



SHOPPING CENTRES
ASSOCIATION OF INDIA



MALL TALK



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Anjeev Kumar Srivastava
COO, SCAI

With the monsoon rains drenching much of India, the season brings a mix of welcome relief and urban challenges like waterlogging and traffic woes. Amid this unpredictability, indoor spaces especially shopping malls emerge as comfortable refuges for consumers seeking both shelter and entertainment.

Recognizing this seasonal shift in consumer behavior, malls across the country are seizing the opportunity to position themselves as go-to destinations. Monsoon-themed food and fashion festivals, along with the much-anticipated End of Season Sale (EOSS), are taking center stage. These timely campaigns aren't just reactive—they're part of carefully curated annual calendars that shopping centers now plan with strategic foresight, a practice refined in the post-pandemic era.

The EOSS in particular has grown into a national retail phenomenon. With customers eagerly awaiting deep discounts and attractive offers, malls are pulling out all the stops to create a high-energy environment that turns every visit into an experience.

To keep the momentum going, shopping malls are going beyond just deals. They're curating immersive experiences—live music, fashion showcases, chef-led food workshops, and kid-friendly zones to engage different audience segments. Interactive games, loyalty perks, and thematic decor further elevate the ambiance, transforming malls into vibrant hubs of culture, commerce, and community.

As the rains continue to fall, malls are proving that a cloudy day can still deliver silver linings through thoughtful engagement, festive spirit, and memorable moments for every shopper who steps inside.

Anjeev Kumar



Playing to Win Every Day

Why Operational Excellence Is Becoming the Ultimate Competitive Advantage for India's Shopping Centres

Jayen Naik

President – Operations,
Nexus Select Trust

HOW OPERATIONAL EXCELLENCE CREATES EXCEPTIONAL SHOPPING CENTRES - R S Roy

Walk into any successful shopping centre and everything appears effortless.

The lights are on before the first visitor arrives. Escalators move seamlessly. Washrooms remain spotless despite thousands of daily users. Parking flows smoothly. Retail stores are fully stocked. Security is reassuring without being intrusive. Every employee, from the concierge to the housekeeping associate, seems to know exactly what needs to be done.

Customers rarely notice these details. They simply conclude that it is "a great mall."

Yet, behind every memorable shopping experience lies one of retail's most demanding disciplines—operations. Unlike architecture, leasing or marketing, operations is largely invisible when executed well. But it is also the one function that influences every customer interaction, every retailer relationship and ultimately every business outcome.

Speaking at the SCAI Masterclass, "Operations – Playing to Win Every Day," Jayen Naik, President – Operations, Nexus Select Trust, offered a compelling perspective on why operational excellence has become the defining differentiator for modern shopping centres.

Rather than discussing operations through manuals, checklists and standard operating procedures, he presented a simple but powerful philosophy built around a deck of playing cards, demonstrating how every operational decision contributes to creating exceptional shopping destinations.

Every Morning, the Score Returns to Zero

One of the most memorable moments of the masterclass came through an analogy from cricket.

Jayen reminded participants that despite scoring one hundred international centuries, Sachin Tendulkar never walked onto the field carrying those runs with him. Every innings began at zero. His records, achievements and reputation meant little unless he performed again on that particular day. Mall operations follow exactly the same principle. A shopping centre may have built an outstanding reputation over several years. It may have won awards, achieved record footfalls or become the preferred destination in its city.

EVERY MORNING, THE SCORE RETURN TO ZERO.



None of those achievements matter if today's customer encounters an untidy washroom, a broken escalator, an unhelpful security guard or long queues at the parking exit.

Customers judge a mall only by the experience they receive that day.

For operations teams, therefore, success is never permanent. Excellence must be recreated every single morning when the mall opens its doors. Yesterday's performance becomes history; today's execution determines tomorrow's reputation.

Operations: The Invisible Engine That Keeps Malls Winning



Teams must anticipate customer movement, retailer logistics, statutory approvals, preventive maintenance schedules, emergency preparedness, energy efficiency, parking management and seasonal demand fluctuations. Festivals, blockbuster movie releases or major promotional events can dramatically alter customer behaviour, making detailed planning indispensable.

However, planning alone has little value unless it is translated into flawless execution. Customers never experience planning documents; they experience implementation. Every escalator that functions, every clean restroom, every well-managed event and every seamless customer interaction reflects operational discipline rather than operational intent.

Equally important is standardisation. Great shopping centres do not depend solely on talented individuals. They document successful practices, convert them into standard operating procedures and create systems that ensure consistency regardless of changes in personnel. Continuous improvement becomes embedded within the organisation rather than remaining dependent on individual experience.

Most business functions contribute to the success of a shopping centre, but operations occupies a unique position.

Marketing can attract visitors. Leasing can curate the right brand mix. Finance can optimise profitability.

However, operations is the only function that begins before the first customer arrives & continues until long after the last visitor leaves.

It is also the only department that touches every stakeholder—customers, retailers, employees, vendors, service partners, regulators and the surrounding community.

Jayen compared this central role to the Ace in a deck of cards. Just as the Ace can occupy both the beginning and the end of a sequence, operations forms both the foundation and the culmination of every shopping centre's performance.

Operational excellence begins with meticulous planning. Launching a new mall or integrating an acquired asset requires far more than opening stores.



Operational Excellence Begins with People

While processes and systems are essential, Jayen repeatedly emphasised that operations remains fundamentally a people business.

Customers may forget the name of a mall executive, but they rarely forget how people made them feel.

He illustrated this with a simple example. An elderly guest enters the mall and visibly requires assistance. A wheelchair is available, yet no one notices or offers help. Technically, the facility exists. Operationally, however, the experience has failed.

Hospitality begins not when customers ask for assistance but when employees anticipate their needs.

This philosophy extends beyond customers to retailers as well. Shopping centres often view retailers primarily as tenants occupying leased space. Jayen challenged this conventional thinking by reminding participants that the mall's success is inseparable from the retailer's success. A retailer generating healthy business contributes to occupancy, rental sustainability and the destination's long-term appeal.

He shared an insightful example from a large promotional sale where retailers required merchandise replenishment during business hours. Instead of allowing stock movement to inconvenience shoppers, the operations team converted inventory trolleys into attractive branded communication units, enabling merchandise to move discreetly while simultaneously promoting ongoing offers. It was a simple operational innovation, but one that reflected an important mindset—solving problems without compromising customer experience.

Perhaps the strongest message was reserved for frontline employees.

Customers rarely interact with senior management. Their impressions are shaped by security personnel, parking attendants, housekeeping associates, maintenance technicians & customer service executives. A spotless washroom, a courteous greeting or prompt assistance during a difficult situation often creates a stronger emotional connection than any advertising campaign.

Operational excellence therefore depends as much on respecting, training and empowering frontline teams as it does on investing in technology or infrastructure.

Creating an Environment That Inspires Confidence

Today's shopping centres compete on far more than retail mix. They compete on trust.

Consumers increasingly choose organised retail because they expect a safer, cleaner and more reliable environment than traditional shopping streets.



Safety has therefore become one of the most critical responsibilities of mall operations. Effective emergency preparedness, CCTV surveillance, structured incident response, fire safety compliance, crowd management and preventive risk assessment all contribute towards creating an environment where families feel secure spending several hours.

Hygiene, meanwhile, extends far beyond house-keeping.

A burnt-out signboard, neglected landscaping, overflowing cartons outside a retail store or poorly maintained common areas quietly communicate operational standards. Customers may never consciously analyse these details, yet collectively they influence perceptions of quality.

Jayen argued that successful operations teams develop the ability to notice what others overlook. Small imperfections corrected promptly often prevent larger disappointments later.

Service has also emerged as an increasingly important differentiator. Technology-enabled parking, digital ordering at food courts, family rooms, accessibility for senior citizens, dedicated facilities for parents with infants and innovative wayfinding solutions all contribute towards making shopping more convenient and enjoyable.

Every improvement that removes friction from the customer journey strengthens the emotional connection between visitors and the destination.



BEYOND SATISFACTION LIES DELIGHT



One of the most thought-provoking ideas from the session was the distinction between customer satisfaction and customer delight.

Satisfaction simply means meeting expectations. Delight begins when a shopping centre consistently exceeds them.

Operations plays a central role in creating these moments of delight because it influences every stage of the customer journey—from arrival and parking to shopping, dining, entertainment and departure.

However, the impact of operational excellence extends far beyond customers.

Successful operations enable retailers to grow their businesses, create better working environments for employees, strengthen partnerships with vendors, improve financial performance for stakeholders and contribute positively to the surrounding community.

Shopping centres today are no longer merely commercial assets. They have evolved into community destinations where families gather, children play, festivals are celebrated and cities come together. Operations therefore carries responsibilities that extend beyond retail into the broader social fabric.

Agility Will Define the Next Generation of Shopping Centres

While discipline and consistency remain essential, Jayen concluded by introducing another equally important capability—agility.

Consumer expectations continue to evolve rapidly. Technology is transforming retail. Artificial intelligence is reshaping planning and decision-making. Sustainability is becoming central to operational strategy. Customer journeys are increasingly omnichannel.

Shopping centres must therefore learn to adapt continuously without compromising operational fundamentals.

Jayen offered a balanced perspective on artificial intelligence. AI can significantly enhance planning, predictive maintenance and decision support, but it cannot replace judgement, empathy or execution.

Technology should strengthen operations teams, not substitute them.

The shopping centres that thrive over the coming decade will not necessarily be those with the largest investments or the biggest retail brands. They will be those that combine operational discipline with organisational agility.

