

# Solal Marketing Awards

Entry Deadline: 1 June 2018

[www.icsc.org/solalawards](http://www.icsc.org/solalawards)

Featuring the ICSC Foundation Community Support Award



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## MESSAGE FROM THE SOLAL MARKETING AWARDS CHAIR

These awards showcase the best of retail marketing across Europe and South Africa, recognising best practices, and rewarding the most effective campaigns.

Last year we received more than 221 entries from 23 countries, and now invite you to take the opportunity to present your best work.

### **New for 2018!**

The awards ceremony will take place at ICSC's new Retail Innovation Forum connecting retail real estate professionals at the forefront of innovation. The multi-tracked forum, covering marketing, research and asset management, allows you to create your very own tailor-made event. By incorporating the successful European Marketing Conference and Solal Marketing Awards, this combined event will take innovation to a whole new dimension!

*Please note, all entries need to have been conducted and completed between 1 March 2017 to 30 April 2018. The online application process starts now and ends on 1 June 2018. Do not miss the deadline!*

All 2018 Solal Winners will not only be recognised as leaders within the region, they will also automatically qualify for the Global 'Best-of-the-Best' VIVA Awards Programme in Las Vegas.

We look forward to seeing your best work showcased amongst the winners at the ICSC Retail Innovation Forum on 26-27 September in Amsterdam.

Yours Sincerely,



João Xavier  
2018 Solal Awards Chairman  
Director of Marketing and Third Party Services  
Multi Corporation bv  
Netherlands

# 1. TOP TIPS

Here are the judges' Ten Top Tips to ensure you have a strong entry.

## 1: Enter the right category

Make sure you enter the most appropriate category. Some criteria overlap between categories so carefully check the definitions before you start.

Your project may be entered into more than one category; however, each entry 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 an end. The judges are unlikely to be familiar with your situation, be it a specific centre, a group of centres or your entire portfolio, so make sure your entry describes why and what you did, and outlines 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. Summarise. Short sentences and bullet points are usually a better way to convey detail. Make sure you are 'MECE': Mutually Exclusive (you don't repeat yourself) and Completely Exhaustive (you don't leave anything relevant out).

## 4: Be SMART

Everything you submit should be Specific, Measurable, Achievable and Realistic, and fits' a clear time frame.

## 5: Be honest

Show how the project achieved good value for money and Return On Investment (ROI), 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, then this shows a rounded and realistic approach.

## 6: Explain why

Explain why the business idea behind your entry is good 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?

## 7: Don't forget the power of the supporting material

Make sure you have solid supporting evidence to show how you achieved your objectives. Images, photographs and/or 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 jury member 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 encompassing an extended range of excellent results.

## 9: Allow enough time to create your entry

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

## 10: Test the entry on someone else

Get someone not connected with your work to review your submission.

If it makes sense to someone unfamiliar with your centre and the details of your project, you likely have a robust project.

Some entrants conduct an internal "Solal Marketing Awards Competition", with a multidisciplinary jury to ensure the entry is as strong as it can be.

## 2. WHAT YOU SHOULD INCLUDE IN THE ENTRY

### **Background**

Basic facts about the background to your situation, such as the type of centre, competition, and catchment area characteristics.

### **What?**

Business issue(s) you are addressing. If there are multiple issues, make sure you do not present a 'laundry list'. Structure and prioritise your business problems.

### **Why?**

Your business rationale. Why did you implement this proposal and not another? Add any available research or business data which helps support the thinking behind the project. Also include a clear understanding of how the project is aligned with the overall marketing strategy.

### **How?**

How did you do it? What were the resources employed (staff, skills, experts, technology, processes, time, money)? What was unique in the project development and implementation process? Add relevant supporting evidence such as photographs, videos, and testimonials.

### **So what?**

Impact, qualitative and quantitative results measured against target goals. A clear link showing how you achieved impact against SMART objectives. A correlation between costs and results: for every euro spent, how many euros did you generate in return? A demonstration of how your idea has given you a competitive advantage.

Why is this a good entry for the Solal Marketing Awards competition? Include a clear description showing how your entry is innovative and original and doing something new or better within the industry.

### 3. 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 Solal programme is, first and foremost, a recognition programme for shopping centres and shopping centre companies. Although we welcome the work of advertising agencies, consulting firms and other support companies, all entries must be implemented and entered by a recognised shopping centre and/or shopping centre owner, developer and/or management company.

