

ENABLING SHOPPING MALLS TO BUILD OMNICHANNEL STRATEGIES THAT WORK

MASTERCLASS LED BY CLIFF PFEFFERKORN
CEO ESTRATEGY CONSULTING

20 MAY 2026

VIENNA

A G E N D A

BEFORE THE MASTERCLASS

Individual Participant Interviews (Virtual). Each participant will take part in a short interview prior to the masterclass.

MAIN GOAL:

- introduction to masterclass goals and structure
- expectation alignment
- assessment of the organization's omnichannel maturity level
- identification of 2–3 "shopping mall personas" used for group work during the masterclass

ON THE DAY OF THE MASTERCLASS

08:30-09:00

Welcome & Introduction

- Participant introductions
- Overview of masterclass objectives and agenda

09:00-09:45

Keynote I: Retail Transformation and Omnichannel Trends

- major trends in e-commerce and brick-and-mortar retail
- global omnichannel strategies used by leading shopping malls
- overview of the participants' omnichannel maturity levels (anonymous)
- group discussion and context setting

09:45-10:00

Keynote II: Conversational and Agentic Commerce

- AI-driven commerce, conversational interfaces, and autonomous agents are beginning to reshape retail. This session explores how these developments may disrupt physical retail while creating new opportunities for retail destinations

10:00-10:15

Break

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10:15-11:15

The Building Blocks of an Omnichannel Strategy

Participants will learn the core components required to build and implement an omnichannel strategy for shopping malls.

STRATEGIC ANALYSIS

- Understanding the retail location and its specific challenges
- Developing deep shopper insights (qualitative and quantitative)
- Understanding tenant needs and perspectives

STRATEGIC IDEATION

- Overview of established omnichannel strategy models for malls
- Identifying opportunities for differentiated initiatives

EVALUATION AND PRIORITIZATION

- Value creation for shoppers, retailers, and mall operators
- KPI frameworks and business case development
- success measurement and performance management
- operational and technical capability requirements

MINDSET

- curiosity and openness
- honest evaluation of current capabilities
- willingness to learn and experiment

ROADMAPPING

- defining strategic priorities
- planning implementation steps
- establishing governance and execution structures

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11:15-12:30

Masterclass Briefing: Developing Strategic Routes

Participants will receive detailed guidance for the afternoon working sessions.

- deeper exploration of standard omnichannel strategies for malls
- implications for strategic roadmaps
- introduction of working groups and mall personas

12:30-13:00

Lunch / Working Lunch

13:00-14:00

Working Session I – Strategy Exploration

Each group works on a specific shopping mall persona.

- evaluating the standard omnichannel strategies presented earlier
- identifying three additional strategic approaches that may be particularly relevant for that mall type
- documenting ideas using a structured strategy canvas

14:45-15:30

Working Session II – Strategy Refinement

Groups refine their ideas based on the feedback received.

- improving the proposed strategic approaches
- identifying additional opportunities or initiatives

15:30-16:00

Final Presentations

Groups present their refined strategies: 10 minutes per group

16:00-16:30

Masterclass Summary

Key takeaways, reflection & discussion.

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AFTER THE MASTERCLASS

Follow-up Sessions

Each participant will be offered a 20-minute virtual follow-up conversation.

Main topic:

WHAT ARE THE THREE MOST IMPORTANT INSIGHTS YOU WILL TAKE BACK TO YOUR ORGANIZATION?

Participants will also receive:

- the masterclass presentation
- summaries of the most important working group outcomes

LEADER OF THE MASTERCLASS



Cliff Pfefferkorn
Founder & Managing Partner

ESTRATEGY  CONSULTING

For more than 25 years, Cliff has advised companies on how to understand digital transformation, build compelling customer experiences, and develop sustainable business and operating models in rapidly changing markets.

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D E T A I L S

DATE

20 May 2026 | 08:30-16:30

LOCATION

Bene Meeting Suites
Weyringergasse 30
1040 Vienna, Austria

PARTICIPATION FEE

€890

The price includes food & beverage for the full-day masterclass.

Travel and accommodation are not included.

R E G I S T R A T I O N

VIA EMAIL TO



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