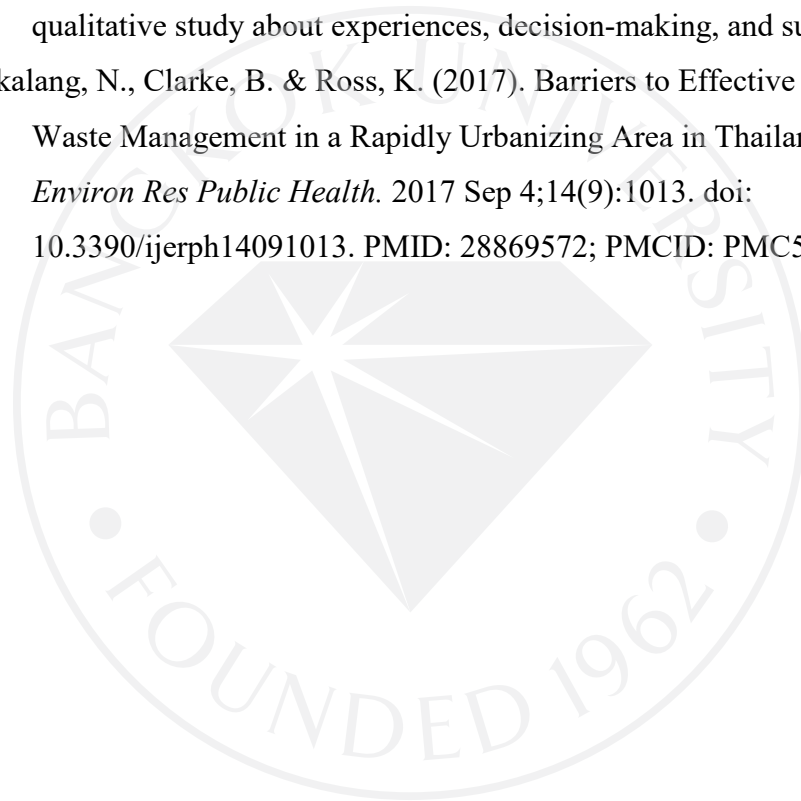
APPENDICES

APPENDIX A

A.1. Questions used for Interviews

1.   What is your name ?

2.   What is your gender ?

3.   How old are you ?

4.   What is your monthly salary ?

5.   What is your marital status?

6.   How many kids do you have ?

7.   Do you live in the area ?

8.   How many minutes driving do you live from here ?

9.   How often do you stop by here ?

10.   Why did you decide to come here instead of another mall ?

11.   What do you like about here ?

12.   What don't you like about here ?

13.   What kind of activities would you like to see happening in this mall ?

14.   What kind of store would you like to see opening ?

15.   What is your favorite mall in Bangkok ?

16.   What would be your dream shopping mall ?

17.   What do you think about the name of this shopping mall « RAINFOREST » ? What do you expect to find here when you hear such a name ?

18.   If you could change one thing about malls, what would it be ?

APPENDIX B

Customers' Personas

Primary Personas:

Real picture	**About Aroon:** Aroon is business enployee, he is a father of one and happily married. Everyday when he goes or come back to work he pass by the Rainforest. His priorities are to find cool and cheap place where him and his family can go after he's back from work.	
Aroon	**Personality & Interests:** Likes to have quality time outside the house Enjoy when his child is busy and happy Likes to see before buying	**Goals:** Shouldn't be expensive Easy access
Age: 31		
Occupation: Sales rep	**Pain points/Frustrations:** • There is not enough seating areas • Malls are usually made from bricks and mortars, no greenery	**Motivations:** Aroon wants her child to be happy and content.
Education: Bachelor degree		
Location: Bangkok		
Family Status: Married		
Comfort with Technology: L —————● H	**Challenges:** After he finish working he need to come back home to help his wife and he doesn't really have time.	**Needs and expectations:** Find a chill comfortable place where it's possible to relax and also eat or shop.
Persona: Primary		

Real picture	About Namnuea: Namnuea is a mother of 2 young childrens. She takes care of her kids and her parents who are staying with her. She likes to go out with her children once in a while to do some fun but cheap activities. She doesn't own a car so she is always looking for proximity. Their house is located 20 minutes away from the mall.

Namnuea

Age: 29

Occupation: Housewife

Education: High school

Location: Bangkok

Family Status: Married

Comfort with Technology:

L ●——— H

Persona:
Primary

Personality & Interests:
When her husband is working, she has to take care of her kids and her parents and she is always busy with the chores, the cooking and the kids.

Goals:
She always look for discount when going shopping. She is also on the lookout for new activities for her kids.

Pain points/Frustrations:
- Hard to keep track of all the discount from different stores
- Children activities are nice but always so expensive for her

Motivations:
She wants her parents, husband and kids to be happy no matter what

Challenges:
It's difficult to go out without a car when her husband is working. She'd love to find a place where all her family can come and enjoy something together.

Needs and expectations:
- Want a way to keep organised with discount from different shops
- Want to find a nice place that is easy to go to and offer inexpensive experience

Secondary Personas:

Real picture	About Tim : Tim is young and has a great living style. He is hardworking but liked to go out before the pandemic. He is living alone and works from home. Tim is single and is not currently looking for a partner as he enjoy spending time with friends and being free. He lives near the Rainforest and goes there to do his groceries. He is looking for cool and lively places to hang out at night with friends.

Tim

Age: 24

Occupation: Designer

Education: Master degree

Location: Bangkok

Family Status: Single

Comfort with Technology:

L ●——— H

Persona:
  Secondary

Personality & Interests:
After work he likes to have a drink with his colleagues/friends
He also enjoy simple things like nature and sports.

Goals:
To allies sport and recreational activities with friends.

Pain points/Frustrations:
· Doesn't like crowded area because they are noisy
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Motivations:
Enjoy his young life without having to worry about tomorrow.

Challenges:
Would rather go out than go to work.
Find a co-working place that is not too crowded and modern.

Needs and expectations:
Freshness and greenery spots

Real picture	About Sataw: Sataw is a business woman who earn a comfortable salary. During the week-end she enjoy driving around to discover new places and spend money with her husband or friends. She has a house located near the Airport Link and enjoy how easy it is to reach the center of Bangkok

Sataw

Age: 30

Occupation: Analyst

Education: Bachelor

Location: Bangkok

Family Status: Married

Comfort with Technology:

L ——————●**H**

Persona:
Secondary

Personality & Interests:
Dining and shopping.
Electronic

Goals:
She like getting lost in shopping but not in the mall

Pain points/Frustrations:
- She gets bored of eating the same things too many times
- She is always looking out for new shops or new things to try

Motivations:
She wants to understand the reward program available and attend interesting events or activities during the weekend.

Challenges:
.She likes going to the mall but once a while she get bored of doing the same thing again and again

Needs and expectations:
- Need recommendations for dining and shopping
- Easy navigation through the mall
- Rewards for her purchase

BIODATA

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