

Georgia World Congress Center Authority

Board of Governors Meeting

January 27, 2015



Authority



Employee



ACVB

Financial





20-Year Employee Recognition





Aundre' Goode
Dome Building Services





Virginia Scott
Dome Building Services





Juan Smith
Dome Administration





25-Year Employee Recognition





Barry Boatfield
GWCC Engineering





Ken Jefferson
Dome Event Services





30-Year Employee Recognition





Gary Bowen

GWCC Engineering



Georgia World Congress Center Authority

Financial Snapshot – December 2014



Profit/Loss



Projected	\$1,638,075	\$3,402,717	\$45,802
Actual	699,210	3,599,324	44,085
Projected YTD	668,213	28,668,129	64,670
Actual YTD	2,111,847	28,887,109	577,761



H/M Tax

Actual **\$13.6M**

Budget **\$12.7M** **6.86%**

FY14 **\$12.2M** **11.17%**



Customers

(Estimated)

348,280



Economic

Impact

(Estimated)

\$205M



Georgia World Congress Center Authority

FY15 – Q2
Rolling Forecast
Net Profit/Loss



Budget	\$229,466	\$21,716,257	\$60,330
Projection	2,280,485	23,175,741	261,925
Variance	2,051,019	1,459,484	201,595





2015 Business and Financial Plan

Atlanta Convention & Visitors Bureau, Inc.

Mission

To sell and market metro Atlanta and Georgia globally as the premier conventions, meetings and tourism destination in the regional, national and international marketplace and favorably impact the Atlanta economy through conventions and tourism.



2014 Highlights

	Goal	Actual	% of Goal	2013 Actual
Total room nights	1,620,000	1,653,195	102.0%	1,570,550
City wide room nights	1,200,000	1,228,383	102.4%	1,162,198
# of major citywides	20	22	110.0%	18
> 5000 peak nights				
3 year running average				
Room nights for 2,500 peak nights	925,000	942,843	101.9%	748,681
Leads				
Total # of Leads	4,535	4,777	105.3%	4,402
# of city-wide leads	595	599	100.7%	578
Attendance goal for major city wides	100%	106%	105.6%	111%

2014 Highlights

- Continued productivity growth from Group Sales and Convention Services efforts
 - Group sales lead volume up 9.5% over goal
 - Year end room night bookings 102% of goal
 - Booked 15 new business opportunities (not in Atlanta for >5 years) representing 190,240 room nights
 - Enhanced sales efforts with major third party distribution channels resulting in a 30% increase in hotel room nights and 1% market share growth
 - 28 of 30 conventions have exceeded their attendance goals YTD by 6%
 - Maintained TAP report pace at 109%
- 16 confirmed new business opportunities from hosting ASAE in August 2013 representing 230,253 room nights

2014 Highlights-continued

- Launched new responsive design website (Atlanta.net)
- Strong growth and focusing of marketing initiatives
 - Increased web traffic by 15% year over year
 - Increased our social media reach by 177% year to date
- Significantly enhanced the Sales presentation with video and bid book process
- Won a Platinum Adrian award for the ATLFiles Meeting Planner video campaign
- Successfully executed 4 consumer co-op campaigns integrating radio, TV, social media, and digital for summer, Big Boo, Buckhead, and holiday, meeting or exceeding goals
- Expanded successful I Am ATL campaign to consumer markets
- Developed 5 in-language marketing videos for International in partnership with BrandUSA and Georgia
- Developed a suite of attendance building videos to support customers promoting their meetings

2014 Highlights-continued

- * Continued positive momentum with visitor metrics from 2013 in City of Atlanta:
 - Occupancy up 5.6% from 2013 to 70.7%. This is a record.
 - REVPAR up 8.7% from 2013
 - Demand up 5.9% from 2013
- * Metro market share of demand in top 25 destinations up 5.4%, to 5.67% from 5.38%
- * Highest metro occupancy growth at just over 8% in the top 25 markets.