Playing to Win—Every Single Day

Perhaps the greatest insight from Jayen Naik's masterclass is that operational excellence is not a destination; it is a daily commitment.

Customers never applaud perfectly executed preventive maintenance schedules. They rarely notice well-designed operating procedures or compliance checklists. What they remember is how the mall made them feel safe, welcome, comfortable and valued.

Those feelings are created through thousands of operational decisions made every single day by teams working quietly behind the scenes.

That is why operations remains retail's most invisible competitive advantage.

Like Sachin Tendulkar walking out to bat, every shopping centre begins each morning with a score of zero. Yesterday's achievements offer no guarantee of today's success.

Winning belongs to those who prepare meticulously, execute consistently, care genuinely and improve continuously.

In the end, great malls are not remembered because they deliver excellence once. They are remembered because they make excellence appear effortless—every single day.

"Every morning the score returns to zero. Operations must play to win every day."



R S Roy, Retail Intelligence, Images Group

With over four decades of association with the Indian retail industry including 25+ years at the IMAGES Group—R. S. Roy has played a key role in the formation of the Shopping Centres Association of India.

He currently serves as Executive Director of the Trusted Board, leading the vision of the Trusted Mark Certification Scheme for retailers and shopping centres. A prolific industry chronicler, Roy has authored over 5,000 articles and reports documenting the evolution of Indian retail in India and globally.



BEYOND PRICE TAGS: WHY THE NEXT COMPETITIVE EDGE IS EMOTIONAL PRICING

For years, marketers have organised customers by demographics, purchase history and browsing behaviour. They knew what people searched for, clicked on and bought. What they rarely understood was how customers felt while making those decisions.

That is beginning to change.

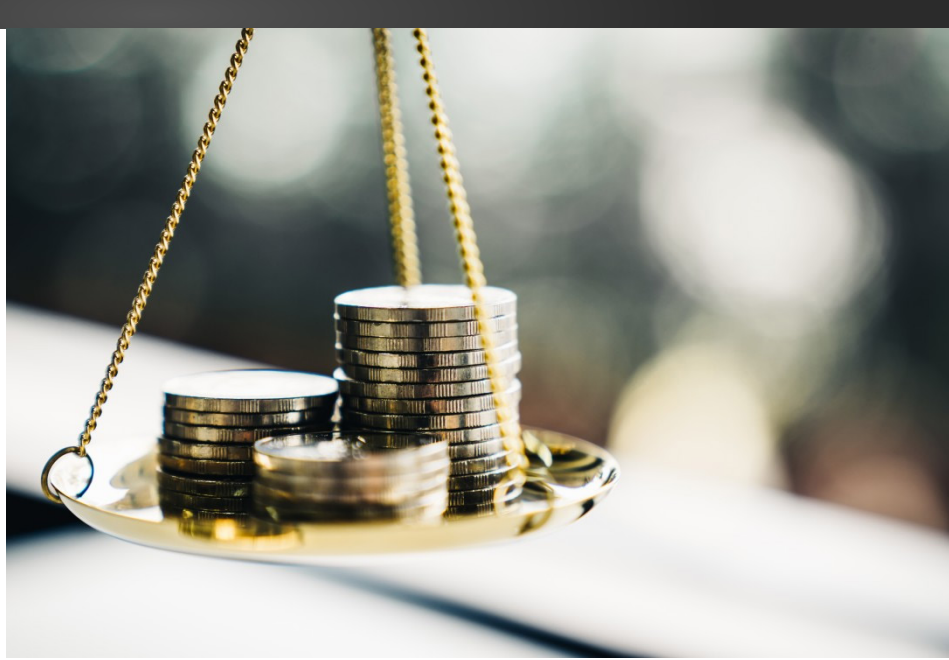
A growing concept known as **emotional metadata** is encouraging marketers to classify content not simply by category, but by the emotional response it creates. Instead of focusing solely on products, brands are starting to identify whether a message reassures, motivates, comforts or creates urgency, and then matching that emotional state with consumers in real time.

Shift underway

The shift reflects a broader reality: people rarely make decisions in a purely rational frame of mind. Their mood, context and state of mind often matter as much as price or product features.



For marketers, this represents a fundamental change in how customer data is interpreted. Traditional segmentation grouped audiences by age, income or geography. Emotional metadata adds another layer by asking what frame of mind a consumer is in at a particular moment and how communication should adapt accordingly.



Advances in AI and large language models are making this increasingly possible. Behaviour such as scrolling speed, search intent, browsing patterns, and time of day can offer signals about a consumer's emotional state. Someone searching for investment options may be driven by ambition, while another looking for safer alternatives may be motivated by uncertainty. The content they receive can now be tailored to those different emotional contexts.

The implications extend beyond messaging.

Evolution is big

As brands become better at recognising emotional context, pricing strategies are also beginning to evolve. Rather than asking only what consumers are willing to pay, marketers are exploring how willingness to pay changes depending on emotional state, urgency and circumstance.



Elements of this already exist in today's digital economy. Ride-hailing platforms use surge pricing during periods of high demand. Airline fares often increase after repeated searches. Food delivery platforms adjust pricing during peak periods when convenience becomes more valuable.

Emotional pricing takes this thinking further by considering not only demand but also consumer sentiment.

For marketers, the opportunity lies in balancing relevance with responsibility.

Key considerations include:

- **Measure emotional elasticity, not just price sensitivity.** Understand how different emotional states influence purchasing decisions.
- **Position value around emotional outcomes.** Consumers often buy reassurance, convenience or confidence as much as they buy products.
- **Time offers intelligently.** Festivals, salary periods, exam seasons and late-night consumption all create distinct emotional contexts.
- **Build trust alongside personalisation.** Emotional intelligence should strengthen customer relationships, not create the perception of manipulation.
- **Measure long-term loyalty, not only short-term revenue.** Sustainable pricing strategies create confidence rather than buyer's remorse.

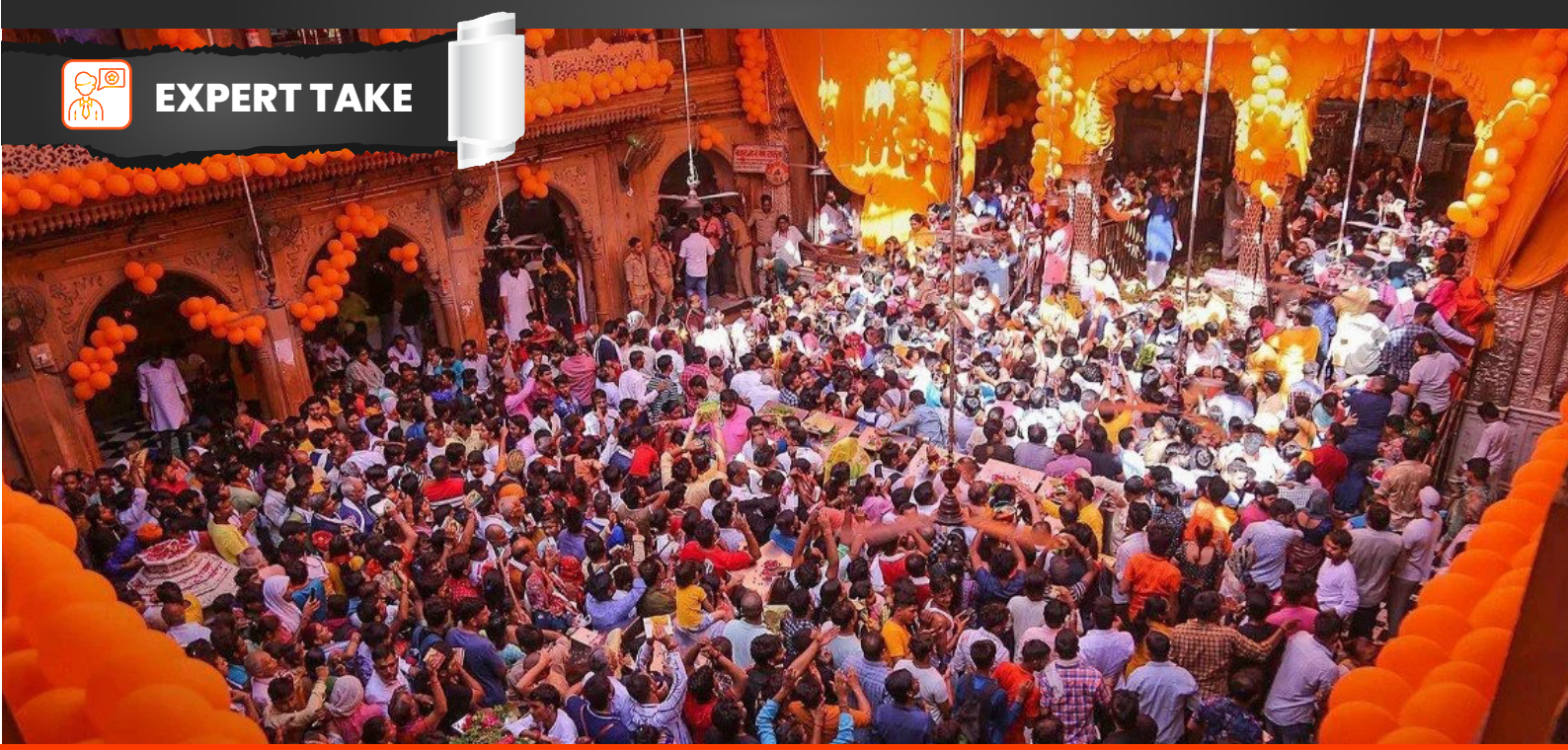
The real promise of emotional metadata is not simply better targeting or higher conversion rates. It is the possibility of making marketing more context-aware and more human.

