



ECSP

European Council
of Shopping Places

EUROPEAN SOCIAL MARKETING AWARDS 2022

ENTRY GUIDELINES



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A MESSAGE FROM THE SOLAL MARKETING AWARDS CHAIR

WELCOME BACK TO THE SOLAL AWARDS

It's been a while!

The last few years have been more challenging than any of us can remember with fundamental changes to our businesses and among our customers.

Despite this, we've seen evidence of huge resilience in our sector with retail and leisure destinations managing to maintain morale and keep striving to deliver positive communication with their audiences despite all the emotional and financial pressures of the pandemic.

It's with this in mind that ECSP wanted to re-set the Solal Marketing Awards. For 2022 we're relaunching them with the very best work of the last couple of years celebrated later this autumn.

Despite all the challenges that Covid has given us, along with the impact of the war in Ukraine, we want to reward the brilliantly innovative campaigns that have turned the challenges of the last few years into commercial and community success stories.

But it's not just about Covid. We know there were many campaigns that took place before the pandemic which have yet to be acknowledged.

So, now's the moment to look back over your successful campaigns since 2019 and showcase the incredible work you've created.

Over 20 experienced judges from across Europe are set to review your work with the winners being publicized across Europe.

Let's look to the future - a Solal Star could soon be yours!



Alan Thornton
Solal Awards Chair
Managing Director
AL Marketing, UK



1. KEY FACTS

The Solal Marketing Awards recognise innovation, excellence and successful marketing performance across European retail and leisure destinations.

IMPORTANT DATES

- Entries can cover activities between – 1st May 2019 to 1st June 2022
- Entry deadline – 5th September 2022, 17.30 CET
- Awards announced – Mid October 2022

WHO CAN ENTER?

Shopping centre management and marketing teams, managing agents, asset managers, developers and owners. Marketing agencies can enter if supported by the asset owner/manager. Membership of ECSP is encouraged but not essential.

Entries are welcome from individual centres but can also include joint applications covering a portfolio of locations or company-wide projects.

ELIGIBILITY

The majority of your programme must have been implemented between May 2019 and April 2022. Multiple entries for the same initiative are not permitted. Previous entries are ineligible.

ENTRY FEE

€399 per entry (discounted for 2022 from the normal €575).

The entry fee must be received by credit card by Monday 5th September.

LANGUAGE

All applications must be submitted in English with costs shown in Euros.

AWARDS AVAILABLE

The Solal Shortlist – making the shortlist means you are in the top tier of European marketing campaigns.

- Solal Bronze – entries scoring 33 points or more
- Solal Silver – entries scoring 35 points or more
- Solal Gold – entries scoring 40 points or more
- Solal Platinum - the top scoring entry across all the winners
- Solal Innovation – the entry that scores highest on Innovation
- Solal Excellence – the highest scoring entry with a budget under €10.000.

HOW TO SUBMIT YOUR ENTRY

First, register for a user name and password at www.ecsp.eu/awards and follow the easy steps to upload your entry.

AWARDS PRESENTATION

The winners will be announced in mid October

For 2022 there will be no gala awards event. A live celebration of winners will happen again in 2023.

PUBLICITY

The details of winning entries may be showcased in ECSP approved PR, social media or partner publications.

QUESTIONS?

For additional help or questions please contact the Solal Team via awards@ecsp.eu

2. THE AWARD CATEGORIES

Please see the detailed definitions on pages 8 to 16.

STRATEGIC MARKETING

A big campaign idea using multiple marketing channels.

TACTICAL ACTIVATION

Campaigns and activities designed primarily to generate footfall or sales within the mall.

GRAND OPENING/EXPANSION/REFURBISHMENT

The marketing of the opening of a new centre, or the re-launch of an existing scheme.

CORPORATE SOCIAL RESPONSIBILITY

Campaigns or projects which aim to benefit the centre's catchment area or local community.

PUBLIC RELATIONS

Campaigns centred around the communication of key messages in the media, human interest stories and crisis management comms.

BRAND & TENANT PARTNERSHIPS

Rewarding relationships between tenants, third party brands and sponsorships which have achieved positive marketing results.

CUSTOMER SERVICES

Campaigns and initiatives involving in customer service and guest experience.

EMERGING TECHNOLOGY

Projects which have technology at the heart of the programme.

