

Not in My Backyard: How Mall of America is Protecting Its Turf in the Face of New Competition

Jill Renslow, SVP Marketing & Business Development



Shopping Centers

ONLINE SHOPPING

amusement parks

Outlet Shopping

POWER CENTERS

MALL OF AMERICA.

ENTERTAINMENT

Movie Theatres

Shopping Centers

festivals

ONLINE SHOPPING

attractions

amusement parks

Outlet Shopping

POWER CENTERS

Restaurants

mobile apps

MALL OF AMERICA®

Chicago ENTERTAINMENT

Movie Theatres

UNIVERSAL STUDIOS

SIX FLAGS

Shopping Centers

festivals

ONLINE SHOPPING

Sporting Events

attractions

zoo

amusement parks

Outlet Shopping

museums

LAS VEGAS

Disney Parks

POWER CENTERS

Restaurants

mobile apps

Water Parks

MALL OF AMERICA.



MALL OF AMERICA.



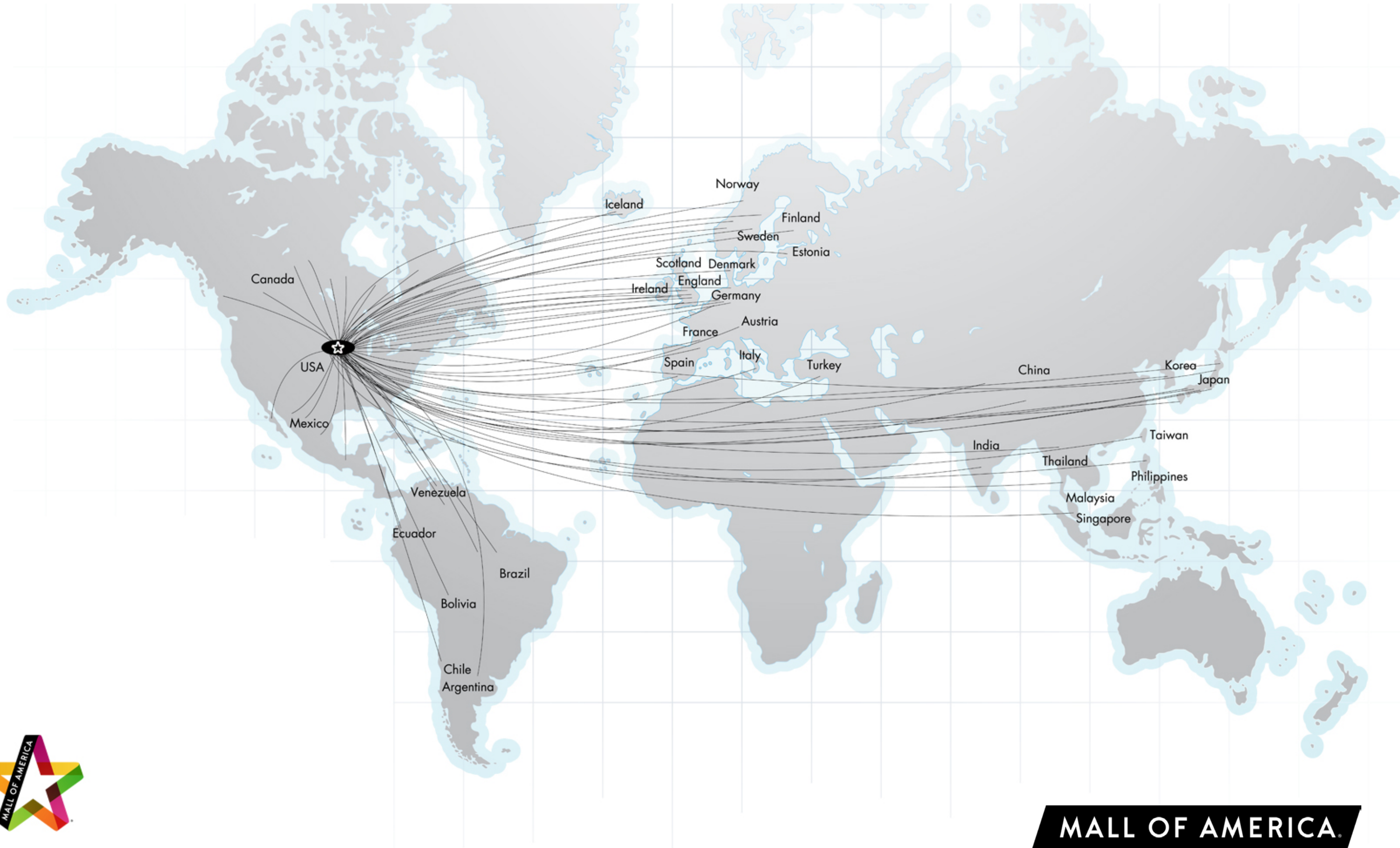
MALL OF AMERICA



MALL OF AMERICA.



MALL OF AMERICA.