Consumers are increasingly willing to engage with brands that understand how they feel, not just what they buy. The challenge for marketers will be ensuring that emotional intelligence is used to build trust rather than exploit vulnerability.

The future of pricing may therefore be less about products and more about psychology. Brands that recognise this shift thoughtfully are likely to create stronger customer relationships. Those that push the model too far may discover that while emotions can increase conversion, they can just as easily erode trust.



We welcome your feedback at
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WHAT A PILGRIM TOWN IN BRAJ IS TEACHING US ABOUT THE FUTURE OF THE SHOPPING CENTRE

There is a moment, just before the evening aarti in Vrindavan, when the lanes around the temples fill so completely that the crowd stops being a crowd and becomes a current. You don't walk through it; you are carried by it. We have stood in that current many times now, and each time we catch ourselves returning to a slightly heretical thought for anyone who works in real estate: this is the most powerful footfall we have ever encountered, and almost none of it was designed for.

That observation, we've come to believe, is the most important conversation our industry isn't yet having loudly enough.

Consider the arithmetic. The Braj region today draws roughly 9 crores plus pilgrim-tourists every year. The regional development vision now shaping Mathura-Vrindavan expects that number to reach about 20 crores plus by 2041, with the entire belt being steered toward a net-zero-carbon future — tourist vehicles giving way to electric public transport, water bodies and sacred groves revived, and movement organised around small circum-ambulatory circuits, the *parikrama* paths, that a visitor walks rather than drives. For most of us in shopping centres, a catchment that more than doubles in fifteen years is the kind of number that ends an argument. Here it is merely the backdrop.

And to put that backdrop in context: when Ayodhya's temple opened in 2024, the town recorded over 13 crore visitors in nine months, outpacing even the Taj Mahal. Vrindavan, on a single Jan-mashtami in 2025, absorbed close to six million devotees in a matter of days. India's faith economy is no longer a niche curiosity. It is quietly redrawing the country's retail map, and it is doing so in places our sector has historically treated as too small, too seasonal, or too sacred to plan for properly.

We want to make the case that this is a mistake — and that getting it right asks something quite different of us than another enclosed box with a multiplex on top.

The pilgrim is not the shopper we know

Everything in modern retail planning is built around a particular person: someone with discretionary time, a weekend, a comparison-shopping mindset, a propensity to linger. The pilgrim is almost the opposite. Their time is spoken for by *darshan* timings and ritual. Their spending is emotional and occasion-led — an offering, a keepsake, a gift carried home as proof of a journey. They arrive in vast, compressed surges around festivals and recede in between. They are loyal in a way no loyalty card can manufacture, because many of them return year after year, generation after generation.

This is not a weaker consumer. It is a different one, and one our industry is poorly tooled to serve. The instinct to drop a standardised format into a temple town – the same anchors, the same atrium, the same air-conditioned sameness – fails twice over. It fails commercially, because it answers questions the pilgrim isn't asking. And it fails the place, because a glass facade in a sandstone landscape reads as an intrusion, not an invitation.

Constraint as a design brief

What makes Braj genuinely instructive is that the regulatory environment refuses to let you take the lazy route. Development here sits inside a dense lattice of statutory discipline – the Mathura-Vrindavan Master Plan, the Braj regional vision with its 2041 horizon, and, decisively, the Taj Trapezium Zone, with its Supreme Court-monitored controls on emissions, fuel, height and green cover.

It would be easy to read all of this as a wall of "no." We've come to read it as the brief. The clean-fuel mandate pushes you toward pedestrianised, walkable commerce – exactly the kind of high-street experience global retail keeps trying to recreate artificially. The height and heritage controls force vernacular architecture, courtyards and kund-inspired water features that a pilgrim actually wants to dwell in. The mandatory green belts become shaded congregation space rather than wasted setback. The constraint, in other words, points straight at the format the place needs anyway.

The single most clarifying principle to emerge from our work is footfall dispersal. Conventional retail concentrates footfall – that's the whole logic of the anchor and the atrium. A sacred geography asks you to do the reverse: to spread visitors across nodes so the parikrama breathes, so the temple forecourt isn't choked, so commerce supports the spiritual experience instead of strangling it. That is a planning idea and a commercial idea at once. Distributed, themed retail clusters along a pilgrim's natural path will, we'd wager, out-earn a single mega-centre that fights the flow – while keeping the regulator, the resident and the priest on your side.

What we are building, and what it taught us

At Infinity Group, two projects have forced us to live inside these questions rather than theorise about them. One is a premium residential development Krishna Bhumi anchored to the rising Chandrodaya Mandir, where the commercial edges have to



honour the temple's forecourt and the parikrama before they earn a square foot of retail. The other, Mayavan, is a 124-acre wellness and longevity destination conceived around the Yamuna floodplain's discipline – where the decisive constraint isn't leasing mix but ecology itself.

In both, retail is not the destination. It is a stretch of the journey. The shop selling prasad, textiles, regional craft or sattvic food isn't competing with the temple for the visitor's attention; it is part of how the visitor remembers the day. Once you accept that hierarchy, the design decisions get easier and, oddly, the commercial ones get better.

The wider invitation

What's happening in Braj is happening, in its own register, in Ayodhya, Kashi, Ujjain, Somnath and a dozen towns whose names our sector has under-respected. The faith economy is reshaping demand at a scale that dwarfs many of the metro catchments we fight over. The developers who win there will not be the ones who bring the most gross leasable area. They will be the ones who bring patience, cultural literacy and a willingness to let a sacred place set the terms.

We think that is good news for our industry, and not only commercially. It asks us to build retail that belongs somewhere – that carries the texture, the materials and the rhythm of its context. After a few years standing in that evening current in Vrindavan, we've stopped seeing the discipline as a tax on ambition. It is the most interesting design problem in Indian retail today. We would all do well to treat it like one.



PERSONALITY OF THE MONTH

Nishank Joshi is the Chief Marketing Officer of Nexus Select Mall Management Pvt. Ltd. He has been associated with the company for nearly nine years and has played a key role in the management of the portfolio assets owned by the Sponsor Group. He holds a Bachelor's degree in Science from Ramnarain Ruia College, a Diploma in Journalism from the Somaiya Institute of Journalism & Mass Communication, a Diploma in Advertising & Public Relations from the Welingkar Institute of Management Development & Research, and a Master's degree in Marketing Management from the University of Mumbai. With over 27 years of professional experience, he has previously been associated with Hindustan Construction Company Limited, Inorbit Malls (India) Private Limited, Pioneer Property Zone Services Private Limited, K. Raheja Corporate Services Private Limited, and Lake Shore India Management Private Limited.



**Nishank Joshi, Chief Marketing Officer,
Nexus Select Malls**

Consumer preferences are rapidly evolving, with experiential retail becoming a key driver of mall visits. What are some of the biggest trends you are witnessing across India's shopping centre ecosystem, and how is Nexus Malls responding to these changing consumer expectations?

Consumer preferences are rapidly evolving... Shopping used to be about ticking items off a list. Today, it's about ticking experiences they saw on Instagram. People still love a great deal—we're Indians, after all—but discounts alone don't get families to spend four hours at a mall. Experiences do. We're seeing consumers look for places where they can shop, eat, discover something new, spend time with friends, create content, and maybe even stumble upon an event they never planned for. That's exactly how we think about Nexus Malls. Whether it's Denim & Sneaker Fest, our End of Sadness Sale, or our immersive digital experiences, every campaign starts with one question—"Would I actually spend my Saturday here?" If the answer is yes, footfalls usually take care of themselves. Our job isn't to sell shopping anymore. It's to make malls worth leaving home for.

Nexus Malls has consistently introduced consumer-centric properties such as the Denim & Sneaker Fest, Summer Shopping Festival, and End-of-Season Sale (EOSS). How do these initiatives help translate evolving consumer trends into stronger footfalls, shopper engagement, and long-term customer loyalty across your portfolio?

How do these initiatives translate into stronger footfalls and loyalty? We've stopped thinking of events as marketing campaigns. They're products in themselves. Take our Denim & Sneaker Fest. People didn't come just to buy sneakers—they came to customise them, paint them, lace them, create content around them, and leave with something uniquely theirs. The transaction almost became secondary. The same philosophy drove our End of Sadness Sale. Everyone runs End of Season Sales. We simply asked—What if the real thing people want to get rid of isn't old inventory... but a bad week? That small shift changed the entire conversation. When people remember how your mall made them feel not just what discount they got you've moved beyond retail. That's when loyalty starts showing up naturally.



Monsoon season often brings a shift in shopping and leisure behaviour. How do malls evolve into preferred social, entertainment, and lifestyle destinations during this period, and what role do seasonal campaigns and experiences play in driving consumer engagement?

Monsoon season often changes shopping behaviour. How do malls evolve into preferred lifestyle destinations during this period, and what role do seasonal campaigns play?

The funny thing about monsoons is...

People don't stop going out.

They just stop wanting to get wet.

That's where malls become far more than shopping destinations.

Families spend the day together. Friends catch up over coffee. Kids have a place to burn energy. Someone watches a movie while someone else shops. It's probably the most democratic day out you can have.

Our role is simply to keep giving people fresh reasons to visit :

- Live music.
- Food festivals.
- Creator collaborations.
- Interactive experiences.
- Immersive digital installations.
- Campaigns like End of Sadness Sale.

Each one gives people another reason to say, "Let's go to Nexus."

If they came because it was raining...

...but stayed because they were having fun...

that's a pretty good day at work.

As shopping centres increasingly blend physical and digital experiences, how has the adoption of digital and immersive display technologies evolved across the retail ecosystem, and what opportunities does this create for malls and brands alike?