NEW CATEGORY

OVERCOMING ADVERSITY

A new award celebrating centres which have positively tackled a crisis situation, such as the Covid pandemic or the Ukraine war.

BUSINESS-TO-BUSINESS

Campaigns targeting a business audience to raise the profile of assets and leasing opportunities.



2.1. STRATEGIC MARKETING

DEFINITION

- This category recognises the results of multilayered campaigns, which embrace a blend of disciplines such as advertising, digital, PR and events.
- The category aims to reward entrants who have successfully and creatively challenged the customer perception of their centre.
- Entries should demonstrate innovation in the techniques used to bring about tangible, measurable results.

EXAMPLES OF OBJECTIVES AND MEASURES

You should include SMART objectives and measures relevant to your particular project. Here are just a few examples of the type of measures the judges will be looking for:

- A specific demographic change compared to previous research.
- PR value achieved against a defined 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.

A JUDGE'S ADVICE

IS YOUR CAMPAIGN RIGHT FOR THIS CATEGORY?

THIS IS THE CATEGORY IF...

- ✓ Your campaign shows a measurable change in the perception, awareness or profile of the centre.
- ✓ The campaign uses a mix of marketing disciplines to raise awareness or reposition the centre.

BUT YOU SHOULD NOT ENTER IF...

- ✗ The activity is designed primarily to drive sales or footfall, enter the Tactical Activation category instead.
- ✗ The idea is centred around a community initiative, enter the Corporate Social Responsibility category instead.
- ✗ If the activity is primarily a response to the Covid pandemic, enter the Overcoming Adversity category.

2.2. TACTICAL ACTIVATION

DEFINITION

- This category is geared towards campaigns and activities designed primarily to generate footfall and/or sales.
- It could be based around a specific sales promotion or be linked to an event or a leisure/entertainment programme.
- Footfall results could relate to the type of shopper in terms of profile and quality and not merely to the number of shoppers.
- It recognises innovative approaches to marketing which could involve advertising, PR, social media, mobile technology or events.

EXAMPLES OF OBJECTIVES AND MEASURES

You should include SMART objectives and measures relevant to your particular project. Here are just a few examples of the type of measures the judges will be looking for:

- The footfall or sales for a promotion versus the sales period last year (or pre-pandemic).
- A change in the profile of shoppers for a particular activity.
- Visitor frequency versus last year (or pre-pandemic).

A JUDGE'S ADVICE

IS YOUR CAMPAIGN RIGHT FOR THIS CATEGORY?

THIS IS THE CATEGORY IF...

- ✓ The prime objective is to generate footfall or sales.

BUT YOU SHOULD NOT ENTER IF...

- ✗ The main aim is to raise brand awareness.
- ✗ If the activity is primarily a response to the Covid pandemic, enter the Overcoming Adversity category.

2.3. CORPORATE SOCIAL RESPONSIBILITY

DEFINITION

- This award recognises innovation and achievement for projects which aim to benefit the centre's catchment area or local 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.
- The scope includes aspects such as the environment, safety, health and social engagement, not only charity.
-

EXAMPLES OF OBJECTIVES AND MEASURES

You should include SMART objectives and measures relevant to your particular project. Here are just a few examples of the type of measures the judges will be looking for:

- 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 Equivalent Advertising Value (EAV).
- Resources efficiency Key Performance Indicator (KPI), such as recycling rate, water waste, or energy consumption.

A JUDGE'S ADVICE

IS YOUR CAMPAIGN RIGHT FOR THIS CATEGORY?

THIS IS THE CATEGORY 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 Tactical Activation category instead.
- ✗ Your campaign is an idea targeting a business audience, enter the B2B category instead.
- ✗ If the activity is primarily a response to the Covid pandemic, enter the Overcoming Adversity category.

2.4. PUBLIC RELATIONS

DEFINITION

- This category aims to reward centres that have developed innovative and effective PR campaigns.
- Entries should be for strategic or tactical projects where the core aim is to generate positive PR.
- It may involve initiatives ranging from human interest stories through to the repositioning of a mall. It could also involve crisis management PR.