#### HOW TO SUBMIT AN ENTRY

All entries in the 2018 Solal Marketing Awards Competition must be submitted online at [www.icsc.org/solalawards](http://www.icsc.org/solalawards). Each entry must include a fully completed entry form along with a detailed entry summary, basically the Marketing Plan for the entry. Supporting materials in electronic format should be uploaded in the appropriate sections where indicated.

#### ACCEPTABLE LANGUAGE AND CURRENCY

All entry contents must be written in English or be accompanied by English translation. **All references to costs must be made in euros – do not include VAT.** Costs in other currencies must be accompanied by euro equivalents at the time of entry preparation.

#### DEADLINE

Solal entries must be submitted for judging by **Friday, 1 June 2018**.

#### ENTRY FEE

Each entry must be accompanied by a payment of:

**ICSC Members:** €575

**Non-members:** €775

#### PAYMENT

Payment for all entries must be received by **Friday, 1 June 2018**. Your entry will not be accepted for judging if payment is not received by **Friday, 1 June 2018**. All payments should be made by credit card only.

#### ELIGIBLE DATES

The majority of your programme must have been implemented between 1 March 2017 to 30 April 2018. If your programme 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 been awarded a Solal Gold Award or Solal Silver Award are not eligible. All ineligible materials will be deleted from the entry and not considered by the Solal judges.

#### RULINGS

The Solal Marketing Awards Judges will make all eligibility rulings. They reserve the right to reclassify, re-categorise or disqualify entries, as well as delete any ineligible materials. All decisions are final.

#### MULTIPLE ENTRIES

You may segment an overall marketing campaign and enter it into multiple categories; provided you write each entry for that specific category. For example, if you enter your holiday marketing programme into the Footfall Activation or Corporate Social Responsibility 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 Solal Online process allows you to 'copy' all material into a new entry. It is your responsibility to edit such work accordingly.

### 3. ELIGIBILITY AND ENTRY REQUIREMENTS (CONTINUED)

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

#### PREVIOUS SUBMISSIONS

Work that is a continuation of a programme that has previously won a Solal Gold Award or Silver Award 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 honoured. Without clear and sufficient documentation, your entry risks disqualification. Refer to the Entry Form for such explanation.

#### SOLAL MARKETING AWARDS PRESENTATION

ICSC Retail Innovation Forum  
**27 September 2018**  
**Amsterdam, Netherlands**

#### PUBLICATION

The Solal Gold Award and Solal Silver Award winning entries will be featured on the ICSC Website at **[www.icsc.org/solalwards](http://www.icsc.org/solalwards)**. 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.

#### HELP

Do you need additional help or have more Solal questions? You may also contact us by: phone at +1 646 728 3462 or +44 20 7976 3100 e-mail at [awards@icsc.org](mailto:awards@icsc.org).

## 4. AWARD CATEGORIES

### 4.1 BUSINESS TO BUSINESS

#### Definition

- This award acknowledges success in targeting a business audience rather than consumers
- It is geared to campaigns which are directed towards tenants, mall operators, trade groups, media, or ideas which set out to maximise leasing opportunities
- Initiatives can include those designed to raise the profile of assets and investments either as a single location or as a portfolio
- The category rewards creative originality and cost-effective results

#### Some Examples of Relevant Activities

- trade marketing tools, such as investment brochures, leasing materials or leasing advertising
- mall income initiatives such as non-rental revenue or specialty leasing campaigns
- temporary letting product development such as pop-up stores, markets, exhibitions, and conferences within a mall
- media income, such as brand partnerships and sponsorship, new digital media initiatives
- brand activation initiatives generating new income lines
- Public Relations initiatives
- Shopping Centre Brand initiatives at Trade Conferences and Exhibitions
- Corporate Social Responsibility (CSR) campaigns with a B2B target

#### Examples of 'Objectives' and 'Measures'

- quality PR or profile achieved (measured against EAV)
- campaign ROI (payback relative to investment costs)
- leasing success (such as number of units leased versus target numbers, occupancy or rate, centre valuation increase)
- Sales and Income increase
- Trade Conferences/Exhibitions (measured by attendance/engagement levels, etc.)

#### Is your campaign right for this category?

##### *This is the category for you if*

- your campaign targets a business audience: Retailers, Leasing Agents, Investors, etc.

##### *But you should not enter if*

- the activity is designed primarily to benefit the local community – enter the Corporate Social Responsibility category instead.