As shopping centres increasingly blend physical and digital experiences, how has the adoption of digital and immersive display technologies evolved across the retail ecosystem, and what opportunities does this create for malls and brands alike?

Let's talk about three things here, beyond just signage.

First, immersive experiences. We've seen phenomenal responses to formats like Van Gogh-style exhibitions, where storytelling, art and technology come together to create something truly memorable. These aren't just installations they're destinations within the mall.

Second, AR and VR-led activations. This summer alone, we had Thrillscape, Velocity and previously we did 360° Dome Experience that are completely driven by augmented and virtual reality. These formats allow consumers to step into a brand's world rather than just observe it, making the engagement far more personal and impactful.

Third, the role of new-age technology in shaping expectations. There's little doubt that technology today plays a pivotal role in levelling up experiences. But it's not about using tech for the sake of it—it's about using it to create deeper, more meaningful interactions.

For malls, this opens up the opportunity to become experience hubs rather than just retail destinations. For brands, it's a chance to move beyond visibility and create moments that people actively choose to engage with. Because ultimately, the future of retail media isn't just about being seen it's about being experienced.

Looking ahead, what key trends do you believe will shape the future of shopping centres in India, particularly in the areas of experiential retail, digital engagement, and consumer experience?

Looking ahead, what key trends do you believe will shape the future of shopping centres in India, particularly in experiential retail, digital engagement and consumer experience?

I think we're entering a fascinating phase.

The future mall won't compete with e-commerce. It will compete with Netflix, restaurants, concerts, sporting events and every other way people can spend their weekend.

That's a much bigger game.

Consumers will expect hyper-personalisation powered by AI, seamless loyalty ecosystems, immersive digital experiences and frictionless shopping journeys.

But here's the interesting part...

Technology alone won't make people come back. Emotion will. The malls that win won't necessarily be the ones with the biggest buildings or the largest retail mix. They'll be the ones people feel connected to. The ones where children grow up visiting.

Where friends meet without planning too much.

Where families celebrate milestones.

Where every visit feels a little different from the last one. Because at the end of the day, people don't remember square footage.

They remember how a place made them feel.



RETAIL INSIGHTS FOR SHOPPING MALLS, BRANDS AND RETAIL LEADERS

- SADIQ KAZI

Curiosity: The Most Underrated Metric in Retail

The future belongs to malls and stores that keep customers exploring.

A few months ago, I was walking through a busy shopping mall on a weekend.

The mall was crowded. The food court was buzzing. Stores were receiving healthy traffic. On the surface, everything looked successful. Yet what caught my attention wasn't the crowd.

It was the movement. Some customers entered a store and stayed. Others entered and left almost immediately. Some explored multiple stores. Others walked purposefully to a single destination and then headed home. And it made me wonder.

Perhaps the most important question in retail today is no longer:

"How do we attract customers?"

For years, retailers and mall operators focused heavily on attention.

How do we generate footfalls? How do we attract visitors? How do we create awareness? Those questions remain important. But in many successful shopping malls, attention is no longer the biggest challenge. Engagement is.

A customer entering a mall is not the finish line. It is the starting line.

What happens next determines everything. Do they explore? Do they discover?

Do they spend more time than planned? Do they visit stores they hadn't intended to visit?

Do they return?

Curiosity drives all of these behaviours.

And curiosity has become one of the most valuable assets in modern retail. Think about the most successful stores. They don't merely display products. They invite exploration. They encourage discovery.



They make customers want to look around a little longer. The same principle applies to shopping malls. The most successful malls increasingly behave less like collections of stores and more like discovery platforms. Customers may arrive for one reason. A meal. A movie. A purchase. An appointment. Yet the best malls consistently encourage them to discover something else. A new brand. A new experience. A new event. A new restaurant. A new reason to stay. This is where mall operators and retailers share a common challenge. Both are competing for something increasingly scarce.



Not money. Not even time. Attention within time. A customer may spend three hours in a mall. The question is how much of that time is spent actively engaged. Because engagement creates exploration. Exploration creates discovery. Discovery creates spending. And spending creates business. Interestingly, curiosity can often be observed before it can be measured. Retailers see it when customers slow down unexpectedly. When they pause. When they browse. When they ask questions.

Mall operators see it when visitors move beyond their original destination. When they spend longer in common areas. When they engage with experiences.

When they return more frequently. These behaviours tell us something important. Customers are not merely consuming. They are exploring.

And exploration is the foundation of modern retail. Technology will undoubtedly help fuel this process. Personalized recommendations. Loyalty programs. Digital engagement.

Customer analytics. Artificial Intelligence.

All of these tools can help make experiences more relevant.

But technology alone cannot create curiosity. Only experiences can. Only environments can. Only thoughtful design can.

Which brings me to what I believe is one of the most important shifts taking place in our industry.

The future winners may not be the malls with the highest footfalls. Nor the stores with the biggest marketing budgets.

They may be the destinations that create the strongest sense of discovery. Because customers rarely remember every product they purchased.

But they do remember how a place made them feel. Interesting. Unexpected. Worth exploring. Worth returning to.

Can a Mall think of having a weekly pop-up from regional food brands or A micro-art gallery or a small experiential zone that changes every month? Can a retailer devise a "Staff Picks This Week" section or a "What's New in Store" fixture or a limited capsule collection?

Something that says: "There is something here today that wasn't here last week." Retail and malls have spent decades trying to answer:

"How do we increase footfalls?"

Perhaps the better question is: **"How do we give existing customers a reason to come back sooner?"**

Because curiosity shortens the interval between visits.

From the shop floor, one thing has become increasingly clear. Attracting customers gets them through the door.

Curiosity is what keeps them there.

And in the years ahead, that may become one of retail's most powerful competitive advantages.



For nearly three decades, he has spent his professional life on the shop floor—observing customers, managing stores, working with frontline teams, interacting with frontline teams, interacting with shopping mall managements, and supporting retail businesses across India. He shares practical observations, lessons, and perspectives that connect the worlds of retailers, shopping malls, and customers.



“CASH FLOW MATTERS MORE THAN REVENUE”



In conversation with Rajesh Deo Nexus Select Trust CFO, who highlights how AI is reshaping accounting roles and why finance professionals must evolve beyond reporting and compliance

Indian retail is in an unusual moment. Footfalls at physical malls are climbing even as ecommerce grows. A new generation of consumers is reshaping what gets built, stocked and sold. And the CFOs managing these assets are being asked questions that have no clear historical precedent.

Rajesh Deo, Chief Financial Officer, Nexus Select Trust, has been grappling with these questions for years. In this interview, he reflects on what three industries taught him about money, what the pandemic exposed about financial planning, and how he thinks about a business where the customer, the tenant and the macro environment are all changing at the same time.

You started your career in telecom – Nokia, in the early 2000s – a time when mobile was genuinely rewriting India. What did that environment teach you about finance that textbooks never could?



Nokia in 2007 was extraordinary. We crossed Rs 25,000 crore in turnover that year with 62.5 per cent market share by value in mobile phones. So I joined in indirect taxes and financial reporting,

and for the first few years, that was the world. But then I got an opportunity to move into business finance, and I think that was the real education.

Most accountants carry a quiet fear – that if they step away from reporting, auditing and tax, everything they have built will become irrelevant. I felt it too. What I learned at Nokia is that fear is the wrong instinct entirely. Understanding business, understanding what investors and stakeholders actually need, is the gateway to everything. Bookkeeping alone takes you nowhere. And today, with AI doing a significant part of the accounting work, with global centres getting restructured – if you are not a business person first, you are genuinely nowhere.

You have moved across telecom, fast-moving consumer goods (FMCG), and now retail real estate – three industries that could not be more different. What is the one thing about how money moves that stays constant across all three?



Cash flow matters more than revenue. No matter how different industries are, money ultimately moves through the same cycle: acquire customers or tenants, deliver value consistently, collect cash efficiently, reinvest capital wisely, and protect margins and liquidity.

Growth, innovation and expansion are the pulse of money movement in every business I have been in. The form changes and industries may monetise differently, but in every case, sustainable success depends on predictable inflows, controlled outflows, efficient working capital and disciplined capital allocation.

Real estate investment trust (REIT) valuations are highly sensitive to interest rates, and interest rates have been volatile globally. How do you manage investor confidence when something so important is completely outside your control?



It is a great question, and it comes up very often as REITs are a relatively new product class and have comparatively lower liquidity in the market. REIT valuations are not highly sensitive to interest rates, but interest rates are one of the components that determine valuations, particularly through the Weighted Average Cost of Capital (WACC).

Managing investor confidence in a volatile interest-rate environment starts with accepting a core reality: while a REIT cannot control interest rates, it can control preparedness, transparency and execution. The key is to shift the investor conversation from 'What will rates do next?' to 'How resilient is the business under different rate scenarios?' Experienced investors understand that rate volatility is cyclical. What they evaluate more closely is whether management remains calm, data-driven and strategically consistent during such periods. Ultimately, investor confidence does not come from eliminating uncertainty; it comes from demonstrating resilience and predictability despite uncertainty. The deeper point is this: REITs as an instrument offer something equities cannot — stable, predictable, periodic income with significant capital appreciation potential.

E-commerce in India has grown enormously, and yet physical malls have recorded strong footfalls. A lot of people find that paradoxical. How do you square it financially?

I think, from a macroeconomic point of view, 90 per cent of India's gross domestic product (GDP) is domestic GDP.

It is only a paradox if you are looking at India through a Western lens.

