The ICSC Solal Marketing Awards bring together the very best of retail marketing across Europe and South Africa to reward those with the most effective campaigns. Recognising best practice and outstanding marketing performance, the ICSC Solal Marketing Awards are seen as a benchmark of quality throughout the industry.
Award Categories

Traditional Marketing

PAGE 2
ADVERTISING
Strategic or tactical efforts to advertise a shopping centre that demonstrates creativity and effectiveness. The entry can be an integrated campaign across several mediums or be one single piece of creative work that addresses and achieves a specific objective.

PAGE 4
ALTERNATIVE REVENUE
This category recognises efforts that directly impact a centre’s revenue performance or operational efficiency. The entry could show marketing-led initiatives that may comprise sponsorships, strategic alliances, endorsements, retailer partnerships, speciality leasing programmes that genuinely add to a centre’s financial vitality or innovative ways of generating new revenue sources.

PAGE 5
BUSINESS-TO-BUSINESS
A campaign or programme designed to benefit the leasing/letting of an existing or new shopping centre.

PAGE 6
CAUSE RELATED MARKETING
A single or ongoing event, programme or project, whose objective is to benefit a community cause thereby building centre goodwill in its trade area. It may be charitable, promote a community cause or present an event that serves a local interest or lifestyle.

PAGE 8
GRAND OPENING, ANNIVERSARY, REFURBISHMENT OR EXTENSION
A complete campaign to introduce a new, refurbished or extended shopping centre.

PAGE 9
PUBLIC RELATIONS
A planned public relations programme or activity designed primarily to benefit the commercial interests of the shopping centre. The objective is to address a shopping centre/company need rather than a community need.

PAGE 12
SALES PROMOTION
Promotional or merchandising events or initiatives designed to stimulate increased sales. The promotion must take place in a centre and may involve joint activity with retailers.

New Media

PAGE 14
EMERGING TECHNOLOGY
The most current and innovative use of website, mobile, interactive or any other online component that creates a brand experience.

PAGE 15
INTEGRATED DIGITAL CAMPAIGNS
Programmes consisting of an integrated online, digital or social media campaign executed as a significant component of an in-mall event or sales promotion.

PAGE 16
SOCIAL MEDIA
Innovative and effective or creative use of social media sites in a media/marketing strategy.
Winners

**GOLD**

Gateway’s Material World/VDJ Fashion Preview, Gateway Theatre of Shopping, Durban, South Africa

Centro Christmas Wonderland, Centro, Oberhausen, Germany

Customer Satisfaction Survey Campaign, Strandtorget, Lillehammer, Norway

Flash Stores, Sierra Portugal SA Lisbon, Portugal

My Baum Schoolmate, CITYPARK Graz, Austria

Pink Ribbon Campaign, Magasinet Drammen AS Drammen, Norway

Lifted Campaign, Cavendish Square Cape Town, South Africa

Art Arrived at Colombo, Centro Colombo, Lisbon, Portugal

Tour de France - Post-it WR, Galeries St Lambert, Liège, Belgium

The Giant Ice Slide, Canal Walk, Cape Town, South Africa

My Forum Entertainment Studio, Marmara Forum, Istanbul, Turkey

Only for Oslo Cityzens Oslo City, Oslo, Norway

Emporia Social Media for Grand Opening Emporia, Malmö, Sweden

MULTI’s “Dreams to Stars”, Multi Mall Management Istanbul, Turkey

Restyling Primavera, Centro Commerciale Primavera, Roma, Italy

Dog-o-ween. We Are Back!, MEGA Shopping and Leisure Centre Kaunas, Lithuania

Forum’s International Street Festival, Marmara Forum and Forum Istanbul Istanbul, Turkey

Tickle the Ivories, Liverpool ONE Liverpool, United Kingdom

MMM - MTV VJ Casting, 10 Multi Mall Management Centres, Portugal

TV Star of the Year, Arkady Pankrac, Praha, Czech Republic

World Largest Candy Mosaic, VARENA Betriebsgesellschaft m.b.H. Vöcklabruck, Austria