MALL OF AMERICA

COMMUNICATION SHIFT

Individuals → Community

Push → Enable

Transactional → Experiential

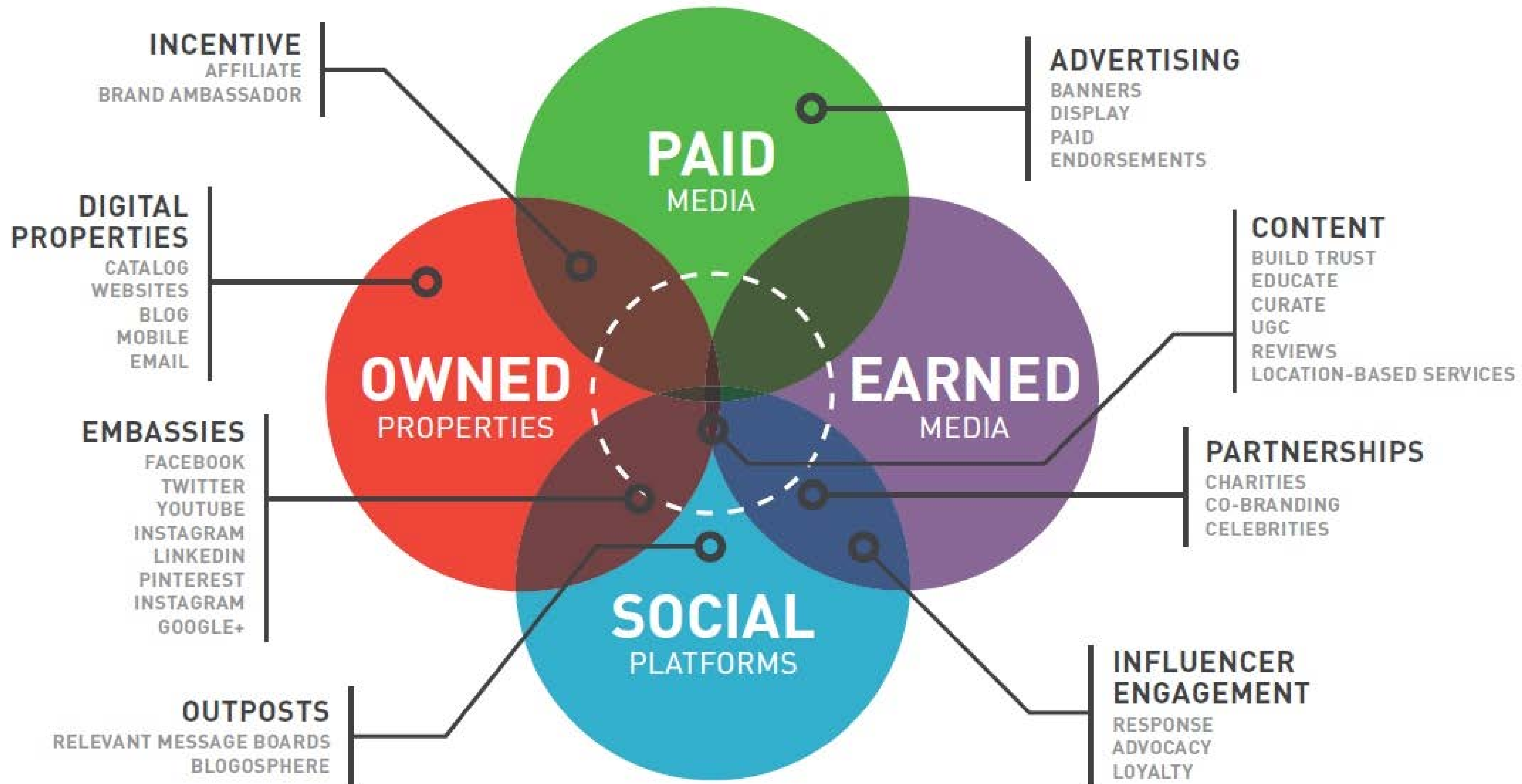
experience

MALL OF AMERICA



MALL OF AMERICA.

SEVAN



CASE STUDY:

Aug-Sep 2014

THE WARM-UP STARTS HERE.

More choices than anywhere else in the nation, all under one roof.
Over 40 athletic apparel options and more at Mall of America®



BACK-TO-ME RETREAT
A much needed break for moms + dads
September 2-12
Now that the kids are back in school, we invite you to get some much-needed R&R at MOA* with free coffee, giveaways and special offers. MallOfAmerica.com for more details.

- Aerie
ATHLETA
Champs Sports
Columbia Sportswear
Custom College Shop
Famous Footwear
Field of Dreams
Foot Locker
Footaction USA
GapBody
GNC
Goldy's Locker Room
H&M
- Hat World
Hockey Minnesota
House of Hoops
ivirva athletica
Lady Foot Locker
Lids
Live Love Dream
lululemon athletica
Macy's
Marshalls
MERRELL
Minnesota Vikings Locker Room
NEW ERA
- Nike
Nordstrom
Nordstrom Rack
Oakley
Pro Image Sports
Puma
Running Room
SEARS
The Finish Line
The Walking Company
Tilly's
USA Hockey
Victoria's Secret

MALL OF AMERICA.

TONS OF TERRIFIC STUFF FOR TEENS.

More choices than anywhere else in the nation, all under one roof.
Over 70 stores for teens and more at Mall of America®



- Abercrombie & Fitch
Aerie
Aéropostale
KICICI
Aldo
Aldo Accessories
American Apparel
American Eagle
AJX Armani Exchange
BCBGeneration
Buckle
Call It Spring
Charlotte Russe
Cotton On
Cowgirl Tuff Company
Deb
Della's
Dr. Martens
Express
Famous Footwear
Foreign Exchange
Forever 21
Fossil
- Francesca's
Free People
Gap
Garage
Giltz!
Guess
H&M
Hollister
Hot Topic
Journeys
Len
Levi's
Live Love Dream
Lucky Brand
Lululemon Athletica
Madewell
Marshalls
Maurices
Nike
Nordstrom
Nordstrom Rack
PacSun
Pink
- Puma
Ragstock
Rainbow
Sears
Shi by Journeys
Silver Jeans
SIX
Skechers
Steve Madden
Sunglass Hut
Swatch
Tilly's
Torrid
True Religion
Typo
UGG Australia
Urban Outfitters
Vans
Vera Bradley
Wet Seal
Zumiez

FREE ALL-DAY RIDE WRISTBANDS
Spend \$250 at Mall of America between July 18-September 1, 2014, and receive two free all-day ride wristbands to Nickelodeon Universe®. A \$64 value. Visit MallOfAmerica.com for more details.

