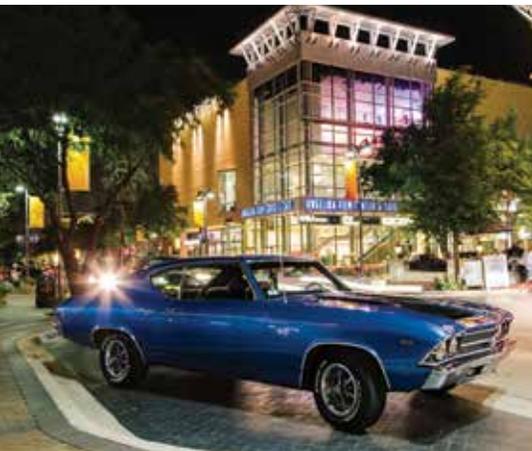




MAXI AWARDS

Competition Rules



Entry Deadline: March 15, 2017
www.icsc.org/maxiawards

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ELIGIBILITY AND ENTRY REQUIREMENTS

Review this information thoroughly to ensure your entry is eligible and that you understand the entry requirements.

WHO CAN ENTER

The MAXI Awards program is, first and foremost, a recognition program for U.S. shopping centers and shopping center companies. Although we welcome the work of advertising agencies, consulting firms and other support companies, all entries must be implemented and entered by a recognized shopping center and/or shopping center owner, developer and/or management company.

HOW TO SUBMIT AN ENTRY

All entries in the 2017 MAXI Awards Competition must be submitted online at **www.icsc.org/maxiawards**. Each entry must include a fully completed entry form along with a detailed entry summary. Supporting materials should be uploaded in the appropriate sections where indicated.

MULTIPLE ENTRIES

You may segment an overall marketing campaign and enter it into multiple categories, providing you write each entry for that specific category. For example, if you enter your holiday marketing program into the Advertising, Sales Activation, and Social Media categories, each entry must be written for that category and include only the components that relate to that category. It is not permitted to develop one general entry and submit it multiple times into different categories. Such duplications will be disqualified. To help you in submitting elements of an entry in other categories, the MAXI Online process allows you to “copy” all material into a new entry. It is your responsibility to edit such work accordingly.

PREVIOUS SUBMISSIONS

Work that is a continuation of a program that has previously won an award in the MAXI Awards Program can be entered only if it is substantially different from the previous winning entry. You are responsible for demonstrating the difference between this year’s entry and the one previously honored. Without clear and sufficient documentation, your entry risks disqualification.

DEADLINE

All entries must be submitted for judging by **Wednesday, March 15, 2017** at midnight eastern time.

ENTRY FEES

Member Fee: **\$295**

Non-Member Fee: **\$395**

Fees must be received by

Wednesday, March 15, 2017, to be accepted for judging. Payment must be remitted by credit card only.

ELIGIBILITY

The majority of your program must have been implemented between June 1, 2015 to January 31, 2017. If your program is ongoing, extending beyond the eligibility period, you may only include the elements actually used during the eligibility period. Elements from an entry that has previously won an award in the MAXI Awards Program are not eligible. All ineligible materials from the entry will not be considered by the MAXI judges.

RULINGS

The MAXI Task Force and ICSC officials will make all eligibility rulings. Both reserve the right to reclassify, re-categorize or disqualify entries, as well as delete any ineligible materials. All decisions are final.

ELIGIBILITY AND ENTRY REQUIREMENTS

Review this information thoroughly to ensure your entry is eligible and that you understand the entry requirements.

MAXI PUBLICATION

MAXI Gold and MAXI Silver Award-winning entries will be featured in *Shopping Centers Today*, published by ICSC, and on the ICSC's Global Awards gallery website. Your entry constitutes permission for ICSC to reproduce, copy, publish and display the entry materials in any format it deems appropriate. Please evaluate your entry for publication appropriateness, making sure you are comfortable with the contents relative to any confidential or proprietary information.

MAXI AWARD PRESENTATION

RECon 2017
Sunday, May 21, 2017
5:30 – 7:00 pm

RESOURCES

For additional help or questions, contact The MAXI Committee at: **+1 646 728 3462** or email us at **awards@icsc.org**.