EXAMPLES OF OBJECTIVES AND MEASURES

You should include SMART objectives and measures relevant to your particular project. Here are just a few examples of the type of measures the judges will be looking for:

- To achieve an AEV of €x in coverage for an activity based on a spend of €x [AEV typically calculates as 3x the equivalent advertising presence].
- To reach an audience of xxxx mothers with children across social media channels.
- To gain coverage in 3 key titles for the particular catchment.
- To minimise coverage for a crisis situation.
- To ensure that the brand maintains a positive perception within the market.

A JUDGE'S ADVICE

IS YOUR CAMPAIGN RIGHT FOR THIS CATEGORY?

THIS IS THE CATEGORY IF...

- ✓ The main thrust of your campaign is to generate PR coverage rather than other metrics such as footfall or sales.

BUT YOU SHOULD NOT ENTER IF...

- ✗ The activity is designed primarily to drive footfall or sales, enter the Tactical Activation category instead.
- ✗ If the activity is primarily a response to the Covid pandemic, enter the Overcoming Adversity category.

2.5. GRAND OPENING / EXPANSION / REFURBISHMENT

DEFINITION

- This award recognises innovation and excellence in the marketing of the opening of a new centre, or the re-launch of an existing scheme.
- It can include the opening of a specific part of a centre such as a refurbishment of a food court, an extension or significant change of use with the addition of leisure, residential or commercial uses.
- The category rewards creative originality and cost-effective results.

EXAMPLES OF OBJECTIVES AND MEASURES

You should include SMART objectives and measures relevant to your particular project. Here are just a few examples of the type of measures the judges will be looking for:

- 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.

A JUDGE'S ADVICE

IS YOUR CAMPAIGN RIGHT FOR THIS CATEGORY?

THIS IS THE CATEGORY 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. There must be a physical change to the asset.

2.6. BRAND & TENANT PARTNERSHIPS

DEFINITION

This award recognises that relationships with tenants and third-party brands are increasing in their importance.

With budgets under pressure, the ability to develop positive partnerships can often prove highly effective.

This can take the form of enhanced relationships with mall occupiers, helping to share strengths across the wider team as well as delivering the best use of budget.

Some projects owe their success to the ability of the centre to secure additional funding or exposure through relevant partners – be they product brands or media partners.

This category is designed to reward those projects which have successfully helped maximise results for all parties involved.

EXAMPLES OF OBJECTIVES AND MEASURES

You should include SMART objectives and measures relevant to your particular project.

Here are just a few examples of the type of measures the judges will be looking for:

- To run a competition for shoppers to win a major prize with the prize fund donated free of charge in return for exposure.
- A link with a radio station to ensure regular brand coverage.
- A partnership with a local government agency to help generate employment.

A JUDGE'S ADVICE

IS YOUR CAMPAIGN RIGHT FOR THIS CATEGORY?

THIS IS THE CATEGORY IF...

- ✓ The relationship with your partner is the main element of the entry, not incidental to a bigger initiative then you should enter the partnership category.
- ✓ There needs to be a clear story about the partnership being the essential catalyst to making the entry a success.

BUT YOU SHOULD NOT ENTER IF...

- ✗ The main objective is to raise funds with a partner charity then you should enter the CSR category.
- ✗ The main aim is to drive sales for tenants.
- ✗ You should probably enter the Tactical Activation category as the nature of the relationship between you and the tenants isn't the main basis of success.
- ✗ If the activity is primarily a response to the Covid pandemic, enter the Overcoming Adversity category.

2.7. CUSTOMER SERVICES

DEFINITION

- This award recognises excellence and innovation in customer service and customer experience.
- 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 demonstrates effectiveness and efficiency against objectives.

EXAMPLES OF OBJECTIVES AND MEASURES

You should include SMART objectives and measures relevant to your particular project.

Here are just a few examples of the type of measures the judges will be looking for:

- The levels of public participation in 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.

A JUDGE'S ADVICE

IS YOUR CAMPAIGN RIGHT FOR THIS CATEGORY?

THIS IS THE CATEGORY 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 Tactical or Public Relations categories instead.
- ✗ The activity is an idea targeting a business audience. Enter the B2B category Instead.

2.8. EMERGING TECHNOLOGY

DEFINITION

With new technology evolving at a rapid rate, the Solal Marketing Awards team are keen to encourage more innovation within the industry.

Consequently, the judges in this category are rewarding the creative way a new technology has been applied rather than focusing entirely on commercial results.