MALL OF AMERICA.

GOOD-LOOKING REQUIRES SOME LOOKING.

More choices than anywhere else in the nation, all under one roof.
Over 70 stores for men and more at Mall of America®



AN OPULENT AUTUMN
For top trends and the season's most glamorous fashions, check out the Mall of America Fall Look Book at MallOfAmerica.com.

- AJX Armani Exchange
Abercrombie & Fitch
Aéropostale
American Apparel
American Eagle
Banana Republic
Boot Barn
Bostonian
Buckle
Burberry
Carhartt
Champs Sports
Club Monaco
Columbia Sportswear
- Cotton On
Custom College Shop
Eddie Bauer
Express
Farm Boy Farm Girl
Field of Dreams
Foreign Exchange
Forever 21
Fossil
Gap
Goldy's Locker Room
G-Star RAW
Guess
H&M
- Hammer Made
Harley-Davidson
Hockey Minnesota
Hollister
Hot Topic
Hugo Boss
J.Crew
Johnston & Murphy
Lacoste
Len
Levi's
Lids
Lids Locker Room
Life Is Good
- Lucky Brand
Nacy's
Marshalls
Men's Wearhouse and Tux
Merrell
Woods of Norway
New Era
Nike
Nordstrom
Nordstrom Rack
Oakley
Old Navy
PacSun
Pro Image Sports
- Puma
Ragstock
Sears
Silver Jeans Co.
The Art of Shaving
Tommy Bahama
True Religion
UGG Australia
Urban Outfitters
Vans
Victorinox Swiss Army
Vikings Locker Room
Zumiez

MALL OF AMERICA.



DAZZLING ACCESSORIES.

More choices than anywhere else in the nation, all under one roof.
Over 75 beauty and accessories stores and more at Mall of America®.

ALWAYS STOCKED FOR CRAVINGS.

More choices than anywhere else in the nation, all under one roof.
Over 90 dining and refreshment options and more at Mall of America®.



STEP OUT IN STYLE.

Over 50 shoe stores all in one location.
The best selection anywhere is right in your backyard,
the ultimate place to shop.

A/GACI
Aldo Accessories
Aveda
Banana Republic
Bare Minerals
Bath & Body Works
Ben Bridge
Blast Blow Dry Bar
Brighton Collectibles
Brow Art 23
Burberry
Chapel Hats
Claire's
Coach
Crabtree & Evelyn
H&M
Helzberg Diamonds
Forever 21
Fossil
Francesca's
Hair Pop
Henri Bendel
Icing
Impulse
Intelligent Nutrients
J.Crew
Kay Jewelers
Kiehl's
LA Nails
L'Occitane
Local Charm
Lotus Beads and Jewelry
Lush
MAC Cosmetics
Macy's
Maria Rivolta
Marshalls
Michael Hill
Michael Kors
Nail Trix
Nordstrom
Nordstrom Rack
Origins
Pandora
Perfumania
Progressions Salon
Regis
Rogers & Hollands
Sabon
Sephora
Sears
Sigma Beauty
Silica
SIX
Solstice Sunglasses
Sox Appeal
Sunglass Hut
Swarovski
Swatch
The Body Shop
Tumi
Vera Bradley
Victoria's Secret
Zales

MALL OF

AMERICA.

AGW All American Food
American Girl Bistro
Arby's
Asian Chao
Auntie Anne's
Baja Sol
Benihana
Bluegger's Bagels
Bubba Gump Shrimp Co.
Buffalo Wild Wings
Burger King
Cadillac Ranch
Cantina #1
Caribou Coffee
Charley's Grilled Subs
Chatime Tea
ChikWich
Chipotle
Cinnabon
Coffee & Tea LTD
Cold Stone Creamery
CRAVE
Cupcake
Dairy Queen
Dick's Last Resort
Doc Popcorn
Famous Dave's
Firelake Grill House & Cocktail Bar
Freeziac
Freshers
Godiva Chocolatier
Great American Cookies
Great Steak & Potato
Haagen-Dazs
Healthy Express
Hooters
iCandy Sugar Shoppe
Jamba Juice
Johnny Rockets
Kokomo's Island Café
Lindt Chocolate
Little Tokyo
Long John Silver's
Magic Pan Crepe Stand
Maki of Japan
Masu Sushi & Robata
McDonald's
Nestlé Toll House Café
Noodles & Company
Nordstrom Café
Old Vine Wine & Spirits
Orange Julius
Paciugo Gelato & Caffè
Panda Express
PEEPS & Company
Pepper Palace
Pinkberry
Pita Pit
Pizza Studio
Odooba Mexican Grill
Rainforest Café
Rocky Mountain Chocolate Factory
Ruby Thai Kitchen
Ruby Tuesday
Rybicki Cheese
Sbarro
See's Candies
Sky Deck Sports Grille & Lanes
Starbucks
Subway
Taco Bell
Teavana
The Coffee Bean & Tea Leaf
The Tea Garden
Tiger Sushi
Tony Roma's
Tucci Benusch
Twin City Grill
Villa Fresh Italian Kitchen
Vom Fass

FREE ALL-DAY RIDE WRISTBANDS

Spend \$250 at Mall of America between July 18-September 1, 2014, and receive two free all-day ride wristbands to Nickelodeon Universe®. A \$64 value. Visit MallOfAmerica.com for more details.