##### **Example 1.**

*An energy reduction CSR programme aiming to lower the centre service charge. Enter the B2B category.*

##### **Example 2.**

*An energy reduction CSR advertising campaign aiming to influence the way consumers use energy day-to-day, inside and outside the centre. Enter the Corporate Social Responsibility category.*

Ask if your campaign idea truly stands out from the ordinary period. Consider whether your activity is sufficiently innovative to stand apart from other entrants. Is your idea genuinely strong enough to enter?

## 4.2 CORPORATE SOCIAL RESPONSIBILITY

### Definition

- This award recognises innovation and achievement for projects which aim to benefit the centre catchment area, be it the local or a wider community
- It covers single or ongoing initiatives designed to educate, involve, influence, or improve the well-being of a community
- It can include a charity tie-up or a partnership with another organisation
- Success is measured by the improvement to lives in the neighbourhood, rather than strict commercial goals
- The campaign should ideally link to a clear Corporate Social Responsibility (CSR) strategy
- Scope includes aspects such as the environment, safety, health and social engagement, not only charity

### Some Examples of Relevant Activities

- an outreach programme linked to local schools
- a environmental sustainability campaign
- an arts partnership with a local college, studio, or museum
- a donation campaign run in conjunction with tenants
- a PR stunt to raise awareness of a local cause
- a community entrepreneur project based in a vacant space within the mall
- a programme aimed at raising healthy behaviours in the catchment
- a safety prevention national campaign run in partnership with local fire brigades

### Examples of Objectives and Measures

- amount of money raised for a charity versus the target
- number of participants (centre staff, consumers, tenants, suppliers, etc.) engaged in an activity versus the target
- benefits achieved by all parties involved
- quality PR or profile achieved measured against Entity-Attribute-Value (EAV)
- resources efficiency Key Performance Indicator (KPI), such as recycling rate, water waste, or energy consumption
- safety indicators, such as the number and type of accidents occurring inside the centre

### Is your campaign right for this category?

#### ***This is the category for you if***

- your campaign directly benefits the local community in a tangible way (increased funding, expertise, environment improvements, etc.)

#### ***But you should not enter if***

- the activity is designed primarily to drive footfall or sales, enter the Footfall Activation or Sales Activation categories instead.
- your campaign is an idea targeting a business audience, enter the B2B category instead.

#### **Example 1.**

*An art exhibition of a top painter aiming to attract an A/B audience. Enter the Footfall Activation category.*

#### **Example 2.**

*A national art competition among local schools aiming to promote the importance of art in education. Enter the Corporate Social Responsibility category.*

Is your event something as simple as a charity donation, a straightforward community Christmas launch, a standard job fair? Consider whether your activity is sufficiently innovative to stand apart from other entrants. Is your idea genuinely strong enough to enter?

## 4.3 GRAND OPENING/EXPANSION/REFURBISHMENT

### Definition

- This award recognises innovation and excellence in the marketing of an opening of a new centre or the re-opening of a centre
- It can include the opening of a specific part of a scheme such as a refurbishment of a food court, mall decor, or an extension
- The category rewards creative originality and cost-effective results

### Some Examples of Relevant Activities

- the overall pre-launch, launch and post-launch of a new centre
- a PR campaign to manage the message during a refurbishment
- a crisis PR campaign during building works
- the advertising campaign for a new extension
- the launch of a new food court
- launch event activities on an opening day

### Examples of Objectives and Measures

- the PR value achieved against target values
- visitor numbers on a launch day/weekend against forecast
- social media engagement in advance of a launch
- tenant sales increases YOY following improvements within a mall

### Is your campaign right for this category?

#### ***This is the category for you if***

- your entry relates to a campaign or activity which is driven by the opening of a new centre, the re-opening after an expansion or a repositioning after a significant tenant mix change.

#### ***But you should not enter if***

- the project merely covers marketing activities occurring in different phases of the product life cycle or targeting different objectives.

