



# ICSC 2025

## Member Strategic Advisory Group (MSAG)

ICSC collaborated with MSAG in the second half of 2020 to ensure our strategic priorities addressed the most critical needs of our members in both the long and short term



**John Morrison**  
ICSC Chairman



**Glenn Rufrano**  
ICSC Vice Chairman



**Robin Zeigler**  
Senior Executive Vice  
President & COO  
Cedar Realty Trust



**Cherylyn Megill**  
CMO Philips Edison &  
Company



**Dave Henry**  
Co-Founder  
Peaceable Street  
Capital



**Lucia Connor**  
Managing Director  
Oxford Properties  
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**Jaap Tonckens**  
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Managing Director,  
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**Greg Maloney**  
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**Angele Robinson-  
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Senior Vice President  
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**JP Suarez**  
EVP & CAO Walmart  
International



**Whitney Livingston**  
President & COO  
Centennial Real Estate  
LLC



**Jim Taylor**  
CEO & President  
Brixmor Property  
Group

## Sample Member feedback

Central to the development of ICSC 2025 was member feedback which helped to inform decisions regarding strategic objectives and areas of focus over the coming years

### General

- ICSC has been an anchor during the storm of the pandemic, fostering connections and developing, aggregating and sharing valuable information
- Members need ICSC to help inform them as they navigate a rapidly evolving retail landscape
- ICSC must play an even more central role in elevating the image and communicating the importance of the industry
- Retail is at the core, though other sectors that intersect with or are complementary to retail need to be welcomed into ICSC

### Networking

- Connecting with the industry players and capitalizing on the networking opportunities fostered by ICSC are value add activities
- Creating opportunities for mid-level and early-stage members to connect should be emphasized
- Advancing the use of technology to support efficient networking is both an opportunity and member need

### Events

- ICSC is a market leader in the event space, which members rely on for critical connections and unique content
- Finding the right balance of national, regional and local events is essential

### Advocacy

- Advocacy is a must-have given the current environment

### Research

- Current research is good, but there is a need to both expand it and make it more easily accessible
- ICSC needs to ensure its voice remains objective even if the data is not ideal for all members

### Talent

- ICSC is uniquely positioned to work with members to help build a diverse and inclusive talent pipeline for our industry
- There is nothing more important than addressing the industry's talent need

## Purpose, value proposition and priorities

### Purpose

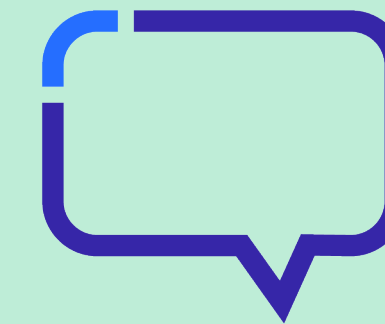
A member organization for **industry advancement**, ICSC **promotes and elevates the marketplaces and spaces** where people shop, dine, work, play and gather as **foundational and vital ingredients of communities and economies**.

### Value Prop

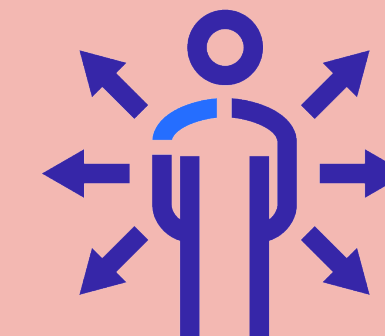
ICSC produces experiences that **create connections and catalyze deals**; aggressively **advocates to shape public policy**; develops high impact marketing and public relations that **influence opinion**; provides an enduring platform for **professional success**; and creates **forward thinking content** with actionable insights – all of which **drive industry innovation and growth**.

### ICSC 2025 will be focused on 3 core goals:

**Advance Industry Narrative**



**Grow & Engage Membership**



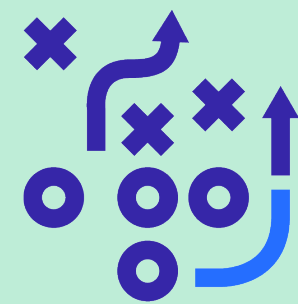
**Enhance Product & Service Offerings**



## 2021 Actions

With 2025 in mind, we have identified specific actions we will take in 2021 to further progress, and make adjustments along the way as needed

### Advance Industry Narrative



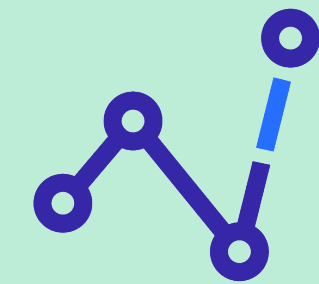
ICSC brand refresh and modernization



Industry marketing campaign



Elevated and focused policy leadership

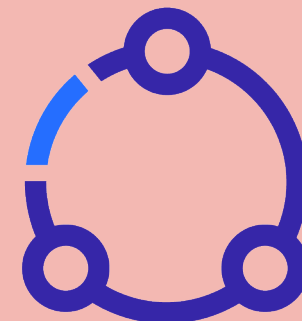


Forward-looking focus on research and content

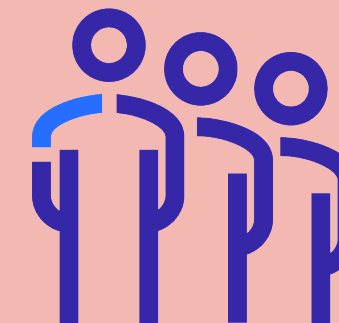
### Grow & Engage Membership



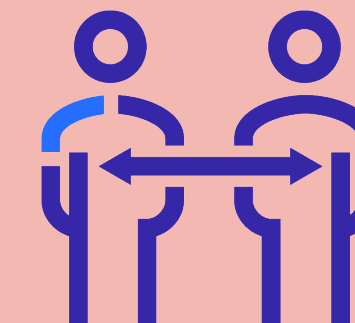
Grow the Next Generation Leadership Network



Grow the Next Generation Leadership Network



Champion and nurture diversity

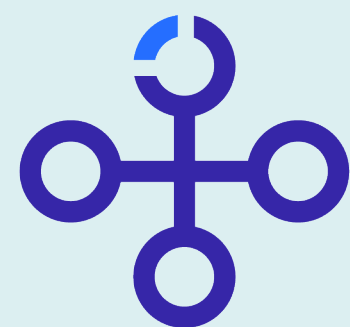


Volunteer engagement and reinvigoration

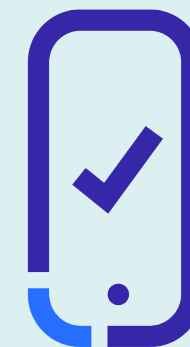


Build ICSC team

### Enhance Product & Service Offerings



Small Business Center of Excellence (COE)



Member-facing technology offering



Virtual-to-live events transition



Live RECon



2022 Event Plan



[ICSC.com](https://www.icsc.com)