MALL OF

AMERICA.

Aldo
Banana Republic
Boot Barn
Bostonian
Buckle
Burberry
Call It Spring
Carhartt
Champs Sports
Charlotte Russe
Clarks
Coach
Columbia
Crocs
Deb
Dr. Martens
DSW
ECCO
Famous Footwear

Flip Flop Shops
Flips
Foot Locker
Footaction USA
Forever 21
Guess
Happy Feet
House of Hoops
Johnston & Murphy
Journeys
Kids/Lady Foot Locker
Macy's
Marshalls
Michael Kors
Merrell Shoes
Nike
Nordstrom
Nordstrom Rack

O'Shoes / A/GACI
PacSun
Payless Shoe Source
Puma
Rainbow
Rockport
Running Room
Sears
SHI by Journeys
Skechers
Steve Madden
Stuart Weitzman
The Finish Line
The Walking Company
Tilly's
UGG Australia
Vans
Zumiez

FREE ALL-DAY RIDE WRISTBANDS

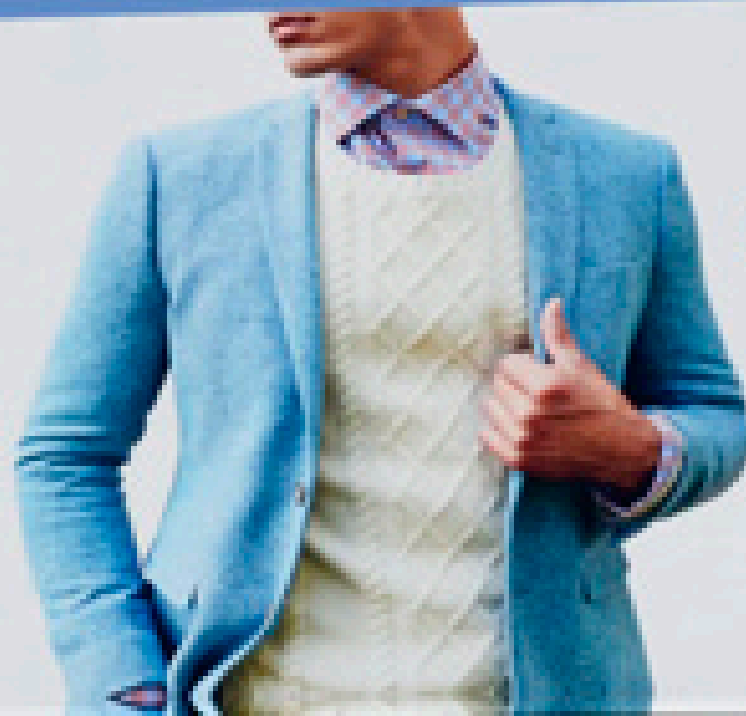
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MALL OF

AMERICA.

TAILORED FOR VARIETY.

*Over 70 stores for men
in one location.*



MALL OF

AMERICA.

ENDLESS FUN FOR
ENERGETIC KIDS.

Over 75 stores for kids in one location.



MALL OF

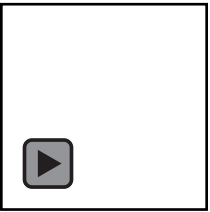
AMERICA.

CLEARCHANNEL

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EVERY STYLE FOR EVERY WOMAN.

More choices than anywhere else in the nation all under one roof.
Over 100 women's apparel stores and more at Mall of America®

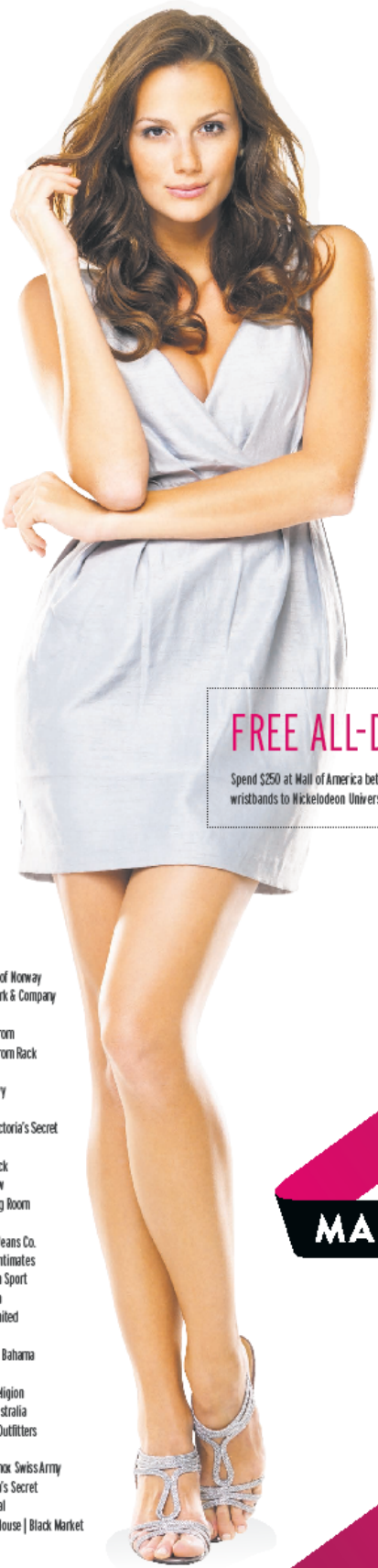


4 MILES. PACE YOURSELF.

Over 100 women's apparel stores
in one location.