#### **Example 1.**

*A multilayer events programme to underline the reinforced leisure offer of the expanded centre. Enter the Grand Opening/Expansion/Refurbishment category.*

#### **Example 2.**

*A multilayer events programme to drive footfall during the off-peak months of the year. Enter the Footfall Activation category.*

## 4.4 BRAND AWARENESS & (RE) POSITIONING

### Definition

- This category aims to reward entrants who have successfully and creatively changed or consolidated the customer perception of their centre
- It may address a shift in the behaviour of shoppers or a change in their profile, a new competitor or a significant change in the centre
- It should demonstrate innovation in the techniques used to bring about tangible, measurable results and could involve advertising, PR, social media, mobile technology and communication, research, or events

### Some Examples of Relevant Activities

- a PR approach which lifted awareness of the tenant mix amongst lapsed shoppers
- an advertising campaign which successfully repositions a centre as a value destination
- a social media initiative which highlights the offer provided by less well-known tenants
- an overall campaign which changes the market penetration of a mall in response to its evolving lifecycle

### Examples of Objectives and Measures

- a specific demographic change compared to previous research
- PR value achieved against a defined quality metric
- top of mind, spontaneous, prompted and total awareness measured by quantitative research (interviews, Google Analytics, etc.)
- advertising perceptions and positioning attributes measured by qualitative research (focus groups, web chats, and social media content analysis, etc.)
- social media engagement versus target

### Is your campaign right for this category?

#### ***This is the category for you if***

- your campaign shows a measurable change in the perception, awareness or profile of the centre.
- brand Awareness or (Re) Positioning is the primary goal.

#### ***But you should not enter if***

- the activity is designed primarily to drive sales or footfall, enter the Sales or Footfall Activation instead.
- the idea is centred around a community initiative, enter the Corporate Social Responsibility category instead.

#### **Example 1.**

*Hosting a Hackathon event in the centre aiming to position the centre as a digital trend setter. Enter the Awareness and (RE) Positioning category.*

#### **Example 2.**

*Hosting a Hackathon event in the centre aiming to promote and support local technological start-ups. Enter the Corporate Social Responsibility category.*

Is the campaign merely a simple fashion show, Christmas launch, PR or social media idea? Consider whether your activity is sufficiently innovative to stand apart from other entrants. Is your idea genuinely strong enough to enter?

## 4.5 FOOTFALL ACTIVATION

### Definition

- This category is geared towards campaigns and activities designed primarily to generate footfall traffic within the mall
- The footfall could be for a one-off activity or for more long-lasting initiatives
- It could relate to the type of shopper in terms of profile and quality and not merely to the volume of shoppers
- It recognises innovative approaches to marketing which could involve advertising, PR, social media, mobile technology, or events

### Some Examples of Relevant Activities

- a campaign targeting a specific audience segment such as parents, students, or children
- an art project designed to drive customer participation
- a regular experiential innovation designed to build footfall over time
- a campaign designed to draw shoppers to an off-peak period

### Examples of Objectives and Measures

- the footfall achieved for a fashion event against the same period last year
- the footfall generated for a late-night shopping initiative
- the footfall profile, such as the increase in the quality of an audience for an art project versus the existing shopper base
- the increase in the number of children attending a kids club versus the target over a six-month period
- market penetration against forecast
- visitor frequency versus last year

### Is your campaign right for this category?

#### ***This is the category for you if***

- the objective is primarily about footfall rather than sales.

#### ***But you should not enter if***

- the activity is designed primarily to drive sales, enter the Sales Activation category instead.
- the idea is centred around a community initiative, enter the Corporate Social Responsibility category instead.

#### **Example 1.**

*A loyalty programme rewarding the consumer depending on the number of visits per month. Enter the Footfall Activation category.*

#### **Example 2.**

*A loyalty programme crediting the consumer X on a gift card per each Y centre sales. Enter the Sales Activation programme.*

Is the campaign merely a simple fashion show, Christmas launch, PR, or social media idea? – Consider whether your activity is sufficiently innovative to stand apart from other entrants. Is your idea genuinely strong enough to enter?

## 4.6 SALES ACTIVATION

### Definition

- This category rewards campaigns and activities designed primarily to generate retail sales within the mall
- The sales campaign could be for a one-off activity or for more long-lasting initiatives
- It could relate to a specific sales promotion, be linked to an event, or a leisure programme
- It could relate to retailer online sales as well

### Some Examples of Relevant Activities

- a sales promotion linked to a loyalty programme
- a sales driver geared around gift card sales
- a social media idea which boosts sales of specific retailers
- an e-CRM initiative which shows sales increases over a long-term period
- a sales campaign focused on a specific group, for example, a local office population
- a multichannel promotional programme covering the entire portfolio
- a cross-selling promotion programme across different retail categories

### Examples of Objectives and Measures

- sales increases among 10 struggling retailers over a 12-month period
- revenue increases in online gift card transactions versus target
- sales conversion via an e-newsletter campaign linked to special offers
- direct sales increases for a fashion event compared to the previous year's figures
- average ticket increase year on year
- reduction of x% in the number of non-buyers

### Is your campaign right for this category?

#### ***This is the category for you if***

- a sales increase is the primary motivation behind the entry.
- the entry shows a direct, proven link between your activity and the sales.