Bookings Made During Selected Year

Room Nights

	5000+	2500-4999	1200-2499	Grand Total
GWCC Annual	140,784	40,701	16,080	197,565
GWCC New	389,013	159,712	76,970	625,695
Dome Annual	51,280	10,717		61,997
AmericasMart Annual	133,558		5,223	138,781
Hotel & Other New		17,078	59,120	76,198
Grand Total	714,635	228,208	157,393	1,100,236

Nets

<i>Annual / Biennial</i>	325,622	51,418	21,303	398,343
<i>New</i>	389,013	176,790	136,090	701,893

Five Year Avg. (2010-2014)

Room Nights

	5000+	2500-4999	1200-2499	Grand Total
GWCC Annual	134,377	36,889	12,847	184,112
GWCC New	299,110	165,635	70,999	535,743
Dome Annual	61,705	3,263		64,968
Dome New	5,212		577	5,789
AmericasMart Annual	128,910		5,223	134,133
Hotel & Other Annual	13,257			13,257
Hotel & Other New	4,536	24,024	48,758	77,318
Grand Total	647,108	229,810	138,403	1,015,321

Nets

<i>Annual / Biennial</i>	338,249	40,152	18,070	396,471
<i>New</i>	308,858	189,659	120,333	618,851

Bookings Made During Selected Year

of Meetings/Events

	5000+	2500-4999	1200-2499	Grand Total
GWCC Annual	6	3	3	12
GWCC New	11	13	13	37
Dome Annual	2	1		3
AmericasMart Annual	3		1	4
Hotel & Other New		2	9	11
Grand Total	22	19	26	67

Nets

<i>Annual / Biennial</i>	11	4	4	19
<i>New</i>	11	15	22	48

Five Year Avg. (2010-2014)

of Meetings/Events

	5000+	2500-4999	1200-2499	Grand Total
GWCC Annual	4.8	2.8	2.6	10.2
GWCC New	8.4	12.0	12.0	32.4
Dome Annual	3.0	0.4		3.4
Dome New	0.2		0.2	0.4
AmericasMart Annual	2.6		1.0	3.6
Hotel & Other Annual	0.6			0.6
Hotel & Other New	0.2	2.2	8.8	11.2
Grand Total	19.8	17.4	24.6	61.8

Nets

<i>Annual / Biennial</i>	11	3.2	3.6	17.8
<i>New</i>	8.8	14.2	21	44

2015 Goals

- Increase room night bookings and maximize 1% Convention Marketing Fund
 - Room nights:
 - 1,225,000 room night goal for trade show sales
 - 420,000 room night goal for in-house sales
 - 3-year average of major citywide conventions booked/events (5,000 peak nights and above) to continue at 20
 - 925,000 room nights booked for 2,500 peak and above
 - Leads to increase by 3% over year-end actual
- Achieve 100 percent attendance goal for major citywide conventions
- Increase visibility of Atlanta as one of the top U.S. meeting and travel destinations
- Maintain atlanta.net as the premier hospitality online marketing platform
- Continue to position ACVB as an industry expert nationally and as the singular voice of hospitality in Atlanta

Increase room night bookings and maximize 1% Convention Marketing Fund

New or significant ramp up in focus

- Maximize opportunity with hosting TSNN (Trade Show News Network) Awards in Atlanta
 - 50 of top US trade shows are recognized for their significant growth in exhibit space and attendance
 - High visibility to the top 250 trade shows in the US
- Promote a “Future Vision” of Atlanta during our Update presentations throughout the year
 - Continue DC and Chicago Updates
 - New Updates in Northeast and West Coast markets
 - Conduct market updates to major hotel brand national sales offices
- Identify opportunities within the emerging “Independent Show Organizer” (for-profit) market
- Full integration of “On-line bid books”
- Further integration of GWCC and ACVB CRM systems for real-time data and revenue optimization
- Revamp sales programs to maximize exposure
- Optimize enhanced ASAE partnership directed at key decision makers
- Further optimization of in-house sales efforts and small meetings
- Investigate opportunities with Delta on HUB city partnership focusing on the meetings and convention market
- Launch new, scalable, and compelling minisites to reach all non city-wide groups

Increase room night bookings and maximize 1% Convention Marketing Fund

Continue or enhance focus from prior year

- Host four meeting planner FAM tours, totaling 100 participants
- Attend one major prospect's event per quarter
- Quarterly regional sales calls by each manager
- Identify 25 trade shows not considering Atlanta and attend their convention
- Continue efforts in the medical, manufacturing, construction, financial, energy and education industries to support the sales team's emerging industries strategy
- Host 25 FAM trips for international tour operators, totaling perspective clients
- Participate in 70 industry events and trade shows to highlight Atlanta as a premier meeting and convention destination
- Further enhance our partnership with the major third party partners and monitor production quarterly
- Continue to optimize Atlanta's destination advertising campaign targeted to meeting planners to achieve maximum reach and impact