It looks paradoxical on the surface, but financially the two models are increasingly complementary rather than contradictory in the Indian context. E-commerce changed how people buy, while malls evolved to justify why people visit for experiences. Malls have become experience centres, entertainment destinations, dining hubs and brand-discovery platforms, and that changes the economics. In India, 85 per cent of retail is still through mom-and-pop stores, which are unorganised and informal. Organised retail, which includes both malls and ecommerce, is only about 15 per cent. Hence, ecommerce and organised retail are growing parallelly and taking away share from the unorganised sector.

For many brands, especially in fashion, electronics, beauty and lifestyle, online channels drive reach and convenience, while malls drive customer experience, higher engagement, premium positioning and omnichannel fulfilment. In fact, strong digital adoption often increases the importance of quality retail real estate because brands want physical spaces that reinforce visibility and customer trust.

Gen Z is now the largest consumer cohort in India. They shop differently, value things differently, and experience things differently. How does that generational shift show up in the financial performance of retail assets?

Two things happen simultaneously — one on the consumer side and one on the talent side. Gen Z and millennials have changed the economics of retail assets because they influence not just what is consumed, but how space itself is monetised.



Earlier, malls were evaluated primarily on traditional metrics such as occupancy, rental yield, anchor tenants and sales per square foot. Those still matter, but Gen Z has shifted mall owners' attention towards experience, frequency of visits and social engagement.

Food courts, cafés, entertainment zones, gaming, fitness and live events now drive footfalls as much as traditional retail. Gen Z preferences evolve very quickly, which means there is a constant need to refresh tenant mixes to stay culturally relevant. Brands increasingly want stores that function as both sales channels and content-creation spaces, driving more demand for digitally integrated environments. Gen Z also often treats malls as social environments rather than transactional destinations, making community and experience the new anchors of a well-performing asset.

AI is already being used for financial forecasting, lease analytics and footfall prediction. Where in your finance function are you most excited about what technology can do, and where are you most cautious?



I think the role of a CFO has evolved significantly with the rise of digital technologies. CFOs now lead digital finance transformation that improves efficiency, strengthens governance, enhances decision-making and supports organisational growth. One of the key roles of a modern-day CFO is to lead digital transformation in organisations.

What is especially exciting about AI is the ability to combine and analyse operational, consumer and financial data in real time. In a retail real estate environment, for example, finance can now correlate footfall patterns, tenant sales, leasing trends, consumer behaviour and macroeconomic indicators on an almost real-time basis to make faster and more informed decisions.

Traditionally, finance teams spent enormous amounts of time on reconciliation, reporting, variance analysis and manual forecasting. AI has helped automate all this dramatically.

There are three areas where caution is required: data quality and bias, overdependence on models, and governance and ethical risk. AI outputs are only as reliable as the underlying data inputs. Poor-quality or incomplete data can create false confidence. Markets are influenced by human behaviour, regulatory shifts and unexpected events. AI can identify patterns, but it cannot fully understand situations, context or extraordinary events. As automation increases, issues around transparency, auditability, cybersecurity and decision accountability become far more important.

The pandemic dropped footfall to zero overnight. Leases became contentious. Cash flows disappeared. What did that period teach you about the limits of financial planning?

It taught me that the models are fine until they are not.

In March 2020, every mall went dark. The immediate question was survival – cash flow, people and assets. A lot of platforms reached for the easiest lever: retrenchment. We made a different decision. We went to the sponsors and the management and said we were not letting anyone go. That was a moral position, but it was also a structural one – we had built cash reserves precisely for contingencies. For the off-role workforce, we offered a minimum of two hours of work a day and continued to pay them. The mall kept running – chillers, diesel generator (DG) sets, and minimum security. Because here is what that taught us: we finally understood what the minimum viable cost structure for running a mall actually is. We had never had to find out before. When everything opened back up, we had our people, we had our assets humming, and we came back faster than most.

On the tenant side, the instinct for some operators was blanket 100 per cent rent rebates. We did not do that either. Our CEO's reading was sharp: every tenant is different – different category, different cash position and different lease structure. So we went tenant by tenant, custom rebate by custom rebate. Some moved to pure revenue share. You pay us when you are billing. That protected their cash flow and gave us something rather than nothing. It also built a lot of goodwill that has lasted.

- Divya Priya



Powering Sustainable Business With Green Energy

Rooftop, Floating & Open Access solar
Flexible Financing

- Pan-India Presence
- Turn Key Implementation
- Capex / Opex / BOOT / Loan
- Operation and Maintenance Services
- Team led by IITians and Ex- Bankers

300 Megawatt of Green Energy across **22 states / UTs**

Environmental Impact

12 million  Plantation | 400,000 tonnes  Mitigation annually



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HOW MIXED-USE DEVELOPMENTS ARE RESHAPING THE RELATIONSHIP BETWEEN LIVING, LEISURE, AND COMMERCE

Urban India is undergoing a significant transformation in the way people live, work, shop and spend their leisure time. Consumers today are increasingly moving away from isolated residential or commercial spaces and are instead seeking integrated destinations that combine convenience, accessibility, lifestyle and community within a single ecosystem. This evolving preference is accelerating the growth of mixed-use developments across metropolitan cities.

Business development resources

In cities like Mumbai, where long commutes and fragmented infrastructure often impact daily life, mixed-use developments enable people to access multiple aspects of everyday life more seamlessly. One of the biggest advantages of such developments in dense metropolitan regions is the convenience they bring to urban living, where efficient use of time is becoming increasingly important. These developments are also reshaping the retail and commercial ecosystem by creating consistent footfalls through the presence of residences, offices, hospitality and leisure spaces within one destination, which generates stronger opportunities for retailers, restaurants, entertainment brands and lifestyle operators.

Mixed-use developments are also changing how businesses and workplaces function within urban ecosystems. By integrating residential, retail, dining, entertainment and office spaces within a single destination, these developments create a more active and connected environment throughout the day. At the same time, commercial office spaces within mixed-use developments are becoming increasingly attractive as employees today value convenience, accessibility and lifestyle-oriented work environments.

Consumer expectations are also evolving rapidly, with retail becoming more experiential and community-driven rather than purely transactional. As a result, developers are also placing greater emphasis on such establishments.



Beyond commerce and convenience, such developments also contribute towards creating more socially connected urban environments. Shared public spaces and integrated planning encourage interaction among residents and visitors, helping foster stronger community engagement within fast-paced city environments.

From a larger urban planning perspective, mixed-use developments support more sustainable and efficient city growth. By encouraging walkability and reducing dependence on long-distance commuting for everyday activities, these projects enable more effective utilisation of infrastructure while aligning with ever-evolving sustainability and mobility priorities. The post-pandemic shift in consumer behaviour has further accelerated this trend. People today place greater importance on flexibility, accessibility, and integrated lifestyle experiences.

Going forward, the focus of urban development will increasingly move beyond standalone assets and towards creating holistic destinations that combine lifestyle, commerce and community in a more meaningful and connected manner. Ultimately, the future will belong to developments that are able to deliver not just physical infrastructure, but also complete ecosystems designed around the realities of modern urban life.



ANURADHA SINGH

Business Head -
Retail & Commercial,
Runwal Realty

SCAI Masterclass in **Kolkata**

"Smart Energy Strategies: Powering Malls, Offices & Industrial Parks with Solar."

Block Your Date

Date : 24th July, 2026

Time : 2.00 PM to 3.30PM

Venue : Princeton Club, 6, Prince Anwar Shah Road, Badam Talla, Tollygunge, Kolkata





THE PHOENIX MILLS LAUNCHES PHOENIX SHOPPING LEAGUE WITH KRUNAL PANDYA, BRINGING THE EXCITEMENT OF SPORT TO INDIA'S BIGGEST SHOPPING SEASON

India's first sports-inspired shopping league transforms the traditional End-of-Season Sale into an immersive season of participation, rewards, and celebration

India, July 1 2026: The Phoenix Mills Limited announced the launch of Phoenix Shopping League (PSL) 2026 – India's first-ever sports-inspired shopping league. Running from 18th June onwards, PSL reimagines the traditional End-of-Season Sale (EOSS) as an immersive, league style retail experience inspired by the growing popularity of sporting leagues such as the IPL, Women's Premier League, FIFA and more. Customers can enjoy unbeatable offers and rewards while shopping across 500+ leading national and international brands across participating Phoenix destinations. As sport continues to unite communities, fuel conversations, and create moments of shared excitement, Phoenix Shopping League taps into this nationwide sporting sentiment, bringing the spirit of participation, achievement, and celebration into the world of retail. The initiative reflects Phoenix's continued commitment to curating experiences that blend shopping with emerging lifestyle passions such as sports, wellness, and community engagement.



Throughout the season, Phoenix destinations will come alive with immersive league-themed environments featuring striking central installations, branded signage clusters, interactive engagement zones, and sport-inspired wayfinding elements. Designed to mirror the energy and spectacle of a sporting event, these experiential touchpoints will elevate the shopping journey and transform Phoenix destinations into vibrant arenas of participation, competition, and celebration.

As consumer preferences continue to evolve beyond conventional retail shopping, millennials and Gen Z increasingly seek experiences that foster participation, entertainment, community, and engagement. Phoenix Shopping League reflects this shift by creating a format where shopping becomes more interactive, experiential, and rewarding.