ICSC FOUNDATION U.S. COMMUNITY SUPPORT AWARD

This special distinction is designed to encourage and recognize outstanding community support executed by a shopping center or company in its own neighborhood which have made a significant contribution to a deserving community issue, cause or charity. For more details on how to enter, please visit the ICSC Foundation website, **www.icsc.org/foundation**.

MAXI JUDGES' TOP TEN TIPS FOR A STRONG ENTRY

1

CHOOSE THE RIGHT CATEGORY

Make sure you enter the most appropriate category. Some criteria overlap between categories; please carefully check the definitions before you begin your entry. Your project may be entered into more than one category, but each submission must adequately demonstrate the category's specific (and different) objectives.

2

TELL A STORY

Your entry needs a clear storyline with a beginning, middle, and end. The judges are unlikely to be familiar with your situation, be it a specific center, group of centers, or your entire portfolio. Make sure your entry describes what you did and why you did it as well as outlines of all resources employed, corresponding costs, and detailed qualitative and quantitative results.

3

BE "MECE"

The structure of your entry should be clear, concise, and relevant. Short sentences and bullet points are an effective way to convey detail. Make sure you are MECE: Mutually Exclusive (don't repeat yourself) and Completely Exhaustive (don't omit anything relevant).

4

BE "SMART"

Everything you submit should be Specific, Measurable, Achievable, Realistic, and fit within a clear Time frame.

5

BE HONEST

Show how the project achieved good value for the money and return on investment, but don't exaggerate—the judges will spot this. If some aspects of the project did not work well, or gave you an idea for improvement next year, include it. This shows a rounded and realistic approach.

6

EXPLAIN WHY

Explain why the business idea behind your entry is clever and why the implementation was successful. Why did you choose this idea and not something else? Was it aligned with your overall strategy? Did it answer your business brief? Were objectives and goals achieved? Is this entry a good benchmark for the industry? Could it be replicated elsewhere? Should it?

7

INCLUDE SUPPORTING MATERIALS

Remember the power of supporting materials. Make sure you provide solid evidence to show how you achieved your objectives. Images, photographs, videos, testimonies, and market research results are always great advantages.

8

BE YOUR OWN BEST CRITIC

Ask tough questions. Are you entering because you think you ought to apply, or because you have an excellent project? Is your entry innovative enough? If you were a MAXI judge and this was an entry from a peer, would you give it a high score? Is it the right time to enter? Some projects are submitted too early and would benefit from a longer time frame to better encompass an extended range of excellent results.

9

ALLOW ENOUGH TIME

The best entries are planned well in advance and written with sufficient time for reviewing and editing.

10

GET FEEDBACK

Ask someone not connected with your work to review your submission. If it makes sense to someone unfamiliar with your center and the details of your project, you likely have a robust submission.

AWARD CATEGORIES AND CLASSIFICATION

1. TRADITIONAL MARKETING

Strategic communications that advertise a shopping center or company to its target market(s). This may include efforts in a single medium or those in a multimedia series or campaign. You may also enter the advertising component(s) of a sales promotion or event, revenue impact or community relations program. This category may also showcase innovative strategies that provide in-kind contributions to the marketing budget or that demonstrate effective media planning and buying that augment or maximize a center's marketing budget.

NOTE: Advertising directed toward retail leasing or other businesses should enter in the B2B classification.

NOTE: Sponsorships and alliances intended to produce income for the shopping center owner should be entered in the NOI Enhancement category

CAUSE RELATED MARKETING

A single or ongoing event, program, or project that involved the cooperative efforts of a shopping center or company and a charitable or community need, interest, or cause. The shopping center or company's goals should reflect an altruistic intent shown to meet a business need.

INTEGRATED ADVERTISING CAMPAIGN

Entries must consist of three (3) different components within a single campaign or multimedia series that advertise a shopping center or company to its target market(s). Additionally, you may enter the advertising components of a sales promotion or event, grand opening, revenue impact or community relations program. This category may showcase cross-channel strategies to reach a specific target or a variety of audiences.

SALES ACTIVATION

This category rewards campaigns and activities designed primarily to generate retail sales and customer traffic within the center. The sales campaign could be for a one-off activity or for more long-lasting initiatives. It could relate to a specific sales promotion or be linked to an event. This may include efforts that target buyer conversion, shopping frequency, relative draw, or market share. Entries may also include event marketing designed to generate publicity, market awareness, and customer traffic. Entries in this category must document specific and measurable results attributable to the program or effort and should demonstrate return on investment. Entries should demonstrate how strategies and tactics were linked to the center's business objectives and may also include plans for overall development, leasing and merchandising, revenue generation, advertising, public relations, community relations, and events and promotions.