MULTI’s “Wipeout”, Forum Shopping Malls Turkey

“ON THE BRINK”, Kanyon, Istanbul, Turkey

PromoFans, Centro Colombo and NorteShopping, Portugal

Shopping in the Dark Mongolfiera Bari Japigia Bari, Italy

Christmas in Stary Bower Stary Bower Poznan, Poland

The Battle for Trends: Let the Fashion Win, FORUM Gliwice Gliwice, Poland

“QR Corridor”, Marmara Forum, Istanbul, Turkey

MegaStores Den Haag, MegaStores, Den Haag, Netherlands

Gateway VIP Launch, Gateway Theatre of Shopping, Durban, South Africa

Emporia Integrated Digital for Grand Opening, Emporia, Malmö, Sweden

The Professional Shopper, Musgrave Centre Durban, South Africa

‘Who Will Be Crowned?’ Bluewater, Greenhithe, United Kingdom

Gateway Hotel Takeover, Gateway Theatre of Shopping, Durban, South Africa

**SILVER**

‘Experience the Magic,’ Bluewater, Greenhithe, United Kingdom

Mirum Galleria - A Rebranding Overnight Challenge, Mirum Galleria Norrköping, Sweden

Fashion Preview, Plaza Mayor, Malaga, Spain

Black Fairytales, Vestsjellands Centret Slagelse, Denmark

Paper Deluxe, Vestsjellands Centret Slagelse, Denmark

Parking Entrances Naming, Almada Forum Almada, Portugal

Gigli Pass, I Gigli, Campi Bisenzio, Italy

Liverpool ONE - Fabulous Figures, Liverpool ONE Liverpool, United Kingdom

Gok WAN at Port Lodz, Port Lodz, Lodz, Poland

Mums with Guts, De Kopspijker/ Theaterplein, Spijkenisse, Netherlands

Waste Is Not Just Trash. It’s A Resource. Field’s Copenhagen, Copenhagen, Denmark

ICSC FOUNDATION COMMUNITY SUPPORT WINNER

High 5 for Demining of Petrinja, City Center One West Zagreb, Croatia
Traditional Marketing Categories

ADVERTISING

**GATEWAY’S MATERIAL WORLD / VDJ FASHION PREVIEW**
**GATEWAY THEATRE OF SHOPPING**

Durban, South Africa

Owner / Management Company: Old Mutual Property

Gateway’s six week campaign culminated in a final event extravaganza featuring a fashion show from top designers. 26,000 people attended, reinforcing Gateway’s position as the largest and most fashion forward shopping complex in the southern hemisphere.

**CUSTOMER SATISFACTION SURVEY CAMPAIGN**
**STRANDTORGET**

Lillehammer, Norway

Owner: Niam Fund V
Management Company: Sektor Eiendomsutvikling

Strandtorget’s unusual and sometimes humorous campaign incorporated the results of their customer satisfaction survey into a marketing campaign. A series of full page newspaper ads communicated both positive and negative feedback, reinforcing the centre’s desire to build on the trust and loyalty they already enjoyed.
Traditional Marketing Categories

ADVERTISING

**MIRUM GALLERIA – A REBRANDING OVERNIGHT CHALLENGE**
*MIRUM GALLERIA*

Norrköping, Sweden

**Owner / Management Company:** Steen & Strøm

The centre’s extensive interior upgrades and the overnight rebrand of the centre’s new name Mirum (which means surprise in Latin) has successfully repositioned Galleria within the market as an events based arena.

**BLACK FAIRYTALE**
*VESTSJÆLLANDS CENTRET*

Slagelse, Denmark

**Owner:** Danica
**Management Company:** Steen & Strøm

Vestsjællands Centret’s Fall campaign produced a fairy tale spectacle with costumes from the Royal Danish Theatre incorporated into the centre’s fall fashion presentation. Black Fairy tale was brought to life with visually strong graphics, transporting their audience into a world of adventure, fashion and fantasy.

**FASHION PREVIEW**
*PLAZA MAYOR*

Malaga, Spain

**Owner / Management Company:** Sonae Sierra

Fashion Preview at Plaza Mayor is a week long event offering free advice from personal shoppers with special and exclusive offers to its customers. The 2012 edition reinvented this annual campaign to renew the value promise, increase PR coverage and improve the glamorous image of the centre.

**‘EXPERIENCE THE MAGIC’**
*BLUEWATER*

Greenhithe, United Kingdom

**Owner:** Lend Lease and various investors
**Management Company:** Lend Lease Retail

Bluewater’s focus for their Experience the Magic was to improve and communicate the guest experience and to maintain their market share. Targets for footfall, sales and visitors were exceeded, making this integrated marketing campaign highly successful.