MALL OF
AMERICA.



FREE ALL-DAY RIDE WRISTBANDS

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MALL OF
AMERICA.

- | | | |
|-----------------------|-------------------------|----------------------------|
| Abercrombie & Fitch | Forever 21 | Moods of Norway |
| Aerie | Francesca's | New York & Company |
| Aéropostale | Fredrick's of Hollywood | Nike |
| AGACI | Free People | Nordstrom |
| American Apparel | G-Star Raw | Nordstrom Rack |
| American Eagle | Gap | Oakley |
| Ann Taylor | Garage | Old Navy |
| Athleta | Glitz | Pacsun |
| AK Armani Exchange | Guess | Pink Victoria's Secret |
| Barana Republic | H&M | Puma |
| BCBGeneration | Harley-Davidson | Ragstock |
| Bebe | Hollister | Rainbow |
| Boot Barn | Hot Topic | Running Room |
| Buckle | J.Crew | Sears |
| Burberry | J.Hill | Silver Jeans Co. |
| Caché | Johnston & Murphy | Soma Intimates |
| Carhartt | Lacoste | Swim 'n Sport |
| Charlotte Russe | Lady Foot Locker | Tatiana |
| Chico's | Lane Bryant | The Limited |
| Christopher & Banks | Len | Tilly's |
| Club Monaco | Levi's | Tommy Bahama |
| Coach | Life is Good | Torrid |
| Columbia Sportswear | Live Love Dream | True Religion |
| Cotton On | LOFT | UGG Australia |
| Cowgirl Tuff Company | Long Tall Sally | Urban Outfitters |
| Deb | Lucky Brand | Vans |
| Delia's | Lululemon Athletica | Victoria's Secret |
| Destination Maternity | Macy's | Wet Seal |
| Eddie Bauer | Madwell | White House Black Market |
| Everything But Water | Marshall's | Zumiez |
| Express | Maurice's | |
| Farm Boy Farm Girl | Merrell | |
| Foreign Exchange | Michael Kors | |



MALL OF AMERICA.

Robin Williams (1951-2014)



Robin Williams, boisterous comedy star, dead at 63

Robin Williams, a brilliant shapeshifter who could channel his frenetic energy into delightful comic characters like "Mrs. Doubtfire" or harness it into richly nuanced work like his Oscar-winning turn in "Good Will Hunting," died Monday in an apparent suicide. He was 63. Updated 35 minutes ago

[Williams a comic force, versatile actor](#)

[Robin Williams: 1951-2014](#)

latest news

[400 Soundbar owner reportedly tells city he will close club](#) Updated 5:58 AM

["We're in this until the name changes": Redskins debate gets nastier](#) Updated 6:35 AM

[Testimony resumes in New Brighton neighbor feud that led to murder](#) Updated 8:25 AM

[Minnesota diver dies in Straits of Mackinac](#) Updated 12:17 AM

[Dayton hears from east metro officials about rail safety](#) Updated 11:22 PM

[Brooklyn Center woman grieves for 9 relatives lost to Ebola](#) Updated 12:09 AM

[Man who raped 2 teen girls in Rosemount gets time served](#) Updated 8:13 PM

[Judge won't allow release of sex offender](#) Updated 9:56 PM

[DEA improperly paid Amtrak informant \\$854,460 for passenger lists](#) Updated 7:37 AM

[Strib Biz Live: Latest market swings and](#)

weather »

Paul Douglas 5-day



70° 81/64 Intermittent Clouds

The Drive: Metro traffic

[Advertise on StarTribune.com](#)

connect



ADVERTISEMENT

only at MALL OF AMERICA.

OVER 40 EXCLUSIVE OFFERS

CLOSE [x]

apparent suicide. He was 63. Updated 35 minutes ago

[Williams a comic force, versatile actor](#)

[Robin Williams: 1951-2014](#)

[\\$854,460 for passenger lists](#) Updated 7:37 AM

[Strib Biz Live: Latest market swings and](#)

connect



ADVERTISEMENT

FREE RIDE WRISTBANDS WHEN YOU SHOP MOA!

only at MALL OF AMERICA.

CLOSE [x]

MALL OF AMERICA.



MALL OF AMERICA.

BACK-TO-ME RETREAT

A much-needed break for Moms + Dads.



September 2 -
September 12

**MALL OF
AMERICA.**

ALL DAY OFFERS*

Great news! There is no need to cut out these offers. Simply present this booklet at participating retailers to receive the specials. The following disclaimer applies to all offers.

* Limit one per customer. No cash value. Coupon must be presented at time of purchase. Not valid on previous purchases, other offers, discounts, promotions, gift cards, layaways or online transactions. Not redeemable for cash or credit. Valid at Mall of America® location only. Offers valid 9/2/14 - 9/12/14. See stores for official rules.