SOME EXAMPLES OF RELEVANT ACTIVITIES

- Effective use of a website or an app.
- Innovative use of social media.
- 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

You should include SMART objectives and measures relevant to your particular project. Here are just a few examples of the type of measures the judges will be looking for.

- 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.

A JUDGE'S ADVICE

IS YOUR CAMPAIGN RIGHT FOR THIS CATEGORY?

THIS IS THE CATEGORY 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 (Strategic Marketing, Tactical Activation, etc.)

2.9. OVERCOMING ADVERSITY

A new award celebrating centres which have positively tackled a crisis situation, such as the Covid pandemic.

DEFINITION

This category aims to reward centres that have managed to communicate positively with customers and got through a crisis situation via a campaign that is either on a single or multiple marketing platform.

Contributions can be to strategic or tactical projects, where the main purpose is to maintain a constructive communication with customers during a commercially challenging period.

It can involve initiatives during a crisis, such as Covid-19 during a lockdown or the response to the war in Ukraine, but can also cover initiatives during another type of upheaval.

Initiatives which might otherwise be entered into the strategic marketing, tactical activation, CSR and PR categories which have a primary focus on a crisis situation should be entered into this category.

EXAMPLES OF OBJECTIVES AND MEASURES

You should include SMART objectives and measures relevant to your particular project. Here are just a few examples of the type of measures the judges will be looking for:

- To achieve a specific social media reach or engagement level.
- To rebuild footfall/sales to x% of pre-Covid levels.
- To generate positive PR coverage in local media.

A JUDGE'S ADVICE

IS YOUR CAMPAIGN RIGHT FOR THIS CATEGORY?

THIS IS THE CATEGORY IF...

- ✓ The main purpose of your campaign is to counter a crisis situation.

BUT YOU SHOULD NOT ENTER IF...

- ✗ The crisis element of your campaign is just a part of a more general project. In this instance you should enter one of the other categories.

2.10. 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, stakeholder engagement, 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.

EXAMPLES OF OBJECTIVES AND MEASURES

You should include SMART objectives and measures relevant to your particular project. Here are just a few examples of the type of measures the judges will be looking for:

- Quality PR or profile achieved (measured against EAV).
- 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.).
- Mall income increases verses target
- Media partnerships

A JUDGE'S ADVICE

IS YOUR CAMPAIGN RIGHT FOR THIS CATEGORY?

THIS IS THE CATEGORY 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.

3. HOW TO ENTER

YOUR ENTRY MUST BE SUBMITTED ONLINE

Deadline 5th September 2022.

Log into this website and follow the registration instructions.

www.ecsp.eu/awards

REGISTER FOR A USERNAME AND PASSWORD

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

ADD TO CART

Once you have 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 credit card by 5 September 2022. Entries will not be accepted for judging if payment is not received.

FEES

€399 (discounted for 2022 from €575)

WHAT TO INCLUDE IN YOUR ENTRY

It is advisable to prepare all the content of your entry in advance in Word and Excel formats. Once completed you can then copy the content into the website. Note the word count restrictions!

DESCRIPTION OF ENTRY

The Description of Entry is a brief summary of the project which sets the scene for the judges and will be used to introduce your entry at the awards ceremony if you win.

IMAGES FOR THE AWARDS PRESENTATION

You must upload up to 12 images of your campaign.

These images will not be viewed by the judges. If your entry is awarded a Solal Gold Award or a Solal Silver Award, some of the images will be used to showcase your entry for the Solal Finalist brochure and ECSP website.

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.

ENTRY 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.

We recommend bullet points rather than narrative paragraphs.

1: GOALS (UP TO 10 POINTS)

What is the rationale behind the project?

Add any available research or business data which helps support the thinking behind the project.

Outline the basic facts and give a clear understanding of how the project is aligned with the overall marketing strategy.

The judges are looking for clear thinking behind the concept and an ability to measure effectiveness.

Make sure you provide clear, believable, measurable, SMART objectives.

2: ACTION (UP TO 10 POINTS)

How did you deliver the project? What did you do to achieve your goals? What were the resources employed? What was unique in the project development and implementation process?

Add relevant supporting evidence such as photographs, videos, and testimonials.

3: INNOVATION (UP TO 10 POINTS)

How was your project truly original?