**PAPER DELUXE**
*VESTSJÆLLANDS CENTRET*

Slagelse, Denmark

**Owner:** Danica
**Management Company:** Steen & Strøm

Vestsjællands Centret’s campaign featured seven unique and handmade paper dresses as the focal point of the spring fashion line. The Paper Deluxe campaign received National television coverage – attracting a wider audience, increasing footfall and revenues and fortifying VSVs position as the fashion destination in the region.
Traditional Marketing Categories

ALTERNATIVE REVENUE

PARKING ENTRANCES NAMING
ALMADA FORUM

Almada, Portugal

Owner: Commerz Real Investmentgesellschaft, mbH (CRI)
Management Company: Multi Mall Management Portugal

Portugal’s Almada Forum transformed the large, unused and undecorated areas around the parking lot entrances and created and branded the 3 main parking entrances – Fiat Forum, Honda Red Hall and Kia Mountain. Events now take place in the new leisure areas created by the brands, generating alternative revenue.

GIGLI PASS
GI G LI

Campi Bisenzio, Italy

Owner: Eurocommercial Properties Italia Srl
Management Company: Larry Smith Italia s.r.l.

The Gigli Pass is a loyalty advantage programme, that supports new marketing campaigns and creates opportunities for business relationships within the local community. This revenue-generating programme benefits both customers and retailers alike.

CENTRO CHRISTMAS WONDERLAND
CENTRO

Oberhausen, Germany

Owner: Stadium & CPPIB
Management Company: CentrO Management GmbH

The revitalised marketing plan for the Traditional Christmas Market at CentrO, involved creating a themed entertainment concept along the lines of a leisure park. The heightened visitor appeal resulted in substantial increases to income, profit and ROI.
Sierra Portugal’s Pop Up Store pilot programme helped attain seven new leasing contracts and significantly improved the shopping centre’s image. The programme will be rolled out to Spain, Italy, Germany and Romania, and could attain revenue figures of up to half a million in 2013.

LIVERPOOL ONE – FABULOUS FIGURES
LIVERPOOL ONE
Liverpool, United Kingdom
Owner: Grosvenor Liverpool Fund
Management Company: Liverpool ONE/Broadgate Estates

The Liverpool ONE-Fabulous Figures campaign employed a combination of tools designed to specifically engage target brands, resulting in securing a record breaking number of brands, greatly enhancing the tenant mix and achieving full occupancy ahead of expectations.
**MY BAUM SCHOOLMATE**  
**CITYPARK**

Graz, Austria  
**Owner:** Bauvermietungsgesellschaft Poppmeier & Co KG  
**Management Company:** SES Spar European Shopping Centers

Cardboard trees in the shape of the CITYPARK logo were delivered to 600 elementary school children to decorate for the Austrian Maypole Tradition. At the grand finale event, the students unveiled their trees at CITYPARK, where they remained for two weeks for the public to vote on.

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**PINK RIBBON CAMPAIGN**  
**MAGASINET DRAMMEN AS**

Drammen, Norway  
**Owner:** Storebrand  
**Management Company:** Sektor Eiendomsutvikling

As part of Magasinet Drammen’s unique Pink Ribbon Campaign, photographs of their female staff’s breasts were on display with the caption: Today we show you the breasts of 40 of our employees. We want to keep every single one of them. The campaign generated widespread press coverage, as well as support from partners and enthusiastic customers.

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**MUMS WITH GUTS**  
**DE KOOPSPIJKER/TEATERPLEIN**

Spijkenisse, Netherlands  
**Owner / Management Company:** Corio Nederland

Dekopsijker launched their Moeders met Leef campaign – a competition encouraging mothers to design their own shop, with the public having a final say in the winning shop concept. This entrepreneurial campaign produced a social media frenzy and helped a local Spijkenisse promotion achieve nationwide attention.

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**GOK WAN AT PORT LODZ**  
**PORT LODZ**

Lodz, Poland  
**Owner / Management Company:** Inter IKEA Centre Poland

Port Lodz is a multibrand fashion centre tailored to the many demographics and income levels of the local inhabitants. Celebrity Gok Wan was invited to become the face of their cause related marketing campaign, with spectacular results. Gok’s visit at Port Lodz resulted in extensive media coverage and ensured a presence on national television.
Traditional Marketing Categories

CAUSE RELATED MARKETING

WASTE IS NOT JUST TRASH. IT’S A RESOURCE.
FIELD’S COPENHAGEN

Copenhagen, Denmark

Owner: Steen & Strøm / Klepierre
Management Company: Steen & Strøm Denmark

Steen & Strøm’s sustainable development programme created more efficient and fun areas for their retailers. Today approximately 45% of the waste at Field’s is source separated, with 75% being the overall objective level within the next two years.