#### ***But you should not enter if***

- the activity is designed primarily to drive footfall or awareness, enter the Sales Activation category.
- the idea is centred around commercialisation, enter the B2B category.

#### **Example 1.**

*A cross-selling programme between the cinema and the food court aiming to leverage the excellent performance of the cinema operator to raise food court tenants' sales. Enter the Sales Activation category.*

#### **Example 2.**

*Free cinema tickets for young families during the opening month of a new centre aiming to position the centre as a preferred leisure destination and incentivise trial for a 'young families' target. Enter the Grand Opening/Expansion/Refurbishment category.*

Does your entry merely cover regular social media posts? Does it include special offers which the retailer is running already and therefore cannot be shown to relate directly to your initiative? Consider whether your activity is sufficiently effective or innovative to stand apart from other entrants. Is your idea genuinely strong enough to enter?

## 4.7 CUSTOMER SERVICES

### Definition

- This award recognises excellence and innovation in customer service and experience detail
- It may be driven by an individual centre, a group of centres, or by a portfolio
- It could be a single initiative or an ongoing programme which exhibits effectiveness and efficiency against objectives

### Some Examples of Relevant Activities

- a contact management programme establishing service-level standards, KPIs and best practices for interactions with the consumer
- a training initiative involving security and facilities staff
- a mystery shopping programme assessing and motivating retailers
- an awards programme involving shopper reviews
- development and implementation of facilities that reinforce the motivation to visit, enrich the customer experience and/or increase the average length of stay. Examples include a fresh approach to indoor and outdoor playgrounds, family food areas, nurseries, seating zones, information and welcome desks, digital equipment (battery chargers, digital directories, Wi-Fi coverage, etc.)
- development and implementation of services that reinforce the motivation to visit, enrich the customer experience and/or increase the average length of stay. Examples are an innovative application of Click & Collect services, Gift Wrapping, Tourist Welcome Centre, a Personal Shopper service

### Examples of Objectives and Measures

- the levels of public participation on a reward programme versus target
- amount of PR achieved highlighting Customer Service messages against target
- mystery shopping metrics compared to the previous year's statistics
- improvement of average length of stay
- customer Satisfaction Index measured by quantitative market research
- the number of complaints/compliments versus target

### Is your campaign right for this category?

#### *This is the category for you if*

- the entry is centred on a Customer Service innovation.
- the entry shows a meaningful benefit to the customer experience.

#### *But you should not enter if*

- the activity is designed primarily to drive footfall or PR, enter the Footfall Activation or Brand Awareness & (Re) Positioning categories instead.
- the activity is an idea targeting a business audience. Enter the B2B category Instead.

#### **Example 1.**

*Offer a Personal Shopper service during a Fashion Week Programme to help increase fashion sales as the main goal of the programme. Enter the Sales Activation category.*

#### **Example 2.**

*Introduce a Personal Shopper service as a permanent addition to your Customer Service offer. Enter the Customer Services category.*

If the entry is merely an event such as a simple consumer questionnaire or survey, consider whether your activity is sufficiently innovative to stand apart from other entrants. Is your idea genuinely strong enough to enter?

## 4.8 EMERGING TECHNOLOGY

*With new technology evolving at a rapid rate, the Solal Marketing Awards Committee is keen 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.*

### Definition

- This category focuses on campaigns which are driven primarily via new technologies (hardware, software, big data, digital tools, or digital channels)
- They may form part of a wider marketing campaign, but technology must be central if you enter this category
- Programmes can include any of the following elements as part of a clear marketing strategy: innovative and effective use of websites; mobile technology; augmented reality; location-based technologies; big data or any new integrated digital innovations

*Please note that social media per se is now regarded as a regular media channel so should be covered within other categories.*

### Some Examples of Relevant Activities

- effective use of a website
- innovative development of an App
- usage of location-based technologies to measure and track traffic flows, sales promotions via i-Beacons, QR codes, GPS or digital gift cards
- a viral video campaign
- augmented Reality campaign
- digital directory with barcode or QR code readers, and other digital-based functionalities
- market research using new digital tools

### Examples of Objectives and Measures

Remember that true innovation is more relevant to this category than tangible commercial results. However, you should aim to refer to examples of digital and KPI improvements such as:

- performance of web stats versus your target
- user registrations versus forecast
- traffic and sales generated as a result of an augmented reality innovation versus target

- number of online gift card sales against target
- advertising/E-DM click-through versus original goal
- digital reputation
- innovation of technologies employed. For example, first ever in the industry

### Is your campaign right for this category?

#### *This category is for you if*

- digital lies at the heart of the campaign, with other marketing elements being secondary
- the entry shows major innovation and is a true example for the industry

#### *But you should not enter if*

- the campaign features digital as an element in the wider marketing mix, consider whether you should enter one of the other categories (Sales, Footfall, etc.)