What obstacles or difficulties were overcome?

Judges are looking for work that is ground-breaking and sets new standards for the industry.

4: RESULTS (UP TO 10 POINTS)

What was the impact of your project? Show qualitative and quantitative results measured against your SMART objectives. Show a clear link between costs and results.

Return on Investment (ROI) demonstrates the euro-to-euro return that is achieved from your efforts and the resources invested.

5: BUDGET (UP TO 10 POINTS)

Did the amount spent appear to be a wise use of funds? Was the budget cost-effective in achieving its aims?

Was creativity and resourcefulness shown in budgeting without compromising quality and ability to get results.

Show your project budget as a percentage of your overall marketing budget.

Please include all creative fees and agency retainers in your expense summary.

6: DOCUMENTATION SECTION

Include one digital file that has up to 25 pages of information related to your entry. This could include a summary of all your advertising or the publicity achieved.

File format: Word Files, PDF files

You may include images such as brochures, or advertisements that were published within the eligibility period, photos of events, publicity, and news releases.

7: ONLINE

This section allows you to add up to five relevant links.

8: AUDIO AND VISUAL

You may upload only one audio file, and only one video file per entry, with exception of advertising or publicity.

Each file is limited to a maximum of five minutes of content. Judges will only view or listen 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.

4. HOW THE JUDGING WORKS

THE JUDGES

The judging panel is formed of over 20 leading marketing professionals from across Europe. Entries are scored against specific criteria and each application will be judged multiple times to ensure a balanced score. Judges will not review entries from their own companies or projects where there could be a conflict of interest.

THE SCORING

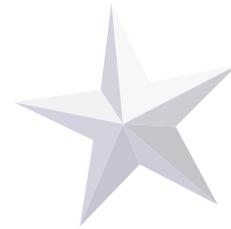
The Solal Awards programme is designed to recognise the highest level of marketing excellence, so entries must achieve a minimum number of points to be considered for an award.

Entries are judged on their own merit to ensure that the size of centre or the size of budget do not affect the results.

There is no limit on the number of possible winners so any particular category may have many winners if the quality of entries is high. Conversely, if no entries meet the high standard of excellence required then there might be no winner in a particular category.

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

The judging committee might need to reclassify or disqualify entries if required. All decisions are final and scoring results remain confidential.



5. TOP TIPS

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 be adapted to the category's specific 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, so make sure your entry describes why and what you did, and outlines all the resources employed, the costs and the results.

3: BE CONCISE

The structure of your entry should be clear, concise, and relevant. Use short sentences and bullet points to convey detail.

4: BE SMART

Everything you submit should be Specific, Measurable, Achievable and Realistic, and a clear Timeframe.

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 believable and realistic approach.

6: EXPLAIN WHY

Explain why the 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: ALLOW ENOUGH TIME TO CREATE YOUR ENTRY

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

9: 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? Will it stand out? If you were a jury member would you give it a high score?

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.

GOOD LUCK!

6. MEET THE JUDGES

JUDGES

Agnieszka Tomczak-Tuzińska: Apsys | Poland
Alan Thornton: AL Marketing | UK (Chair)
Ana Isabel Moita: Sonae Sierra | Portugal
Anna Zakomirna: Respublika | Ukraine
Beatrix Marvan: MAG SCS Spar | Austria
Bram Hulsbosch: MK Illumination | Netherlands
Charlotte Andersen: Rodovre Centrum | Denmark
Dominik Piwek: Nepi-Rockcastle | Poland
Davide Arduini: CNCC/Different | Italy
Doug Mayne: Redefine | South Africa
Enrique Benavides: CBRE | Spain
Fiona Wright: Savills | UK
Gozde Tumay: Klepierre | Turkey
Iveta Lace: Verde | Latvia
Joao Xavier: Wider Property | Portugal
Linsay Wooldridge: Adinfinitum | UK
Malgorzata Komarczuk: Atrium | Poland
Michael Triebold: ECE | Germany
Moritz Lueck: MEC | Germany
Nesrin Özkan: Metro Properties | Turkey
Patricia Galen: Freelance | Spain
Rik Janssen: Wereldhave | Netherlands
Sue Boor: The Lexicon | UK
Teresa Adriaens: Group Hugo Ceusters | Belgium
Theo Clarke: Primedia | South Africa

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