CHRISTMAS IN STARY BROWAR – TRADITION IS ART
STARY BROWAR

Poznan, Poland

Owner: Grazyna Kulczyk
Management Company: Fortis Nowy Stary Browar

Stary Browar’s the Tradition Is Art campaign hosts activities and workshops supporting artistic rebellion against the commercialization of Christmas. This campaign serves to highlight and praise the works and craftsmanship of local artisans whilst respecting the true traditions of the festive period.

SHOPPING IN THE DARK
MONGOLFIERA BARI JAPIGIA

Bari, Italy

Owner: BNP PARIBAS REIM SGR PA
Management Company: SVICOM S.R.L.

The Mongolfiera Shopping Centre in collaboration with the Italian Association for the Blind, designed and built an interactive route for the visually impaired, allowing full mobility and autonomy throughout the shopping centre. This first-of-its kind initiative has been welcomed with enthusiasm by Italy’s social, economic and political entities.

MULTI’S “DREAMS TO STARS”
MULTI MALL MANAGEMENT

Istanbul, Turkey

Multi’s Dreams to Stars Project sent 7,000 underprivileged boys to train with famous footballer Luis Figo, with the top 10 performers given the opportunity to attend the Milan summer camp. The national project boosted morale and reached more than 34 million people through its massive PR campaign.

HIGH 5 FOR DEMINING OF PETRINJA
CITY CENTER ONE WEST

Zagreb, Croatia

Owner: Gradski centar d.o.o.
Management Company: CC Real d.o.o. k.d.

City Centre One’s campaign “High 5 for Demining Petrinja” helped raise more than €28,000. Located less than 50 km away, Petrinja (whose name incorporates the Croatian word for 5) is still covered and polluted with mines. The campaign’s efforts helped demine more than 35,000 m2.
Traditional Marketing Categories

GRAND OPENING, ANNIVERSARY, REFURBISHMENT OR EXTENSION

LIFTED CAMPAIGN
CAVENDISH SQUARE

Cape Town, South Africa

Owner: Old Mutual Property/Pareto Ltd.
Management Company: Old Mutual Property

Cavendish Square’s ambitious escalator upgrade project meant months of unavoidable disruption to its customers. The centre minimised the impact by featuring aesthetically pleasing and customer engaging areas along the way. The strategy ensured customers did not change their shopping patterns during the construction period.

RESTYLING PRIMAVERA
CENTRO COMMERCIALE PRIMAVERA

Roma, Italy

Owner: Primavera Shopping Srl (GE Commercial Finance Real)
Management Company: CBRE Shopping Centre Management

The concept of a shopping centre as a new form of public space is the inspiration behind Restyling Primavera. Under the supervision of the European Institute of Design, junior designers were asked to design the interiors of the gallery – creating an environment by and for young people.
Traditional Marketing Categories

PUBLIC RELATIONS

**DOG-O-WEEN. WE ARE BACK!**
MEGA SHOPPING AND LEISURE CENTRE

Kaunas, Lithuania

*Owner: Baltic Shopping Centers*

*Management Company: Baltic RED*

MEGA is known for its interesting and original family events and Dog-o-ween is one of them, transforming man’s best friend into devils, mummies and spiders. This unusual competition has become a MEGA shopping centre tradition, attracting families and media coverage alike.

**FORUM’S INTERNATIONAL STREET FESTIVAL**
MARMARA FORUM AND FORUM ISTANBUL

Istanbul, Turkey

*Management Company: Multi Development Türkiye*

With street entertainment forbidden in public places, Forum Istanbul and Marmara Forum capitalised on the rampant upheaval coverage dominating the media. Presented in a festival setting, this inaugural PR event featured street performers from all over the world, driving staggering visitor traffic into the centres.