Does your new website, QR campaign, etc. truly stand out from the ordinary? What is really unique and innovative about it? Are you employing any new technology or just giving an innovative use of an old one? – Consider whether your activity is sufficiently innovative to stand apart from other entrants. Is it genuinely strong enough to enter?

#### **Example 1.**

*A promotional campaign developed together with tenants is communicated exclusively using Facebook and Twitter based on a gaming application.*

*Enter the Sales Activation category.*

#### **Example 2.**

*A loyalty scheme rewarding frequency of visits based on a proprietary software that enables traffic-flow tracking inside the mall and/or inside the stores, simply using the GSM signal (covering smartphones, non-smart phones and mall areas not covered by Wi-Fi). Enter the Emergent Technology or Footfall Activation categories.*

## 5. SPECIAL DISTINCTIONS

The ICSC Solal Awards Jury will award two special distinctions for the marketing campaign that scores the highest on the innovation criteria and to the highest-scoring campaign with a budget less than €10,000.

## 6. JUDGING PROCESS

The Solal 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. An average score of 40 or more is required for a Solal Gold Award consideration and an average score of 35 or more is required for a Solal Silver Award consideration.

## 7. SOLAL AWARDS SCORING PROCEDURE

ICSC officials manage and monitor the entire judging process. Judges will score entries individually on a laptop connected to a central server while ICSC staff carefully tabulates the results in a private office secluded from the judging area. The process validates each judging score, eliminates the highest and the lowest scores, and then averages the remaining judges scores to calculate the total entry's score. ICSC announces the Finalists within 30 days of the judging. ICSC seeks to honour entrants in every category and classification, but remember, the Solal Awards programme is designed to recognise the highest level of marketing excellence, so entries must achieve a minimum number of points to be considered for an award.

Given this high standard of excellence, there may not be winners in all categories and classifications. An entry may have the highest score in its category and classification, but not receive a Solal Gold Award or Solal Silver Award because it did not meet the 35-point minimum standard.

## 8. AUDITS

During the judging, any submission can be subjected to an audit and verification of the materials submitted.

## 9. JUDGING CRITERIA

All judges use the same guidelines to assess the strength of the programme. Consider this information in your entry preparation. Entries are scored based on the following criteria:

### **Goals (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 will ask the following when assigning a score:**

- Is the score based on strategic insights and facts, rather than opinion?
- Does the entry directly address the situation?
- Does the entry identify a clear problem or opportunity that is realistically addressed?
- Do the objectives appear capable of addressing the situation as outlined?
- Were the actions business-based, i.e., owner's interests considered?
- Were the objectives specific and time-based?
- Can the 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 programme 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?
- Were materials and documentation appropriate for achieving the desired results?
- What tangible evidence can be provided?

### **Innovation (up to 10 points)**

Innovation relates to developing an original concept or devising a creative approach to a familiar programme or marketing effort.

**Judges evaluate creativity by asking the following questions:**

- Was there an innovative idea/concept that considerably improved the programme's delivery or message?
- Was it attention-getting or ground-breaking?
- Did the solution maximise the opportunity to succeed?
- Did the actions enhance the creative message and capitalise 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 programme's actions were measured, documented and reported, and the degree to which they supported the programme's stated objectives.

**Judges will ask questions like these when assigning a score:**

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

### **Budget (up to 10 points)**

Budget evaluation is essential for proper allocation of resources within the overall marketing plan. Cost effectiveness evaluates the appropriateness with which centre/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 euro spent?

## 10. 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 question in advance.

### **NOTE: 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 in the format defined by ICSC or downloadable after the upload is complete.

Submitting an entry is simple and convenient, as the ICSC Solal Website allows the option to set up an account and manage all the entries you will be submitting.

### **Register for a Username and Password**

You only need to register once and will use your Username and Password to log on in the future.

### **Add to Cart**

Once you completed 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.

### **Payment**

Payment must be received by **1 June 2018**. Entries will not be accepted for judging if payment is not received.