GRAND OPENING/EXPANSION/REDEVELOPMENT/RENOVATIONS

This category recognizes innovation and excellence in the marketing of an opening or re-opening of a center. It can include the opening of a specific part of a center such as a refurbishment of a food court, redevelopment of space previously housing an anchor or department store, or an

expansion. The category rewards creative originality and cost-effective results. This may include activities such as the overall pre-launch, launch, and post-launch of a new center; a PR campaign to manage the message during the redevelopment or renovation; the advertising campaign for a new center, redevelopment, or expansion; or the event activities for a grand opening.

PUBLIC RELATIONS

A planned public relations program or initiative intended to primarily benefit the commercial interests of a shopping center or company. Such efforts should promote an understanding of or goodwill toward a shopping center or company or be designed to influence public opinion in ways serving a commercial interest. Examples may include efforts to obtain positive publicity or the handling of negative publicity, crisis management or crisis prevention, government relations and/or initiatives directed to key external or internal groups or persons such as clients, tenants, shareholders or analysts. Entries may also include internally directed initiatives such as professional development, incentive or recognition programs, conferences and employee intranets, newsletters, magazines or videos.

NOTE: While paid media advertising may comprise a part of an overall public relations program, such expenses should not comprise more than one-third of the total program expense. Publicity coverage should be itemized and well-documented with print scans, audio and/or video clips, website visuals, etc.

BUSINESS-TO-BUSINESS (B2B)

Marketing communications initiated by a shopping center or company and directed to other businesses (not consumers), such as retailers, specialty retailers, trade groups, investors, suppliers or other targeted commercial interests, using tactics which are designed to improve company profitability and brand identity rather than consumer sales. The purpose of the program or initiative is to support leasing efforts, specialty leasing programs, sponsorship programs, environmental or green initiatives, investor/analyst relations and communications and business association initiatives. Tactics may include exceptional trade show support, sales collateral, direct mail, training and incentive programs, targeted tenant retention efforts, electronic, broadcast or print advertising and public relations.

DIGITAL/SOCIAL MEDIA

Use of a single channel or multiple components of social media and/or digital technology to accomplish the goals of the media/marketing strategy. Social Media and Digital Technology may include: Facebook, Twitter, Instagram, Pinterest, YouTube, Blogs, QR Codes, Apps, LinkedIn, Foursquare, Yelp, TripAdvisor, websites, e-commerce sites, e-mail, etc.

2. NOI ENHANCEMENT

Programs and initiatives intended to generate revenue that directly enhances the net operating income (NOI) of a shopping center or company. These may include sponsorships, alliances, advertising sales, or other supplemental or non-traditional revenue sources. It may include creative or innovative leasing and/or specialty leasing programs, including targeted tenant retention efforts. Of particular note, while NOI enhancement is the goal, successful programs in this category will demonstrate an innovative approach that is executed within brand standards including ownership quality expectations and overall strategic decision making.

PARTNERSHIP MARKETING/SPONSORSHIP

Marketing programs that directly enhance the bottom line in a demonstrated and documented, clearly defined strategic direction. These may include sponsorships, partner alliances that replace or alleviate marketing expense, advertising sales, or other supplemental or non-traditional revenue source and partnership marketing.

LEASING/SPECIALTY LEASING

Creative or innovative leasing and/or specialty leasing programs, including targeted tenant retention efforts.

3. DIGITAL/EMERGING TECHNOLOGY

With new technology evolving at a rapid rate, the MAXI Awards Committee has a strong desire to encourage more innovation within the industry. Consequently, the judges in this category are rewarding more points to the creative way a new technology has been applied rather than focusing entirely on commercial results. Judges of this category will have first-hand experience in digital technology. Entries may form part of a wider marketing campaign but technology must be central to the entry if you enter this category.

These entries should showcase the best use of mobile, interactive or any other online component that creates a brand experience. This may consist of mobile applications, interactive kiosks, GPS technology, location based marketing, traffic measurements, research methods, smart buildings, parking lot space management, or other environmental marketing that prompts user interaction.