**ART ARRIVED AT COLOMBO**
CENTRO COLOMBO

Lisbon, Portugal

*Owner: Sierra Portugal S.A. / CBRE RPFi Fund*

*Management Company: Sierra Portugal S.A.*

‘Art Arrived at Colombo’ began in 2012, and is part of the centre’s strategy to attract mass media coverage, whilst attaining and recovering visitors in an increasingly competitive market. To date, a return of almost 7 times the investment in equivalent advertising value has been achieved.
TOUR DE FRANCE – POST-IT WR
GALERIES ST LAMBERT
Liège, Belgium

Owner: Galeries Saint Lambert s.a.
Management Company: SCMS - Shopping Center Management Services

This 20–day-long event to mark the end of the Tour de France, featured promotions and events relating to cycling and the creation of the world’s largest sticky note mosaic. The centre also organised a Post-It sales promotion with proceeds being donated to an association working for integration through sport.

 TICKLE THE IVORIES
LIVERPOOL ONE
Liverpool, United Kingdom

Owner: Grosvenor
Management Company: Liverpool ONE Management Company

Tickle the Ivories is a 12-week long initiative to generate press coverage, drive social media content and create a lively atmosphere. A tweet from The Liverpool Football Club suggesting Liverpool ONE keep the 5 reconditioned pianos year round reached more than 500,000 Liverpool FC supporters.
Traditional Marketing Categories

PUBLIC RELATIONS

**TV STAR OF THE YEAR**

**ARKADY PANKRAC**

Praha, Czech Republic

*Owner:* ECE / Familie Otto, Unibail Rodamco  
*Management Company:* ECE Projektmanagement GmbH & Co. KG

‘Shopping World’ is a unique partnership between Arkady Pankrac and Czech television station Prima. Eighteen television episodes were filmed at the centre, featuring a cast of well-known Czech actors and offered viewers an interesting and amusing behind-the-scenes look at a shopping centre.

**MMM – MTV VJ CASTING**

**10 MULTI MALL MANAGEMENT CENTRES**

Portugal

*Management Company:* Multi Mall Management

Portugal’s Multi teamed up with MTV to search for the next MTV VJ. The six-month long campaign spanning 10 shopping centres found a finalist list of 10 hopeful presenters. The finale held at the Forum Sintra generated astonishing figures on the MTV platform.

**WORLD LARGEST CANDY MOSAIC**

**VARENA BETRIEBSGESELLSCHAFT M.B.H.**

Vöcklabruck, Austria

*Owner:* SPAR AG  
*Management Company:* SES Spar European Shopping Centers

As part of their birthday celebration, Varena invited children and parents to join them in their attempt to create the world’s largest candy mosaic. This interactive event gained the centre and its customers a listing in the Guinness Book of World Records.
**THE GIANT ICE SLIDE**

**CANAL WALK**

Cape Town, South Africa

**Owner:** Hyprop Investments & Ellerine Bros  
**Management Company:** Hyprop Investments

Canal Walk delivered another unique event during the peak December holidays by erecting a 40m Giant Ice Slide within the centre. Outside it was sweltering but inside Canal Walk it was a winter wonderland with an ice climbing wall, a thrilling toboggan and an ice cave with Santa Claus himself.

**MULTI’S “WIPEOUT”**

**FORUM SHOPPING MALLS**

Turkey

**Management Company:** Multi Development Türkiye

Based on the TV contest Wipeout, prospective contestants provided shopping receipts from the centre’s retailers in order to be eligible to participate. The PR event helped Multi Development reinforce their status as the place where sports and entertainment come together, whilst doing its part to promote sports for the morale of the country.
Traditional Marketing Categories
SALES PROMOTION

“ON THE BRINK”
KANYON
Istanbul, Turkey
Owner: Eczacibasi and Is Real Estate Investment Trust
Management Company: Kanyon Marketing and Management Company

Kanyon employed public relations, social media and sales incentives tools to attract and integrate students into the community. On the Brink university events were first of their kind in Turkey and were accessed online by more than 50,000 people, enabling older teens to experience the Kanyon brand in a fresh and exciting way.

PROMOFANS
CENTRO COLOMBO AND NORTESHOPPING
Portugal
Management Company: Sonae Sierra

PromoFans® is an innovative platform that allows visitors to see all promotions available in real time, including exclusive PromoFans® offers. The interface provides multi-access from the Website, FaceBook, or any smartphone, and allows tenants to upload promotions anytime and anywhere.