### **Fees**

**ICSC Members:** €575

**Non-members:** €775

All payments should be made by credit card only.

*NOTE: Payment must be received for all entries by **1 June 2018**. Your entry will not be accepted for judging if payment is not received by **1 June 2018**.*

*NOTE: Your entry will be automatically submitted to judging once payment has been applied.*

### **Owner/Management Company Authorisation**

All entries must have the electronic authorisation of the owner/management company to authorise the submission of the entry and agree to abide by all rules of the ICSC Solal Marketing Awards Programme. The authorised individual will certify that there are no persons or organisations responsible for creating or collaborating on the submitted entry other than those listed in the professional recognition section of this form. Additionally, the authorised person will grant ICSC the rights to publish any information contained in the entry in any form including news releases, advertising, books, periodicals, galleries, and other publications. An e-mail confirmation will be sent to the Entrant and Owner Representative/Managing Agent to confirm this authorisation.

## 11. SUPPLEMENTAL INFORMATION

### Description of Entry

The Description of Entry is used to compose commentary about the Finalist and winning entries (max. 700 characters with spaces). The Description of Entry will be available for viewing by the judges.

### Images for Awards Presentation

You must upload up to 12 images of your campaign.

- These images will not be viewed by the judges and if your entry is awarded a Solal Gold Award or a Solal Silver Award, some of the images will be used to display your entry for the Solal presentation, Solal Finalist Brochure, ICSC Website and *Shopping Center Today*.
- Copyrighted photographs must be accompanied by a release from the copyright holder, in addition to any preferred credit acknowledgements. Accepted image file formats: High resolution: JPG, JPEG, PNG, GIF.

### Summary

The Entry Summary is basically the Marketing Plan for the entry.

- The Entry Summary is limited to four sections: one page for each element of the Summary. Please limit your response to approximately 2,100 characters including spaces.
- It includes: The Goals, Action, Results, and Budget.
- Facilitates the judges' review by providing an easy-to-read entry.
- We recommend bullet points rather than narrative paragraphs.

### Goals

Background information on what inspired you to create and implement the programme or project. Discuss unique problems or opportunities that influenced your goals, strategies and tactics. Highlight key points.

### Action

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

### Results

Results should be specific and quantitative and should relate to your specific goals, strategies, and tactics. 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 summarised in your 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 sales promotion and business-to-business (B2B). ROI demonstrates the euro-to-euro return that is achieved from your efforts and the resources invested.

### Budget

A one-page detailed list (in an Adobe PDF or Microsoft Word document) of euros spent (exclusive of VAT) to implement your plan. Itemize all expenses, including primary and secondary expenses. This should include all production, media and labour 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 in the field provided. Failure to do so may negatively affect the entry's score.*

### Documentation Section

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

File format: Word Files, PDF files

- The first page of the file must contain a table of contents. Next to each element, indicate the page number.
- The files should contain:
  - Summary of your publicity coverage
  - Summary of all your advertising
  - Support material—you may include images such as letters, brochures, or advertisements that were published within the eligibility period, photos of events, proclamations, publicity, and new releases.

### New Media

The New Media Section allows you to add up to five links, if they are pertinent to your entry, for judges to view. Links should go directly to the relevant page(s). Do not link your centre's website (or other websites) unless it specifically contains elements that are pertinent to your entry. If your entry is a Web-based programme, you are encouraged to use your Print Screen button to copy and paste Web pages into your Documentation Section.

*NOTE: Please test the hyperlinks. These links will be used for judging. Please do not upload videos to weblinks. Only one video is allowed and should be uploaded on the video Tab.*

### Audio and Visual

- You may upload only one audio file, and only one video file per entry.
- Your audio or video can relate to either the Advertising or the Publicity of your entry.
- All advertising and publicity examples must appear on 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
- Accepted audio formats: MP3.
- Accepted video formats: 3GP, AAC, AVI, FLV, MP4 and MPEG-2.
- You may provide edited and narrated footage of actual events, publicity, and advertising as long as the video clip does not exceed the five-minute limit. Please note that this must still be considered your only eligible video file.

## 12. FOUNDATION EUROPEAN AND SOUTH AFRICAN COMMUNITY SUPPORT AWARD

Shopping centres are an integral part of their local communities and have a long history of community outreach. The ICSC Foundation Community Support Awards program encourages and recognizes the industry's most innovative and impactful charitable initiatives.