***NOTE:** Entries in this category will have a hardware component prompting a user interaction. Entries in the NEW/EMERGING TECHNOLOGY category may not have a physical component and could be a pure SAAS or PAAS entry that provides a better overall experience.

NEW/EMERGING TECHNOLOGY

The entries can include strategic programs and plans that include, but are not limited to geo-targeting, audience profile management, artificial intelligence, machine learning and virtual reality to achieve brand and marketing communication goals for a shopping center or company. Links to a live website or an FTP site should be provided as part of the entries. For website entries, a home page link and up to three additional pages should be included as part of your entry.

CLASSIFICATIONS:

1. Shopping Centers under 500,000 sq. ft.
2. Shopping Centers over 500,001 sq. ft.
3. Joint Centers
4. Company



NEW
FOR
2017!

SPECIAL DISTINCTIONS

For the very first time, the ICSC MAXI Awards Jury will award two special distinctions for marketing campaigns: one to the highest-scoring campaign with a budget less than \$10,000 and another to the campaign that scores highest on the innovation criteria.

JUDGING PROCEDURE

MAXI JUDGING PROCEDURE

The ICSC MAXI Awards Committee and ICSC Officials will review and jury all entries to confirm eligibility and ensure they meet a minimum standard for judging. The committee may reclassify or re-categorize entries and delete elements that do not meet entry requirements. Entries that differ substantially from the category guidelines detailed herein will be disqualified without prior notice to the entrant. The MAXI Judges, a group of leading industry experts, will review eligible submissions and score them confidentially. Judges will not review entries from their own companies or any entry that might constitute a conflict of interest. Judges review each entry according to specific criteria and award points accordingly. Each entry can earn a maximum cumulative score of 50 points. The high score and low score are factored out and the remaining scores are averaged. An average score of 40 or more is required for a MAXI Gold award and an average score of 35 or more is required for a MAXI Silver award.

ICSC GLOBAL “BEST-OF-THE-BEST” VIVA AWARDS

All MAXI Gold winners will automatically be eligible to win ICSC’s Global “Best-of-the-Best” VIVA Awards. The awards will be presented in Las Vegas at ICSC’s annual convention, RECon. The judges will be made up of an international group of shopping center marketing experts.

MAXI SCORING PROCEDURE

ICSC officials manage and monitor the entire judging process. The process validates each judging score, eliminates the highest and the lowest scores, and then averages the remaining judges’ scores to calculate the entry’s total score. Officials rank the entries and designate the top-scoring 50th percentile of entries as MAXI Finalists. ICSC announces the Finalists within 10 days of the judging. In each category and classification there is the potential for honoring MAXI Gold and MAXI Silver winners. Each entry can earn a maximum cumulative score of 50. All entries with a total of 40 or more points will be honored with the MAXI Gold award and entries with the score of 35 points but less than 40 points will receive the MAXI Silver Award regardless of how many other winners are in each category or classification.

ICSC seeks to honor entrants in every category and classification, but remember, the MAXI Awards Program is designed to recognize the highest level of marketing excellence, so entries must achieve a minimum number of points required to be considered for an award

SCORING CRITERIA

TRADITIONAL MARKETING CATEGORY

TOTAL POTENTIAL SCORE OF 50

All judges use the same guidelines to assess the strength of each entry and carefully review the following information in your entry preparation.

ENTRIES ARE SCORED BASED ON THE FOLLOWING CRITERIA:

SITUATION AND MARKETING OBJECTIVES (UP TO 10 POINTS)

This fundamental area addresses the appropriate use of research, formulation of overall marketing rationale and the ability to realistically achieve stated measurable objectives.

The judges ask the following when assigning a score:

- Were situation and marketing objectives based on strategic insights and facts, rather than opinion?
- Did the entrant directly address the situation?
- Was a clear problem or opportunity identified and realistically addressed?
- Did objectives appear capable of addressing the situation as outlined?
- Were efforts business-based; i.e., owner's interests considered?
- Are objectives specific and time-based?
- Can objectives be measured quantitatively? If not, can qualitative goals be objectively measured?

ACTION (UP TO 10 POINTS)

This area measures the degree to which the program supported its original objectives and the level of competence and proficiency demonstrated in execution.