KEY HIGHLIGHTS OF PHOENIX SHOPPING LEAGUE 2026

- **Shop & Earn Points:** Shoppers can participate in Phoenix Shopping League by shopping across participating Phoenix destinations and earning points on their purchases.
- **Build Your Score:** Every purchase contributes towards a shopper's league score, allowing them to track their progress and move up the rankings.
- **Unlock Milestones & Rewards:** As shoppers achieve higher scores, they unlock exciting rewards, exclusive brand benefits, curated experiences, and special offers.
- **Unlock the Phoenix Shopping League Vaults:** As shoppers progress through the Phoenix Shopping League by achieving qualifying



shopping milestones, they gain access to exclusive Phoenix Shopping League Vaults located across participating malls. Each vault unlocks a world of exciting rewards, ranging from instant gifts, shopping vouchers, and premium merchandise to curated experiences, dining privileges, entertainment benefits, and surprise grand prizes. Designed to add an element of anticipation and discovery to every shopping journey, the Vaults transform shopping into an immersive, league-style challenge where every purchase brings shoppers one step closer to unlocking bigger and better rewards.

- **Win Premium Experiences:** From lifestyle rewards and shopping benefits to exclusive experiences, Phoenix Shopping League offers shoppers multiple opportunities to celebrate their wins.
- **Experience More Than Shopping:** Alongside rewards and competition, shoppers can enjoy immersive activations, entertainment, and sports-inspired experiences across Phoenix destinations.

Speaking about the collaboration, Krunal Pandya said:

"People look forward to shopping seasons every year because of the excitement, offers, and experiences they bring. What I find unique about Phoenix Shopping League is how it adds a completely new layer of fun by bringing the spirit and energy of sports into the shopping journey. It transforms a familiar retail experience into something far more interactive, engaging, and rewarding. The combination of shopping, participation, and celebration makes it a format that people of all ages can enjoy, and I'm excited to be part of this first-of-its-kind initiative."

Speaking on the occasion, Mayank Lalpuria, Director – Marketing, The Phoenix Mills Ltd., said:

"Sport has a unique ability to inspire participation, build communities, and create lasting connections. At Phoenix Mills, we are constantly exploring ways to bring culturally relevant experiences into our destinations, and Phoenix Shopping League is a natural extension of that approach. By combining the excitement of sport with one of the biggest shopping periods of the year, we are creating a more immersive and rewarding retail experience for our shoppers. This season, customers can not only shop across their favourite brands but also win exciting rewards, making the experience even more engaging. Krunal Pandya embodies the spirit of performance, aspiration, and mass appeal,

making him an ideal partner for the campaign. Through Phoenix Shopping League, we aim to drive deeper shopper engagement, create greater value for our brand partners, and continue evolving our destinations beyond traditional retail into vibrant spaces for experiences, entertainment, and community engagement."

With Phoenix Shopping League 2026, The Phoenix Mills Limited continues to strengthen its vision of creating destinations that go beyond commerce and become platforms for participation, discovery, and celebration. By bringing together the worlds of retail, entertainment, and gamification, Phoenix is introducing a fresh approach to experiential retail that transforms India's biggest shopping season into a sporting celebration.

As shoppers across India gear up for Phoenix Shopping League 2026, the league promises to make every purchase more rewarding, every visit more engaging, and every shopper a contender in India's most exciting shopping season.

About The Phoenix Mills Limited (PML)

PML (BSE: 503100 | NSE: PHOENIXLTD) is India's leading owner, operator and developer of retail-led mixed-use destinations. PML Group's developments are spread across retail, hospitality, commercial offices, and residential asset classes. PML and its subsidiaries have an operational retail portfolio of over 11 million sq. ft. of retail space across 8 major cities of India and are further developing over 7 million sq. ft. of retail space across 5 new malls and further densifying its existing destinations.

PML Group's mixed-use destinations also include Grade A offices with an operational office portfolio of over 2 million sq. ft. and an under-development office portfolio of over 5 million sq. ft.

PML Group has delivered 3 iconic residential projects across the country and currently has one project under development in Kolkata. PML Group also owns and operates two hotels – The St. Regis, Mumbai and Courtyard by Marriott, Agra, and currently has a Grand Hyatt hotel under planning at Whitefield, Bengaluru. The group has expanded its business to include F&B (food and beverage), operating 39 outlets, with 10 diverse offerings, across its malls.

With a presence across India, PML is transforming cityscapes with iconic destinations that blend shopping, dining, entertainment, and hospitality.

SUMMER ACTIVATIONS | NEXUS SELECT MALLS

Nexus Udaipur Brings the Farm to the Mall This Summer with 'The Farmland'



The Farmland, a uniquely curated, immersive farm experience for children running from 1st May to 15th June 2026. Conceptualised and designed by NV Concepts and Designs, the activation transforms a dedicated space within the mall into a vibrant mini farmland, giving children a hands-on connection to rural India and the farming way of life that forms the backbone of the Indian economy.

At a time when children are increasingly drawn to screens and digital entertainment, The Farmland offers a refreshing, experiential alternative. The setup features a grand brick-and-wood entrance, a signature illuminated windmill, hay bales, crop fields, and life-size farm animal characters – all coming together to create an authentic and immersive farm atmosphere right in the heart of the mall.

In the experiential zone, children can try their hand at milking a model cow, drawing water from a traditional well or hand pump, grinding flour on a chakki, extracting sugarcane juice, and digging for treasure in the 'Dug the Pit' excavation pit. A dedicated VR Fun Zone lets children experience an immersive horse-riding and track race simulation, with the added novelty of being seated on a real horse prop during the experience.

The DIY activity corner offers a rotating weekly calendar of farm-themed craft projects including miniature seed gardens, seed bombs, farm animal masks, clay gardens, bird feeders, farm tote bags, corn craft, and potato painting, among others. Two activities will be available on weekdays and four on weekends, ensuring something new for repeat visitors throughout the activation period.

Adding to the fun is a carnival game zone featuring farm-themed games such as Feed the Farm Animals, Ring Toss, Horse Tail Braiding, and Carnival Wooden Fun Games. Children can also visit the petting zone to interact with small animals, enjoy mechanical animal rides, and try their luck at the mini fishing pond. A dedicated photo booth with the windmill and traditional barn swing serves as a perfect backdrop for family memories.

Every child who visits The Farmland will have the opportunity to take home a souvenir – from DIY craft creations and miniature seed gardens to personalised Farmer Bobblehead figurines – making the experience a lasting memory well beyond the mall visit.



Nexus Ahmedabad One brings Thrillscape to the City, the Future of Next- Gen Fun!

This Summer, Nexus Ahmedabad One was turning up the excitement by unveiling 'Thrillscape' for the very first time in the city of Ahmedabad! A next-gen digital adventure zone that brings together cutting-edge technology, immersive storytelling, and adrenaline-packed fun. Curated for anyone and everyone aged 7 and above, Thrillscape is a full-blown portal to another dimension. Whether you're a thrill-seeker, a gaming enthusiast, or simply looking to try something new, this is where imagination meets innovation in the most exciting way possible.

There was to blast off into space, glide through the skies, and battle zombies—all in one visit. From the high-speed VR Space Ride to the breathtaking VR Paraglider, every experience is crafted to push your limits. If you're feeling brave, step into Zombie War, where you'll face off against waves of the undead in an intense virtual battleground.

Prefer something mind-bending? The Hologram Zone brings 3D visuals to life right in front of your eyes—no screens, no headsets, just pure magic.

Nexus Esplanade Ignites Young Minds With 'Wonder Labs' – an Interactive Science and Arts Kids' Fest

A Hands-On Science Activity Programme in Collaboration with Kingdom of Joy

Nexus Esplanade was delighted to announce an immersive science activity programme designed to spark curiosity, creativity, and a love of learning among children starting from 03rd June. Organised in collaboration with Kingdom of Joy, the initiative brings over 21 thrilling, hands-on science experiments to the mall, offering young visitors an unforgettable blend of fun and discovery.

The activity line-up has been carefully curated to engage children across age groups and covers a wide spectrum of scientific concepts. Young scientists will get to create colourful art through Paint into Bubbles, witness the dramatic eruption of a Baking Soda Volcano, and grow shimmering Borax Crystals. The programme also features Fireworks in Water, Magic Ink, the Magic Balloon Experiment, and the ever-popular Candle & Water Experiment. Children can explore the wonders of biology through Chia Seeds on Potato and Seed Bombs, craft their own Fragrance Stones and Soap, and experiment with physics through Density Experiments and the Air Floating Ball Toy. More adventurous highlights include Dry Ice, Fire in a Bottle, the Leak Proof Bag, Magic Tissue Paper Flowers, and the crowd-favourite Hold Fire Without Fear demonstration. Each experiment is guided by trained facilitators ensuring safety, participation, and maximum fun.

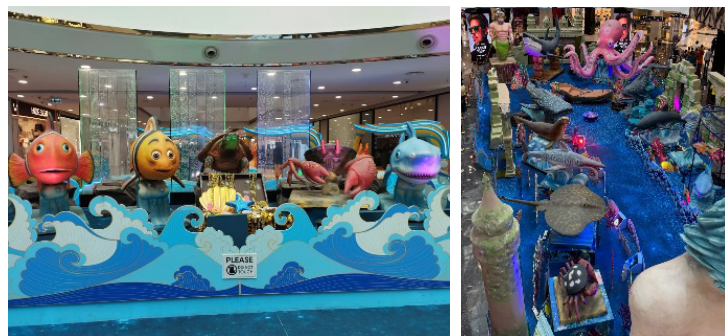
The programme underscores Nexus Esplanade's ongoing commitment to community engagement and enriching family experiences. Parents and children are invited to visit the activity zone at the mall and participate in this one-of-a-kind science festival.

Step Into Ocean's World at Nexus Hyderabad Mall – A Fun-Filled Marine Experience for All Ages



Nexus Hyderabad Mall was a refreshing escape with Ocean's World, an immersive, ocean-themed experience starting 10th May onwards perfect for families, kids, and anyone looking to try something different indoors.