Madewell

Level 1, South
Bring in any pair of denim to donate and receive \$20 off one pair of jeans.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

blōst

Level 1, South
Free eyebrow wax or lash application with the purchase of a blowout. Must call 612.424.5770 to make an appointment.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

BUNNIGER'S BAGELS

Level 3, South
Free bagel and cream cheese of your choice with the purchase of any beverage.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

e

PUMA

Level 1, North
20% off entire purchase.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

J.Jill

Level 2, South
\$20 off a purchase of \$80 or more.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

moods of norway

Level 1, South
20% off all new men's and women's merchandise for fall and winter.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

h

macys

Southwest Court
10% off visitor savings pass. Pick up your savings pass in the Fine Jewelry Department.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

Running Room

Level 1, West
15% off all full priced and sale items. Excluding electronics and nutrition products.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

CINNABON

Level 1, East
15% off any purchase or \$3 off any Cinnapack to go.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

ATHLETA

Level 1, South
Free Athleta headband with a \$50 purchase. Limit one per person.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

CACI

Level 1, West
\$20 off \$100
\$40 off \$150
\$60 off \$250
using code LBT455. Offer not valid on special occasion dresses. Coupon valid on regular price merchandise only.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

Buckle

Level 2, East
Customized profile and free jean fittings for men and women.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

solimar

Radisson Blu
10% off any one spa service or 15% off any two spa services (products not included). Advance appointments required. Reservations based upon availability. Cannot be combined with any other discounts, offers, or coupons. No refunds or exchanges will be provided for missed appointments. Call 952.851.4000 today and mention Mall of America's Back-to-Me Retreat.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

THE BODY SHOP

Level 1, West
10% off your entire purchase.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

Nestle

**Level 2, East
Level 1, West**
Free Nestle Toll House Chocolate Chip Cookie with the purchase of any beverage.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

J

PROGRESSIONS SALON
An AVEDA Concept Salon

Level 1, West
For the month complimentary deep conditioning treatment with any hair service, blow wash with any facial service, or gel polish with any manicure. For the dads: haircut for the price of a wash and style, one hour massage for the price of 30 minutes or pedicure for the price of a manicure. One per guest. Must mention promotion when booking service.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

cupcake

Level 3, West
Four-pack of cupcakes for just \$10.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

Francesca's

Level 1, South
20% off a full priced item.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

HAMMER@MADE

Level 1, South
Free pair of socks with any collared shirt purchase.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

THE LIMITED

Level 2, South
50% off a full price top (code 365), 50% off a full price sweater (code 364), 50% off a full price jacket (code 367), 40% off a full price accessory (code 368), 50% off a full price midweek purchase (code 369).

Valid 9/2/14 - 9/12/14 at Mall of America location only.

o

verizon

Level 2, East
Stop by the Verizon Destination Store during the Back-to-Me Retreat and get a customized case for our most popular smartphones with your kids picture for 50% off! Retail value \$34.99.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

Columbia

Level 1, West
Spend \$150 or more and earn a \$30 gift certificate to redeem between September 15 and October 31.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

Lindt

Level 2, South
Free Excellence Chocolate Bar with a purchase of \$20.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

BANANA REPUBLIC

Level 1, West
Receive a free Banana Republic tote when you get styled by one of the Banana Republic sales associates. While supplies last.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

onePASS

Level 2, East
Free wine, cocktail and food samplings. Free gift while supplies last. Enter to win a Cruet bottle set and a gift card (\$45 value). 20% off bottle refills purchased that day.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

y

Jamba Juice

Level 3, East
15% off your entire purchase. Offer excludes gift card purchases.

Valid 9/2/14 - 9/12/14 at Mall of America location only.

MALL OF AMERICA.

COLLECTIONS IN EVERY NAME.

More choices than anywhere else in the nation, all under one roof.
Over **100 designer brands** and more at Mall of America® Plus, no sales tax on clothing and shoes.



MOA™ SHOPPING PACKAGE

Prices as low as \$179/night
Receive a free Mall of America coupon book (over \$1,500 in savings) and utilize package pickup throughout your shopping adventure! Visit RadissonBluMOA.com for booking and more information.



- | | | | | |
|-------------------|------------------------|--------------------|-------------------|----------------------------|
| 3.1 Phillip Lim | Christian Dior | Haute Hippie | Michael Kors | Saint Laurent Paris |
| A.L.C. | Coach | Helmut Lang | Missoni | St. John |
| Akris | Current Elliott | Herve Leger | Miu Miu | Stella McCartney |
| Alexander McQueen | David Yurman | Isabel Marant | Moncler | Stuart Weitzman |
| Alexander Wang | Diane von Furstenberg | Issey Miyake | Mulberry | Tay Heuer |
| Anna Sui | Dior | J Brand Collection | Nanette Lepore | Tamara Mellon |
| Armani Collezione | Dolce & Gabbana | Jack Spade | Narciso Rodriguez | Tod's |
| Balenciaga | Donna Karan Collection | Jimmy Choo | Oliver Peoples | Tom Ford |
| Betsey Johnson | Dries Van Noten | John Varvatos | Oscar de la Renta | Tommy Hilfiger |
| Billy Reid | Elie Tahari | Juicy Couture | Paul Smith | Tory Burch |
| BLK Denim | Elizabeth and James | Kate Spade | Pedro Garcia | Tracy Reese |
| Bobbi Brown | Erdem | Dagance | Persol | Trina Turk |
| Bottega Veneta | Escada | Lacoste | Prada | Valentino |
| Brahmin | eskaender | Lanvin | Proenza Schouler | Veda |
| Burberry | Etro | Lela Rose | Rag & Bone | Vera Wang |
| BVLGARI | Fabiana Filippi | Loma | Ralph Lauren | Versace |
| Calvin Klein | Fendi | Manolo Blahnik | RED Valentino | Victoria, Victoria Beckham |
| Carven | Giorgio Armani | Marc Jacobs | Rick Owens | Viktor & Rolf |
| Chanel | GivENCHY | Marchesa | Robert Clergerie | Z Zegna |
| Chloé | Gucci | Max Mara | Roberto Cavalli | |

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AMERICA.