The judges will ask questions like these when assigning a score:

- Were the actions appropriate to the stated objectives?
- Was a high level of competence and professionalism exhibited in the actions?
- Did the entry properly document all the claims made; i.e., was it believable?
- Did the materials and documentation appropriately provide evidence of the results?

CREATIVITY (UP TO 10 POINTS)

Creativity relates to developing an original concept or devising an innovative approach to a familiar program or marketing effort.

Judges evaluate creativity by asking the following questions:

- What was the big idea that considerably improved the program delivery or message?
- Was it attention-getting or ground-breaking?
- Did the solution maximize the opportunity to succeed?
- Did the actions enhance the creative message and capitalize on the media selected?
- What obstacles or difficulties were overcome in terms of size, scope, budget limitations, etc?

RESULTS (UP TO 10 POINTS)

The results reveal how competently the program's actions were measured, documented and reported, and the degree to which they supported the program's stated objectives.

Judges will ask questions like these when assigning a score:

- Was strong detail provided in results documentation?
- Did the results relate to original objectives?
- Are the results credible?
- How was the center/company impacted?
- Were the shopping center owner's interests well-served?
- Is this entry worthy of emulation by the rest of the industry?

BUDGET AND RESULTING COST EFFECTIVENESS (UP TO 10 POINTS)

Budget evaluation is essential to proper allocation of resources within the overall marketing plan. Cost effectiveness evaluates the appropriateness with which center/company funds were spent in achieving stated objectives. Essentially, were the right resources invested in the right efforts to generate the best possible results?

Judges will ask questions like these when assigning a score:

- Did the amount spent appear to be a wise use of funds?
- Did the results obtained merit the expense?
- Was creativity and resourcefulness shown in budgeting without compromising quality and ability to get results?
- Did the efforts generate maximum impact for every dollar spent?

NOI ENHANCEMENT CATEGORY**TOTAL POTENTIAL SCORE OF 50**

All judges use the same guidelines to assess the strength of each entry and carefully review the following information in your entry preparation.

ENTRIES ARE SCORED BASED ON THE FOLLOWING CRITERIA:**SITUATION AND BUSINESS OBJECTIVES (UP TO 10 POINTS)**

This fundamental area addresses the business opportunity or issue to be solved using overall operational insight, demonstrated use of research and shopping center financial data to identify strategic intent and achievement of measurable and realistic objectives.

The judges will ask these questions when assigning a score:

- Was there a realistic and clearly stated NOI financial opportunity?
- Was the understanding of NOI impact demonstrated based on overall benefit to the business?
- Was a rationale for targeted partnership/alliance etc. involvement demonstrated?
- Was the innovative ideation based in business intent?
- Were financial objectives specific and time-based?
- Did the objective support overall ownership "brand" direction?

ACTION (UP TO 10 POINTS)

This area measures the degree to which the program supported its original financial NOI enhancement objective through the use of strategic decisions and action that supports/enhances business standards and ownership brand.

The judges will ask these questions when assigning a score:

- Are the actions appropriate to the overall financial objective?
- Are the actions appropriate for common area, brand, merchandising direction and overall business standards?
- Did the plan achieve the financial gain and prove a solid benefit to other parties involved, i.e., non-ownership partners?
- Was there clear documentation provided that demonstrates that this is a High Performing Team that could dictate the “new” standard for the industry?

INNOVATION (UP TO 10 POINTS)

Innovation relates to the action of creative and unique ideas established in the business need. Although the key driver is NOI Enhancement, the entry must demonstrate an innovative approach to achieving the business objective(s).

The judges ask these questions when assigning a score:

- Does the entry clearly showcase a high degree of creative thinking?
- Is the creative thinking grounded in the business objectives?
- Is there an overall theme in the action plan, i.e., the entire program is creative, well thought out and demonstrates a clear intent to achieve the objectives(s)?

RESULTS (UP TO 20 POINTS)

The results reveal how competently the program’s actions were measured, documented and reported, and the degree to which they supported the stated business objectives/NOI improvement.

Judges ask these questions when assigning a score:

- Was strong detail provided in the results documentation?
- Did results relate to original objectives?
- Are the results credible?
- Did the results impact the center/company?
- Were the shopping center owner’s interests well-served?
- Is this entry worthy of emulation by the rest of the industry?