Designed to spark curiosity and imagination, Ocean's World transforms the mall into a vibrant underwater setting. From lifelike animatronic marine creatures with sound effects to a visually engaging submarine style journey, the experience offers plenty of moments that are both fun and memorable.



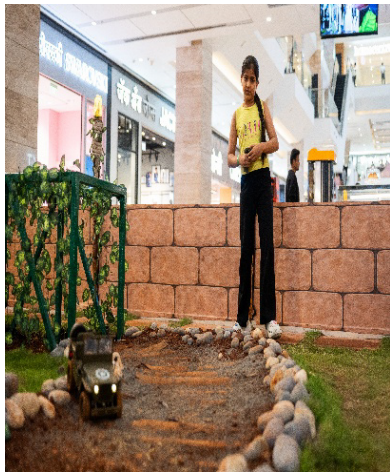
Visitors could explore interactive zones, take part in thematic workshops, and enjoy playful additions like a themed balloon counter, making it a well-rounded outing for children and families. Whether it's a planned visit or a spontaneous stop, Ocean's World offers an easy way to spend quality time while staying out of the summer heat.

The Pavillion Mall Pune Unveils 'The Lost Diamond'



This summer, PuneKars, head to The Pavillion Mall that brought to you 'The Lost Diamond' which was filled with adventure, excitement, and immersive entertainment! This high-energy ticketed summer attraction was going on until 7th June 2026 at the Ground Floor Atrium where the experience transforms the mall into a jungle-inspired treasure hunt adventure filled with interactive missions, themed challenges, and engaging exploration zones.

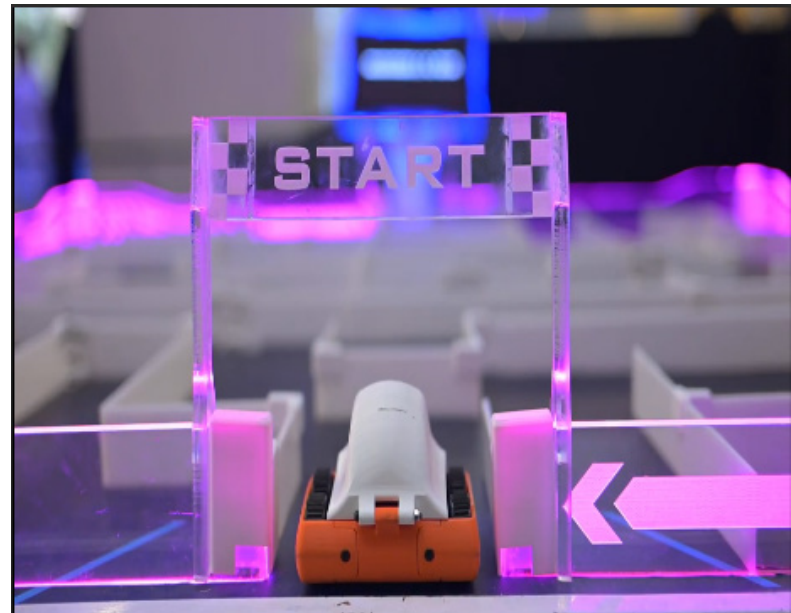
Designed as a one-way experiential journey, 'The Lost Diamond' takes participants through four exciting missions where they must complete adventure-led challenges to uncover the hidden treasure. The journey begins with a rugged jungle drive, where children can navigate remote-controlled jeeps and trucks across rough terrain featuring mud-style pathways, wooden bridges, rock structures, and obstacle points. The adventure then moves into a river expedition zone, where participants can steer remote-controlled boats through specially designed water channels surrounded by jungle-inspired elements and floating obstacles.



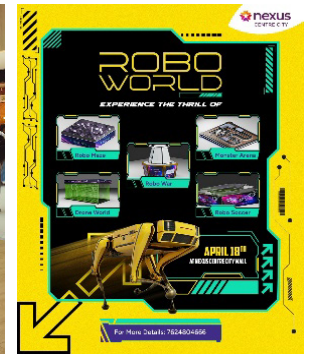
Next, hop on to explore a mountain-themed drone mission arena, where children can fly drones through elevated structures, hanging rocks, and checkpoint routes. The final and most exciting stage is the diamond excavation zone, where participants can dig through a specially created excavation pit filled with hidden diamonds, treasure coins, and gems – making the overall experience highly immersive, interactive, and enjoyable for both children and families alike.

Robotics Meets Fun: Nexus Centre City Mysuru Unveils 'Robo World' This Summer

Nexus Centre City Mysuru was set to transform summer entertainment with Robo World, an interactive, tech-driven gaming experience designed for all age groups.



Starting 18th April 2026, the activation brings together cutting-edge robotics and RC-based gaming to create a one-of-a-kind attraction in the city.



Visitors could dive into a range of exciting, skill-based experiences including Robo Maze, Drone World, Robo War, Monster Arena, and Robo Soccer each designed to blend fun with hands-on tech engagement.

Fiza by Nexus Malls Brought 'The Summer Kids Festival 2026' – A Month-Long Summer Experience

Fiza by Nexus was set to transform into a vibrant hub of creativity, learning, and fun with The Summer Kids Festival 2026, scheduled from April 18 to May 24, 2026.

Designed as an interactive and immersive festival, the initiative brings together a dynamic mix of entrepreneurship, creativity, STEM learning, performances, and hands-on play ensuring children actively participate rather than passively engage.

The festival will feature a multi-zone pavilion setup, enabling children to experience Discovery, Creative Skills, Art, and Eco-learning zones in a single visit making the space lively and interactive.

With its thoughtfully curated programming and engaging format, The Summer Kids Festival 2026 positions Fiza by Nexus as the go-to summer destination for families in Mangalore.

Weekly Highlights

■ **Week 1 (April 18 – April 19): Culinary & Activity Kick-off**

The program kicks off with activity zones and the Little Chef at the Mall competition, featuring preliminary rounds and a grand finale, adding an exciting culinary start for kids.

■ **Week 2 (April 23 – April 26): Creative Skills & Expression**

Activity zones continue through the week, with weekend highlights like Become an Author sessions and a Planetarium Show, encouraging creativity and exploration

■ **Week 3 (May 7 – May 10): Celebration & Engagement**

Alongside ongoing activity zones, the weekend features a special Mother's Day celebration, creating engaging experiences for families.

■ **Week 4 (May 21 – May 24): Learning & Young Entrepreneurs**

Nexus Amritsar Brings Ninja Castle to Amritsar This Summer

Nexus Amritsar, city's premier lifestyle destination, announced the launch of Ninja Castle- an experiential zone starting from 05th June 2026. Ninja Kingdom transforms the mall into a sprawling Japanese adventure, the most thrilling indoor entertainment experience this summer season.

Ninja Kingdom is anchored by a towering Japanese pagoda and framed by a dramatic crossed-Katana entrance arch - a bold, photo-worthy gateway into a fully-themed Ninja Village. The experiential zones await inside where ancient training, tech challenges, and adventure comes together with Ninja's training centre of tyre jumps and wall climbs; a Batak-style reflex Ninja's speed test; a magnetic shuriken precision practice range; a gesture-based Fruit Ninja screen game and a Ninja reaction game. The kingdom itself serves as the illuminated centrepiece with equal parts attraction and the perfect photo backdrop. Additionally, a Ninja's Workshop Area is curated for hands-on learning, creativity, and imagination. The interactive workshop blends fun, skill-building, and playful exploration for young ninjas.

Ninja Kingdom is designed to appeal to all with ticketed access creating a premium, curated journey through each zone. The experiential storytelling, Japanese-inspired aesthetics, from bamboo walls and red torii arches to lanterns and ninja character murals, and the sheer physical scale of the installation make it inherently shareable and viral, offering visitors an unmissable reason to visit, explore, and post.

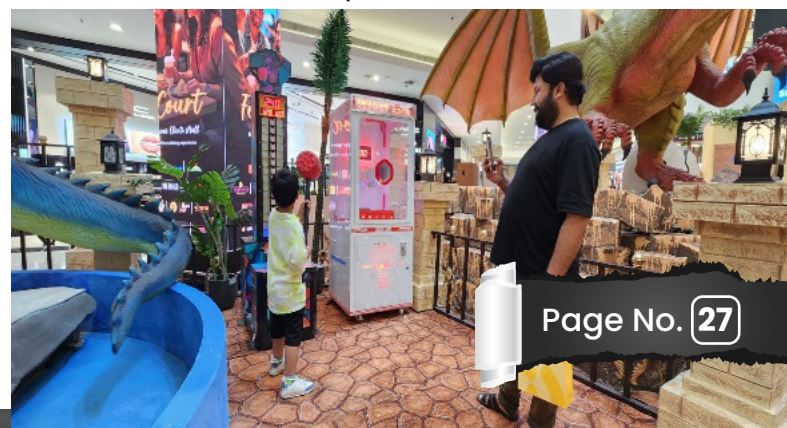
Nexus Elante brings Dragon Kingdom to Chandigarh this summer



Nexus Elante, Chandigarh's premier retail and entertainment destination, was set to transform summer holidays into an extraordinary adventure as it opens the gates to Dragon Kingdom- a one-of-a-kind experiential family entertainment zone. The setup offers a magical world of dragons, adventure, and creativity designed for all age groups providing a unique blend of entertainment and adventure under one roof.

Visitors can enjoy a range of attractions including a Dragon Ride, immersive AR and VR experiences, and thoughtfully curated Art & Craft workshops. To keep the experience fresh and exciting, new art and craft activities will be introduced every week, encouraging children to explore their creativity while having fun.