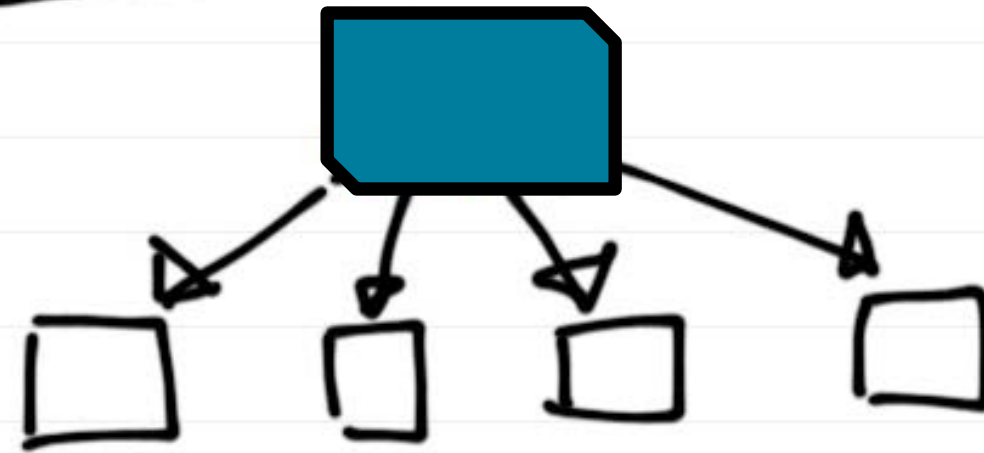


AN OPULENT FALL
MALL OF AMERICA.

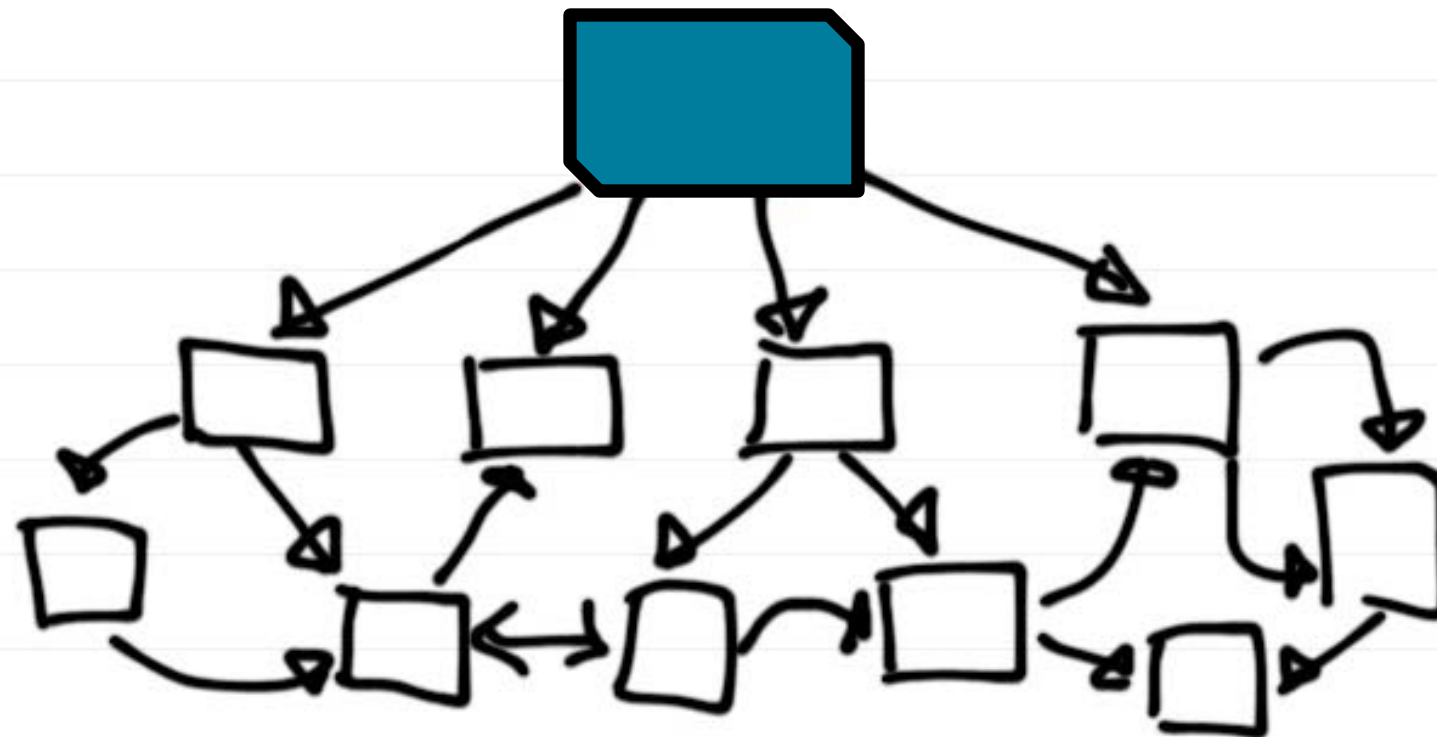


MALL OF AMERICA.

Traditional Media



Social Media



LISTEN

Connect

ENGAGE

54% of consumers would consider ending their relationship with a retailer if they are not given tailor-made, relevant content and offers.