Achieve 100% attendance goal for major citywide conventions

New or significant ramp up in focus

- Work with convention planners to maximize destination marketing opportunities and utilization of attendance building enhanced services offerings
 - Coordinate with PR on Media FAMs for top city-wide groups
 - Coordinate hosted events/exhibitor FAMs for top city-wide groups
 - Launch new attendance building video with customization for top city-wide groups
 - Redesign international websites to provide international attendees relevant destination content
 - Continue coordination of attendance building enhanced services: website, e-newsletters, integrated destination content with housing company, customized collateral/content, videos and etc.
 - Implement supplier road show (UP NEXT) to highlight Atlanta's offerings for events and services

Continue or enhance focus from prior year

- Ensure ACVB efforts are aligned with clients' goals for major groups
- Continue targeting attendees with destination content through social media channels
- Continue exploration of most effective manner to facilitate increased international meeting attendance
- Develop integrated branding mini-sites, providing online attendance-building marketing for all full service city-wide groups
- Attend 11 customer events to promote Atlanta for their 2016 convention

Increase visibility of Atlanta as one of the top U.S. meeting and travel destinations

New or significant ramp up in focus

- Provide Sales with enhanced collateral and tools
 - Print pieces and trade show booths
- Maximize regional partnerships/alliances focusing on international visitation
- Expand leisure marketing of the I Am ATL destination awareness campaign, and evolve the meeting planner campaign
- Launch a social media influencer FAM/Conference
- Redesign layout and upgrade content of AtlantaNow visitor magazine with JV partner

Continue or enhance focus from prior year

- Enhance the media buying strategy to more effectively span digital and social channels to reach the target audiences
- Extend partnership approach with EventSphere to other Housing companies to influence attendance of midsize groups
- Continue integration of brand messaging across all communication channels
- Integrate storytelling approach to evolve brand creative and messaging for richer destination experiences
- Leverage new and emerging product, existing assets, industry research and current news to drive continuous editorial destination coverage.
- Continue with refreshed summer, Halloween, and holiday co-op campaigns
- Curate weekend getaway experience packages for target audience

Maintain atlanta.net as the premier hospitality online marketing platform

New or significant ramp up in focus

- Design and execute for mobile – to reflect significant behavioral shift online from desktops to mobile devices
- Significantly expand use of video and strong visuals to drive traffic
- Train Sales and Convention Service to leverage the new online resources and increase relevancy and visibility of AtlantaMeetings.com

Continue or enhance focus from prior year

- Optimize new responsive design website with curated mobile content
- Continue positioning atlanta.net assets (web, mobile web, social) as the definitive source for information on what to see and do in Atlanta
- Ongoing refinement of successful search engine optimization (SEO) strategy to drive qualified traffic to the key content categories
- Ongoing refinement eCRM (includes social) program to maximize user engagement while growing user base
- Optimize ad model to leverage growth of mobile and provide additional revenue opportunities

Position ACVB as an industry expert nationally and as the singular voice of hospitality in Atlanta

New or significant ramp up in focus

- Implementation of recommendations for revamping entire membership strategy and structure
- In-depth review of company-wide CRM software and benchmark against other industry options. Implement changes/updates where required

Continue or enhance focus from prior year

- Continue focus on cabinet alignment against industry priorities and initiatives
- Engage public and private sector by serving on boards, speaking engagements and utilizing Atlanta executives in ACVB sales efforts
- Maintain relationships with city and state administrations
- Maintain leadership positions on hospitality industry boards
- Highlight industry expertise through guest columns and editorials



2015 Financial Plan

2015 Financial Plan Points

- Total revenue flat
 - Public sector revenue up 3.5% over 2014 forecasted year-end (2014 up 8% over 2013)
- Payroll and related expenses, for ACVB only, up 5%
 - 2.5% performance based merit increase pool,
 - Annual increase in employee benefits of 6%(renewals on group insurance plans)
- Operating expenses, direct promotional expenses and expenses for capital assets are relatively flat

2015 Summary Budget

	2015 Budget	2014 Forecast
Total revenue	\$ 29,490,968	\$29,424,419
Total expense	29,229,266	29,021,169
Excess(deficiency)	\$ 261,702	\$ 403,250