The attraction has been designed to offer equal delight to both children and adults, making it the ideal destination for families seeking quality time together during the summer break. Dragon Kingdom will be open throughout the summer season at Nexus Elante, offering visitors an opportunity to enter a world where fantasy comes alive through adventure and creativity.



Nexus Select Malls Across Bengaluru Unveil a Power-Packed Summer of Immersive Experiences Across Locations

This summer, Nexus Select Malls Bengaluru was set to transform everyday mall visits into high energy, immersive adventures with a lineup of experiential campaigns across its leading destinations. Designed to engage families, young audiences, and experience seekers alike, each mall brings a unique, interactive concept that blends entertainment, technology, and creativity, making Nexus Malls the go-to destination for summer outings in the city.



Mall Name	Activity	Details
Nexus Koramangala Mall	Summer Beyond the Stars – a space-themed immersive experience	Futuristic, interactive entertainment for families and youth, starting from 24th April 2026 at Central Atrium. Activities include VR Galaxy, Immersive Room, Galaxy Puzzle, Vortex Tunnel, Space Invaders, Rocket Launch, space-themed décor, & gameplay. Available on the spot.
Nexus Vega City Mall	Summer Playville – a multi-challenge, high-energy adventure zone	To create a continuous journey of fun through skill-based and imaginative challenges starting from 24th April 2026. Activities include Roll & Win, Mirror Room, Climb Slide, Riddle Rung Maze, VR Rollercoaster, Brain Blocks, and Adventure Maze.

		Ticket prices start from ₹299.
Nexus Shantiniketan Mall	Hyperverses – an immersive AR/VR-led experience	To redefine experiential entertainment with a multi-sensory, high-adrenaline indoor entertainment experience starting from 28th April 2026 at Mall premises, activities include Dunescape, immersive rooms, water curtain, beat saber VR, bounce rush, modular tech – driven setup .



Together, these campaigns reinforce Nexus Malls' Select Mall commitment to curating innovative, experience-led destinations that go beyond shopping. Whether it's exploring galaxies, conquering challenges, or stepping into immersive digital worlds, there's something for everyone this summer.

Nexus Whitefield Mall Brings 'Army Boot Camp' – An Action-Packed Experience for Kids

Nexus Whitefield Mall was all set to introduce Army Boot Camp, a fun and engaging experience starting 8th May 2026, designed especially for children aged 3 to 14 years.



Blending physical activity with interactive play, Army Boot Camp gives kids a chance to step into a mini adventure zone inspired by army-style challenges. From crawling through obstacle courses to testing their aim and agility, the setup is designed to keep young visitors active, entertained, and fully engaged.

The experience includes a mix of hands-on activities and VR-based games, such as an Army Booth VR game, VR Sniper, Sniper Shoot, and fun physical challenges like Tyre Hurdle Training, Commando Crawling, and Army Overbridge. Kids can also enjoy lighter play zones like the Ball Pit Pool, try their hand at Throw the Bomb on the Wall, or capture fun moments at the Parachute Photobooth. A Workshop Station adds a creative touch, making it a well-rounded experience for all age groups within the category.



Whether it's a weekend plan, a playdate, or just a way to keep kids active indoors, Army Boot Camp offers a safe and exciting environment where they can explore, play, and have fun at their own pace.

Nexus Seawoods Opens the Gates to 'Panda World' – Navi Mumbai's Cutest Summer Escape

Nexus Seawoods Mall invited families to trade the city heat for a world full of wonder, play and panda-powered joy with the launch of **'Panda World' – a whimsical, oriental-inspired immersive experience designed for children and families.**



Opening from 9th May, the mall will transform into an enchanting panda village, complete with bamboo trails, pagoda-inspired décor, larger-than-life installations and interactive storytelling zones that bring the theme alive in a vibrant walk-through format.

This high-octane indoor space offers adorable panda rides and giant installations to playful seesaw rides and arcade zones, keeping both kids and adults entertained. The lively Panda Carnival, coupled with interactive gaming zones and claw machines, adds to the festive atmosphere, making it a perfect day-out destination during the summer holidays.



Families can also enjoy AR-powered photo experiences and dedicated photo setups, while children can immerse themselves in activity and workshop areas designed to spark imagination. At the heart of Panda World lies a vibrant dance floor and performance space, bringing the entire experience alive with energy, movement, and shared moments of joy.

Nexus Select CITYWALK Brings Ninja Kingdom to Delhi This Summer

Nexus Select CITYWALK, Delhi's premier lifestyle destination, announced the launch of Ninja Kingdom- an experiential zone starting from 29th May 2026. Ninja Kingdom transforms the mall into a sprawling Japanese adventure, the most thrilling indoor entertainment experience this summer season.

Ninja Kingdom is anchored by a towering Japanese pagoda and framed by a dramatic crossed-Katana entrance arch - a bold, photo-worthy gateway into a fully-themed Ninja Village. The experiential zones await inside where ancient training, tech challenges, and adventure comes together with Ninja's training centre of tyre jumps and wall climbs;



a Batak-style reflex Ninja's speed test; a magnetic shuriken precision practice range; and a gesture-based Fruit Ninja screen game. The kingdom itself serves as the illuminated centrepiece with equal parts attraction and the perfect photo backdrop. Additionally, a Ninja's Workshop Area is curated for hands-on learning, creativity, and imagination. The interactive workshop blends fun, skill-building, and playful exploration for young ninjas.



Ninja Kingdom is designed to appeal to children with ticketed access creating a premium, curated journey through each zone. The experiential storytelling, Japanese-inspired aesthetics, from bamboo walls and red torii arches to lanterns and ninja character murals, and the sheer physical scale of the installation make it inherently shareable and viral, offering visitors an unmissable reason to visit, explore, and post.

Nexus Vijaya Mall Presents 'Velocity' – A High-Energy Digital Entertainment Experience

Nexus Vijaya Mall introduced Velocity, a high-energy digital experience that brings together speed, technology, and interactive fun all under one roof. It offered an easy, engaging option for anyone looking to try something different.



Whether you're coming in with friends, family, or just looking to unwind, Velocity gives you plenty to do from a VR cycle race and RC car tracks to hands-on activities like timber grab, tower crane, excavator challenges, and a sand pit zone.

It's simple, interactive, and designed so anyone can jump in and enjoy it without needing prior experience.

Perfect for a quick break or a longer hangout, Velocity fits right into your day whether planned or spontaneous.

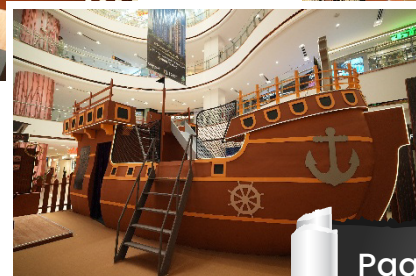
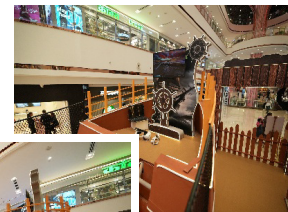
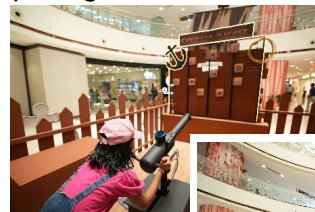
Nexus Westend Mall Unveils 'Shipwreck Wonders' – A Pirate Adventure Like Never Before only in Pune!

Nexus Westend Mall as all the Pune-kars were invited to dive into a world of hidden treasure, pirate legends, and ocean adventures with the launch of 'Shipwreck Wonders'—a larger-than-life immersive experience launching from 9th May onwards.

Witness a thrilling maritime fantasy world of a mysterious pirate shipwreck that has washed ashore, with weathered ship decks, glowing treasure chests, wooden docks, anchors, barrels, and dramatic nautical landscapes—all brought alive with warm lighting and immersive detailing that make every corner feel straight out of a pirate tale!

This fully walk-through experience brings together a range of interactive pirate-themed attractions for all age groups. Visitors can explore engaging zones like "Pose Like a Pirate," Cannoneers Blast, Captain's Hook Rings, a thrilling Pirate Ride simulation, Ball Pool Slide, and the immersive Projection Room – Ocean Experience.

Blending physical play, digital immersion, and visually striking installations, Shipwreck Wonders transforms Nexus Westend Mall into a world of adventure, exploration, and high-seas fun for families and young visitors this summer.



YOGA DAY AT VEGAS MALL

We wrapped Yoga Day on a beautiful note with 600+ people showing up for wellness, movement and calm. A strong morning for Vegas, and an even stronger step towards building a fitter community.



SOUTH AVENUE MALL, JABALPUR WELCOMES ZIVAME TO ITS RETAIL FAMILY.

We are committed to bringing brands that enhance everyday lifestyles and offer meaningful shopping experiences. We're delighted to welcome Zivame to our growing family of brands.

The brand is best known for its everyday essentials and activewear. Be it shapewear, innerwear, or sleepwear, Zivame is redefining comfort with thoughtfully designed collections for every body type and every comfort preference. More than just a new store, this launch brings greater choice, convenience, and confidence to shoppers in Jabalpur—all under one roof.





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 ADVERTISING CATEGORY	 MEMBERS	 NON-MEMBERS
 Mall Talk - One Page	9,800.00	11,500.00
 Mall Talk - Three Page	16,500.00	19,500.00
 Website Banner - One Month	15,000.00	18,000.00
 Website Banner - Six Month	63,000.00	76,000.00
 Website Banner - Twelve Month	1,00,000.00	1,25,000.00
 Webinar Sponsorship	25,000.00	31,000.00
 Webinar Promotional	1,25,000.00	1,56,000.00
 Mass Mailing - One Time	30,000.00	37,500.00

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