CMO Council

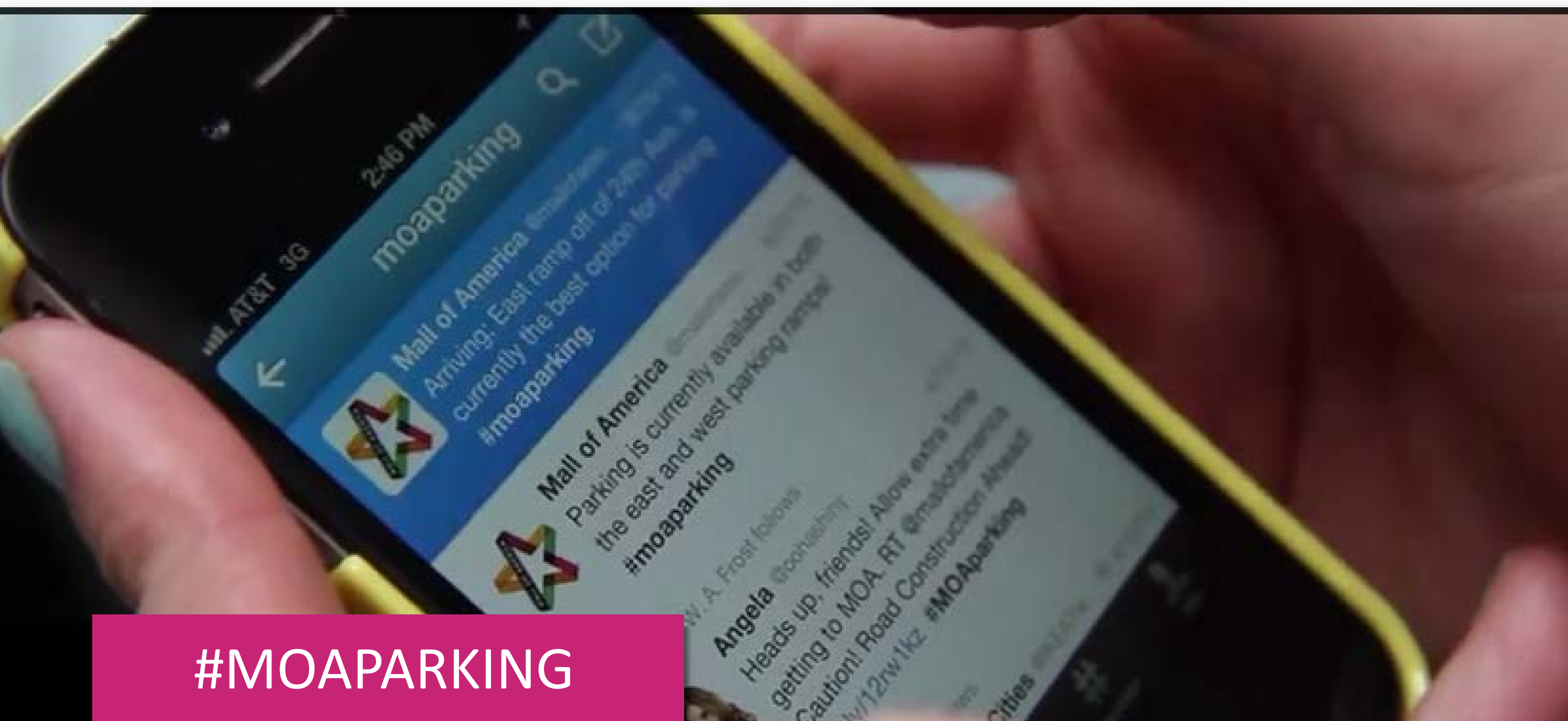
MALL OF AMERICA.



MALL OF AMERICA

ENHANCED SERVICE PORTAL

MALL OF AMERICA.



#MOAPARKING

MALL OF AMERICA.



MALL OF AMERICA

Retailers' average response time to a post by consumers in social media is **seven hours**, more than enough time for the person to go ahead and purchase from the competition.

Exact Target

MALL OF AMERICA.



Mall of America @mallofamerica

1h

@RobynsWorld Thanks for checking in at Mall of America! We have a treat for you :) DM us for details. #MOAHoliday
pic.twitter.com/0N9jHuO2pu



View photo

Reply Delete Favorite More

Surprise.



Robyn Wright @RobynsWorld

4m

How nice! @MallofAmerica brought me a gift when I checked in on foursquare #MOAHoliday ift.tt/18rtibZ pic.twitter.com/qNOOTuSNiY



1
RETWEET

2
FAVORITES



1:26 PM - 21 Nov 13 · Details

Flag media

Collapse

Reply Retweet Favorite More

Delight.

MALL OF AMERICA.

Guest: I have a map, but I can't figure out which direction to go. I think we're going to give up and leave.

MOA: We want to help you! One of our guest service representatives can come up and guide you to where you need to go.

Makes a **GIANT** place much smaller.

Positions us as a
retail and
entertainment
authority.

Guest: Just purchased two items from Guess.Com, but sizes aren't right. Can I come to your MOA store tomorrow to switch?

MOA: At this time, the item you're looking for isn't available in store, but you can make an exchange for another item.

Guest: Thank you! I will come in tomorrow to see what they have!

What's Next?

(Innovate By Anticipating Customer Needs)



MALL OF AMERICA.





MALL OF AMERICA.



MALL OF AMERICA.



JW MARRIOTT

THE OFFICES
'MOA'

MALL OF AMERICA

MALL OF AMERICA



MALL OF AMERICA

THANK YOU!