The winner will be recognized at the Retail Innovation Forum on Thursday, 27 September and its partner charity will receive a \$10,000 (U.S. Dollars) donation from the ICSC Foundation.

The winner will be automatically entered into a global competition for the prestigious Albert Sussman International Community Support Award. The winner will be recognized at RECon and its partner charity will receive an additional \$15,000 donation from the ICSC Foundation.

### Rules & Eligibility

#### Who Should Enter

We welcome all entries by a recognized shopping centre, shopping centre owner, developer or management company.

#### Dual Submissions with ICSC's Solal Awards - Corporate Social Responsibility

If you have an entry in Solal's Corporate Social Responsibility category you may be eligible to enter that program into our contest.

#### How to Submit

All entries must be submitted online. Each entry must include a fully completed entry form along with an accompanying letter from the collaborative/benefitting charity. Supporting materials should be uploaded in the appropriate section where indicated. Applications must be in English.

#### Deadline

All entries must be submitted by Friday, 1 June 2018

#### Entry Fees

The ICSC Foundation Community Support Award program is free to enter.

#### Eligibility Dates

The campaign must have been implemented between 1 January 2017 and 31 January 2018

#### Eligibility

Qualified applicants are those that identify a specific need and create or participate in a campaign that addresses that need. Campaigns must be implemented in collaboration with or for the benefit of a recognized non-profit charity.

#### Award Presentation and Recognition

The award winner will be notified by phone and/or e-mail. The winner will be announced and the award presented. The ICSC Foundation will award the winner with a commemorative trophy and will contribute \$10,000 (U.S. Dollars) to the philanthropic charity supported by the campaign.

#### Rulings and Judging Decisions

The ICSC Foundation makes all eligibility rulings and reserves the right to re-classify, re-categorize or disqualify entries, as well as remove any ineligible materials. All decisions are final. All entries become the property of the ICSC Foundation. By entering, all participants consent to the use by the ICSC Foundation of all the information provided in the entries for marketing or promotion purposes without any attribution, identification, right of review or compensation. All entrants agree to release and hold harmless the ICSC Foundation from and against any claim or cause of action arising out of participation in the contest. The ICSC Foundation may, within its sole discretion, require each award winner to sign and return an affidavit of liability and publicity release, in which each winner consents to the use of their application data and photo/video by the ICSC Foundation for advertising and promotional purposes, without any compensation, wherever lawful, as a precondition to acceptance of the award.

#### Selection Criteria

##### Campaign Mission

The Campaign addresses a specific need or cause that impacts the target community and is designed to create positive change.

##### Creativity and Innovation

The Campaign incorporates fresh and creative ideas in creation, implementation and promotion.

### **Community Impact and Effectiveness**

The Campaign has clear objectives measured by funds raised, services offered, heightened awareness of an issue or combinations thereof.

### **Facilitation and Implementation**

The Campaign demonstrates superior organization and planning skills with an emphasis on teamwork and collaboration. The use of shopping centre related resources to enhance results is important.

## **How to Submit Your Entry**

### **YOUR ENTRY MUST BE SUBMITTED ONLINE**

according to a specific format, as outlined herein. Register with your e-mail address and create a password online. You only need to register once and you can use your e-mail and password in the future.

### **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.

### **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.

### **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.

### **Summary Section**

The following questions highlight those points that explain why your campaign is worthy of an award. Your responses will serve as the basis of the judges' evaluation of your campaign and should be concise. We recommend bullet points rather than narrative paragraphs.

Note the maximum word counts for each question is 2,300 characters with spaces.

- Describe the focus of your community support campaign and how it aligned with the needs of your community.

- What is the name and mission of the charitable organisation that benefitted from your campaign and why did you select that organisation?
- Describe in detail the components of your campaign and how it used the resources of the shopping centre (customers, suppliers, employees, retailers, the facility and management) to achieve the campaign's objective.
- Describe the campaign's results – both short and long term.
- How did your campaign make your shopping centre a better corporate citizen?

## **Supplemental Information**

Upload 5 images related to your entry

- These images will not be viewed by the judges and if your entry is awarded some of the images will be used to display your entry for the awards presentation.
- Accepted image file formats include:  
High Resolution: jpg, jpeg, png, gif

### **Letter**

Upload a letter written by a representative of the charity or cause you worked on behalf of describing the impact your campaign made.  
File Format: Word document or PDF

### **Audio Or Visual**

You may upload or link only one audio file and only one video file per entry.

- 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 the campaign as long as the video clip does not exceed the five-minute limit.