THE BATTLE FOR TRENDS: LET THE FASHION WIN
FORUM GLIWICE
Gliwice, Poland
Owner: DEKA Immobilien
Management Company: Avestus Real Estate

Traditional fashion shows are a widely used sales tool and FORUM Gliwice wanted new ways to promote new collections and engage their customers. FORUM added innovative twists to the traditional and created The Battle for Trends: Let the Fashion Win Events to promote both the Spring and Autumn 2012 collections.
New Media Categories
EMERGING TECHNOLOGY

MY FORUM ENTERTAINMENT STUDIO
MARMARA FORUM

Istanbul, Turkey

**Owner:** Multi Corporation BV & Area Property
**Management Company:** Multi Mall Management

My Forum Entertainment Studio – both a physical and digital place – is the first free social community in the Multi Development family, and has quickly become a successful source of alternative revenue, generating profits of nearly 50%.

GATEWAY VIP LAUNCH
GATEWAY THEATRE OF SHOPPING

Durban, South Africa

**Owner/Management:** Old Mutual Property

The Gateway VIP Programme uses technology to bridge the gap between customer and business needs. More than 21,000 people signed up for the programme, providing customers with a shopping experience tailored to their needs and interests, and rewarding them for their loyalty and feedback.

MEGASTORES DEN HAAG
MEGASTORES

Den Haag, Netherlands

**Owner:** ING RED
**Management Company:** CBRE Shopping Centre Management

Megastores developed a unique product-related website that features the complete range of products available at the shopping centre. The website has attained a number 1 position on Google Ranking, with visitation increasing substantially each month.

“QR CORRIDOR”
MARMARA FORUM

Istanbul, Turkey

**Owner:** Multi Corporation BV & Area Property
**Management Company:** Multi Mall Management

Marmara Forum’s QR Corridor allows shoppers to use their mobile devices to scan more than 1,000 quick response codes, to win surprise gifts as well as store discounts of up to 50%. The impact of this pioneer promotion has resulted in a 20% boost in sales.
New Media Categories
INTEGRATED DIGITAL CAMPAIGNS

GATEWAY HOTEL TAKEOVER
GATEWAY THEATRE OF SHOPPING
Durban, South Africa
Owner/Management: Old Mutual Property
The Gateway Hotel Takeover awarded one customer and 100 of her friends an all expenses paid weekend at a luxurious hotel. Competitors used social media platforms to refer to their milestone event encouraging the contest to go viral. The technologically-innovative competition at the forefront of marketing innovation and Brand awareness.

EMPORIA INTEGRATED DIGITAL FOR GRAND OPENING
EMPORIA
Malmö, Sweden
Owner: Klepierre
Management Company: Steen & Strøm
Emporia’s marketing strategies run throughout the whole communication platform – Long live choice! All activities follow the same brand and communication strategy, optimising the development of consumer dialogue whilst establishing Emporia’s own communication channels.

THE PROFESSIONAL SHOPPER
MUSGRAVE CENTRE
Durban, South Africa
Owner: SA Corporate Real Estate Fund
Management Company: Old Mutual Property
This integrated digital campaign at the Musgrave Centre required shoppers to apply for a job vacancy as a Personal Shopper. The successful candidate received centre vouchers to spend as she pleased—requiring her to document her purchases and experiences online via social media, giving value to both the retailers and centre alike.
New Media Categories

SOCIAL MEDIA

ONLY FOR OSLO CITYZENS
OSLO CITY

Oslo, Norway

Owner: DNB
Management Company: Dnb Næringseiendom

‘Only for Oslo Cityzens’ is a social media tool that allows staff at Oslo City to discuss everyday issues to find the best solutions for the centre and its Cityzens. The results of this innovative strategy include a closer cooperation between employees and management, generating enthusiasm, and involvement.

EMPORIA SOCIAL MEDIA FOR GRAND OPENING
EMPORIA

Malmoe, Sweden

Owner: Klepierre
Management Company: Steen & Ström

Emporia is Steen & Ström’s single largest shopping centre enterprise and launched in October 2012 with an extensive integrated campaign on Facebook. They quickly built a large group of likes and by year-end had a substantial number of followers with which they could communicate the development of Emporia.

‘WHO WILL BE CROWNED?’
BLUEWATER

Greenhithe, United Kingdom

Owner: Lend Lease and various owners
Management Company: Lend Lease Retail

The ‘Who Will Be Crowned?’ social media campaign successfully sold the Bluewater fashion message to new and existing online customers, increasing its fan base by 47% during the eight-week run.
2013 Jury

CO-CHAIRMEN

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Sonae Sierra
PORTUGAL

Jacques Sinke
Director of International Retail
MAB Development
NETHERLANDS

JURY

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