DIGITAL/EMERGING TECHNOLOGY CATEGORY

TOTAL POTENTIAL SCORE OF 50

All judges use the same guidelines to assess the strength of each entry and carefully review the following information in your entry preparation.

ENTRIES ARE SCORED BASED ON THE FOLLOWING CRITERIA:

SITUATION AND OBJECTIVES (UP TO 20 POINTS)

This fundamental area addresses insight of consumer behavior in the digital space and the ability to connect with them using non-traditional tools as options. Demonstrated use of digital channels to drive engagement and reach will be evaluated. Achieved metrics per channel coupled with a clear objective “vision” to influence consumer shopping, social interaction and enhance experience with the property/company will be a determination of success.

The judges will ask these questions when assigning a score:

- Is this based on a clear understanding of consumer behavior and the correlation with the digital opportunity?
- Is there an established adaptation of potential “going forward” opportunity associated with the growth in “fast pace” of digital channel(s) software or hardware?
- Are the situation and objectives clearly integrated into the marketing plan?
- Are these objectives specific and time-based?
- Are there key metrics established for each objective?

ACTIONS (UP TO 10 POINTS)

This area measures the degree to which the program supported its original objectives and Situation analysis and the level of competence and proficiency demonstrated in Action.

The judges will ask these questions when assigning a score:

- Is the content compelling, relevant and timely?
- Is the action organically consistent with the objectives and situation as outlined?
- Is there a demonstration of real-time engagement?
- Is the creative consistent with the overall brand and marketing plan?
- Is this entry motivating and unique in messaging?
- Is there effective integration of emerging technology?

RESULTS (UP TO 10 POINTS)

The results reveal how competently the program’s Actions were measured, documented and reported, and the degree to which they supported the program’s stated objectives.

Judges will ask these questions when assigning a score:

- Is there evidence of enhancing the consumer shopping experience?
- Are there authentic conversations and true user experience?
- Do the metrics grow in both reach and engagement?
- Were sales and traffic impacted?
- Were unique and impactful digital channel(s); hardware and software used?

BUDGET AND RESULTING COST EFFECTIVENESS (UP TO 10 POINTS)

While Digital/Emerging Technology tools are considered relatively cost effective in comparison to traditional marketing such as advertising, it is still important to demonstrate responsible use of resources and investment in relation to overall marketing budgets. Essentially, cost effectiveness evaluates the appropriateness with which center/company funds were spent in achieving stated goals.

Judges will ask these questions when assigning a score:

- Did the amount spent appear to be a wise use of funds?
- Did the results obtained merit the expense?

GENERAL INFORMATION

HOW TO ENTER

YOUR ENTRY MUST BE SUBMITTED ONLINE according to a specific format, as outlined herein. Please read this information carefully before you begin your entry preparation so you can resolve any questions in advance.

FILE UPLOADS

You will need to upload various files throughout your entry. You are responsible for making sure that the file(s) you are uploading are viewable, playable or loadable after the upload is complete. Submitting an entry is simple and convenient. The ICSC MAXI Award website allows you to set up an account and manage all the entries you will be submitting.

- Register for a User Name and Password – You only need to register once and will use your User Name and Password to log on in the future.

PAYMENT

You do not have to pay before you start your entry. Payment must be received by **Wednesday, March 15, 2017**. Entries will not be accepted for judging if payment is not received.

ADD TO CART

Once you complete your entry, add it to the cart. This will bring you to the Review and Checklist section where you can edit, change, or print your entry.

DEADLINE: Wednesday, March 15, 2017

Owner/Management Company Authorization

All entries must have the electronic authorization of the owner/management company to authorize the submission of the entry and agree to abide by all rules of the ICSC MAXI Awards Program. Additionally, a duly authorized individual will certify that there are no persons or organizations responsible for creating or collaborating on the submitted entry other than those listed in the professional recognition section of this form and grants ICSC rights to publish any information contained in the entry in any form including but not limited to news releases, advertising, books, periodicals, galleries and other publications. An email confirmation will be sent to the Entrant and Owner Representative/Managing Agent to confirm this authorization.

IMAGES FOR AWARDS PRESENTATION

Upload 12 images related to your entry

- These images will not be viewed by the judges and if your entry is awarded a MAXI Gold or MAXI Silver, some of the images will be used to display your entry for the MAXI presentation, ICSC's Global Awards web gallery and *Shopping Centers Today*.
- Accepted image file formats include: High Resolution: jpg, jpeg, png, gif, tiff

DESCRIPTION OF ENTRY

The Description of Entry is used to compose commentary about the finalist and winning entries (max.1,050 characters). The Description of Entry will be available for viewing by the judges.

