



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



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**Whitney
Livingston**
President & COO
Centennial Real
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Jim Taylor
CEO & President
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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 and Engage Membership



Enhance Product and 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 & modernization



Industry marketing campaign



Elevated and focused policy leadership



Forward-looking focus on research and content

Grow and Engage Membership



Talent Incubator investment



Grow the Next Generation Leadership Network



Champion and nurture diversity



Volunteer engagement and reinvigoration



Build ICSC team

Enhance Product and Service Offerings



Small Business Center of Excellence (COE)



Member-facing technology offering



Virtual-to-live events transition



Live RECon



2022 Event Plan



www.icsc.com