ENTRY SUMMARY AND TRADITIONAL MARKETING CATEGORIES

The entry summary is essentially the marketing plan results for the entry.

- The Entry Summary is limited to four web sections – one section for each element of the Summary (max. 2,300 characters per section).
- It includes: The Situation, Action, Results and Budget.
- Facilitate the judges' review by providing an easy-to-read entry.

We recommend bullet points rather than narrative paragraphs.

SITUATION AND MARKETING OBJECTIVES

Background information on what inspired you to create and implement the program or project. Discuss unique problems or opportunities that influence your goals, strategies and tactics.

ACTION

Give a detailed description of the "action" (something performed or done) that took place based on the situation at your property or company.

RESULTS

Results should be specific and quantitative. Show documented facts resulting from the implementation. Post sales gains as percentages, defined as either comparable sales or total sales, and include the period of measurement (where possible, show actual numbers on which percentages are based). You may also include traffic counts. Publicity results should be shown in actual time and space received only and not as estimated or explained using any formula-derived values. Entrants are required to provide a publicity summary in their documentation section, which can be summarized in their results page if publicity samples are provided. Your results should reflect the integrity intended in the ethics statement on your entrant form. Providing return on investment (ROI) data is suggested for entries submitted in the event and sales promotion, business-to-business (B2B) and NOI enhancement sections. ROI demonstrates the dollar-for-dollar return that is achieved from your efforts and the resources invested.

BUDGET AND RESULTING COST EFFECTIVENESS

A one-page detailed list of dollars spent to implement your plan. All expenses, including primary and secondary expenses, must be included. This should include all production costs, media, and labor costs, fees, services and incidentals. List donated expenses separately, and do not include with actual expense totals. Explanation should accompany any unusual cost savings or efficiencies. For joint campaigns, indicate costs for each participant. Sponsorship funds received should not be subtracted from total expenses when calculating the percentage of budget allocated. Please include all creative fees and agency retainers in your expense summary.

NOTE: You must show expenses as a percentage of your total annual marketing budget. Failure to do so may negatively affect the entry's score.

ENTRY SUMMARY FOR THE NOI ENHANCEMENT CATEGORY

This summary is essentially the business/operating plan results for the selected NOI Enhancement category entry.

- The Entry Summary is limited to four web sections – one section for each element of the Summary (max. 2,300 characters per section.)
- It includes: The Background and Business Objectives, Action, Results and Financial Summary.
- Facilitate the judges' review by providing an easy-to-read entry. We recommend bullet points rather than narrative paragraphs.

BACKGROUND AND BUSINESS OBJECTIVES

A description of the business opportunity or issue to be solved should be clearly outlined. Include historical information that might have impacted/caused the need for this program. Describe the situation as it relates to the entry category, either for a particular discipline (marketing, operations, leasing, specialty leasing) or overall team approach. Revenue/operating goals should be clearly stated and quantifiable. Where appropriate, provide a complete view of the possible partnership/alliance scenarios that were available and explanation of decisions made. It's important to demonstrate the rationale for and competitive advantage of your strategic decisions to drive NOI enhancement.

ACTION

Give a detailed description of the "action" (something performed or done) that took place based on the situation at your property or company. Provide overall understanding of the team roles, where appropriate and individual contributions to achievement of goal(s). Be sure to showcase the innovation and creative ideation process and execution as well as the quality of implementation as measured by property/company standards and branding.

RESULTS

NOI Enhancement results should be stated as a percent improvement over the prior reporting time frame. Also, report the improvement as a percentage within an impacted line item, i.e., operations, leasing, marketing or all. If possible show actual numbers in addition to the percentages. Additionally, list any non-NOI Enhancement results that arose from this program, i.e., sales, traffic, publicity, increased partnership opportunities, etc. This additional information will demonstrate the impact NOI enhancement focus has on the total shopping center success. Your results should reflect the integrity intended in the ethics statement on your entrant form.

FINANCIAL SUMMARY

Sometimes it takes money to make money. If you spent money on your NOI Enhancement program, provide a one-page detailed list of the actual dollars spent. Break out expenses based NOI impact including marketing tools used, operations including labor, contractor or vendor expense and other monies necessary to achieve the goal. Demonstrate net dollars gained to NOI either through increased revenue, reduction in operating expense or other causes. Show expenses as a percent to total budget impacted. If no dollars were spent, please indicate it on this page.

ENTRY SUMMARY FOR THE DIGITAL/EMERGING TECHNOLOGY CATEGORY

This summary is essentially the digital technologies plan results for the selected Digital/Emerging Technology category entry.

- The Entry Summary is limited to four web sections – one section for each element of the Summary (max. 2,300 characters per section).
- It includes: The Background and Marketing Objectives, Action, Results and Budget Summary.
- Facilitate the judges' review by providing an easy-to-read entry. We recommend bullet points rather than narrative paragraphs.

BACKGROUND AND OBJECTIVES

Provide information on your center or company's situation and what led you to use Digital or Emerging Technology as a primary tool in the marketing plan. Explain the rationale for choosing one or a combination of the digital tools and provide your key metrics or goals for driving consumer behavior from reach to engagement to shopping, etc.

ACTION

Describe the implementation plan and components of the actions. Explain the creative decision making process and the innovative ways in which you used Digital or Emerging Technology opportunities. Be clear on the use of each digital channel as it relates back to your goals and objectives.

RESULTS

Clearly state your overall results in driving consumer behavior. If you used more than one digital tool, break out results for each, i.e., Facebook fans grew from X to Y, or App downloads increased from X to Y, etc. Post sales gains as percentages, defined as either comparable sales or total sales, and include the period of measurement (where possible, show actual numbers on which percentages are based). You may also include traffic counts.

BUDGET AND RESULTING COST EFFECTIVENESS

A one-page detailed list of dollars spent to implement your plan. All expenses, including primary and secondary expenses, must be included. This should include all production costs, media, and labor costs, fees, services and incidentals. List donated expenses separately, and do not include with actual expense totals. Explanation should accompany any unusual cost savings or efficiencies. For joint programs, indicate costs for each participant. Sponsorship funds received should not be subtracted from total expenses when calculating the percentage of budget allocated. Please include all creative fees and agency retainers in your expense summary.

NOTE: You must show expenses as a percentage of your total annual marketing budget. Failure to do so may negatively affect the entry's score.

SUPPLEMENTAL INFORMATION

NEW MEDIA SECTION

This section can be used for both Digital/Emerging Technology stand-alone programs or as an individual component of Traditional Marketing programs, i.e., your website was used as a part of the traditional advertising campaign. The New Media Section allows you to add up to 5 links for the judges that pertain to your entry. Links should go directly to the relevant page(s)/content host. Do not link to your center's digital program such as the website (or other websites) unless it specifically contains elements that are pertinent to your entry. You are encouraged to use your Print Screen button to copy and paste pages into your Documentation. Please test the hyperlinks. These links will be used for judging. Please do not upload videos to weblinks. For FTP sites, please include user names and passwords if applicable. Only one video is allowed and should be updated on the video link.



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DOCUMENTATION SECTION

Include one digital file with up to 25 pages of information related to your entry.

File format: Word document or PDF The first page of the file must be a table of contents that indicates each section's beginning page number. The file should contain summaries of:

- Publicity coverage (can include report from your PR monitoring services e.g. Cision).
- All advertising
- Supporting materials—images such as letters, brochures, or advertisements published within the eligibility period, photos of events, proclamations, and publicity.

AUDIO OR VISUAL

- You may upload or link only one audio file and only one video file per entry.
- For Traditional Marketing entries, your audio or video should relate to either the advertising or the publicity of your entry. For NOI Enhancement entries, where appropriate, provide video or audio as it relates to actual activities associated with the program or initiative.
- All advertising and publicity examples must appear in the same audio or video files.
- Each file is limited to a maximum of five minutes of content. Judges will view or listen only to the first five minutes of each file.
- Audio file format: mp3, .wav, .wma, avi, .wmv, aiff.
- Video formats: 3GP, AAC, AVI, FLV, MP4 and MPEG-2
- You may provide raw footage or edited and narrated footage of actual events, publicity and advertising as long as the video clip does not exceed the five-minute limit.



RECON

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