Total Public Sector Revenue

	2015 Budget	2014 Forecast
Georgia World Congress Center-Atlanta	\$ 12,032,000	\$11,590,400
Georgia World Congress Center-Fulton Co	27,000	35,285
Atlanta Convention Marketing Fund - 80%	6,111,492	5,887,187
Atlanta Convention Marketing Fund - 20%	1,527,873	1,471,797
City of East Point		625,000
<hr/> Total Public Sector Revenue	\$ 19,698,365	\$19,609,669

Total Private Sector Revenue

Contributed services	3,700,000	3,345,000
Co-op cash support	1,320,000	1,300,500
Grants/sponsorships	15,000	11,750
Internet revenue	1,716,603	1,720,000
Membership dues	1,375,000	1,475,000
Membership services	20,000	19,000
Other revenue	221,000	385,000
Publication ad revenue	1,325,000	1,390,000
Total private sector revenue	\$ 9,792,603	\$ 9,814,750

Total Expense

	2015 Budget	2014 Forecast
Direct promotional expense	\$ 11,827,042	\$12,350,982
Expense against capital assets	1,575,000	1,541,500
Other operating expense	973,510	910,000
Payroll and related expense	8,742,222	8,331,500
Transfer to ACMF reserve	6,111,492	5,887,187
Total expense	\$ 29,229,266	\$29,021,169

Total Budget by Corporate Entity

	2015 Revenue	2015 Expense
Atlanta Convention & Visitors Bureau, Inc.	\$ 24,923,365	\$24,747,277
ACVB Enterprises, LTD	3,041,603	2,981,989
ACVB Foundation, Inc.	1,526,000	1,500,000
	<hr/>	
	\$ 29,490,968	\$29,229,266





GWCCA
Leadership Development Program
by
University of Georgia
Terry College of Business

Frank Poe





EXECUTIVE EDUCATION

MICHAEL JENKINS

The University of Georgia
TERRY COLLEGE OF BUSINESS

Office of Executive Programs



WHYTERRY?



- We are proud member of the International University Consortium for Executive Education
- We are especially proud of our new certificate programs that focus on topics such as:

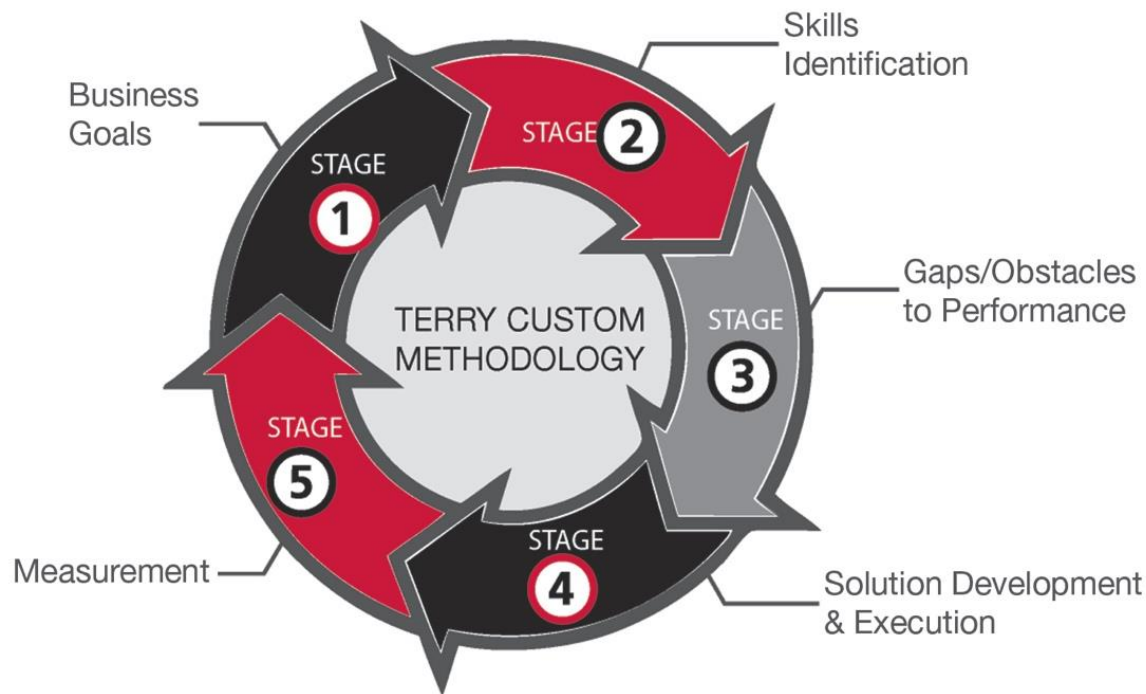
Leadership

Sales

Digital Business

Entrepreneurship

OUR APPROACH



- Offers a framework to help organizations better align their people to business performance
- Is an end-to-end solution to the performance challenges you face, with the ability to scale, using a five-phase approach to curriculum design
- Serves as a building block to ensure that the program targets the unique needs of your organization

Program Components

- Leading Through Change (2 Days):
 - Leading Through Turbulent Times
- Assessment and Coaching:
 - Hogan Leadership Suite
- Mentoring:
 - An Opportunity to Learn from UGA Alumni
- Transformational Leadership (2 Days):
 - Driving Employee Engagement

Faculty

- **Dr. Karl W. Kuhnert** is an Associate Professor of Psychology at the Franklin College of Arts and Sciences at The University of Georgia where he is the Program Chair of the Industrial and Organizational Psychological Program. Karl's research focuses on how leaders cognitively, interpersonally, and emotionally develop over the life course. Using developmental theory he has found discernible patterns or ways people make sense of their world and how those patterns affect the way people lead others. Karl has served as a consultant and executive educator with many large and small corporations, nonprofit and government organizations including, United Parcel Service, The Department of Treasury, BellSouth, UCB, Auto Trader, The Federal Reserve, Federal Home Loan Bank, The Robert Wood Foundation, Ford Direct, Auto- Trader, and The American Cancer Society. Karl received his BA in psychology from The Pennsylvania State University and his Ph.D. in industrial/organizational psychology from Kansas State University.
- **Dr. Wendy E. A. Ruona** is an Associate Professor of Human Resource Development (HRD) at the University of Georgia. Wendy's work during the past 15 years has been devoted to developing (1) aligned organizational systems that are poised to achieve strategy, foster optimal organizational effectiveness, and be amazing places for employees to work and (2) the leaders needed to enable that. The key areas that she's worked in include: strategic planning, alignment, and implementation in organizations, the system that support performance, talent management, organization development and change, and building the HRD profession. Wendy has published over 50 articles, chapters, and papers and received numerous awards recognizing her scholarship and service in HRD

Faculty

- **Dr. Michael Jenkins** is the Senior Associate Director of Executive Programs at the Terry College of Business at The University of Georgia. Prior to UGA, Michael has been a faculty member at two Universities and has spent over 20 years in HR and Talent Management in multiple Fortune 500 companies. He is a skilled teacher, coach, and facilitator. Michael has published in academic journals and has written on such topics as execution and leadership. On weekends you will likely find him at the ball field or hiking through the woods. Michael received his undergraduate degree from Southwest Baptist University and his Ph.D. from the University of Southern Mississippi.
- **Dr. Jason Colquitt** is a Professor of Management at the Terry College of Business at The University of Georgia where he is also the William Harry Willson Distinguished Chair of Business. Colquitt has a prominent professional appointment as the editor in chief of the Academy of Management Journal. His research interests include fairness, trust and team effectiveness within organizations and personality influences on performance. He has published more than 30 articles in top journals, including the Academy of Management Journal, Academy of Management Review and the Journal of Applied Psychology. Colquitt has served on six editorial boards and been an ad hoc reviewer for 18 different research journals related to the field of organizational behavior. Colquitt received his undergraduate degree from Indiana University and his Ph.D. from Michigan State University

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The University of Georgia
TERRY COLLEGE OF BUSINESS

Office of Executive Programs





Commercial Advertising Brokerage Agreement

GWCCA / Atlanta Falcons





The GWCCA seeks to extend the Atlanta Falcons advertising broker role beyond the Georgia Dome, to include the entire campus.





Due Diligence

- July 15, 2013: GWCC Leadership agree to move forward with Falcons broker discussions
- Aug 30, 2013: Initial meeting with Falcons to discuss brokerage agreement (3 Meetings)
- Sep 19, 2013: Brokerage agreement update presentation during Board Planning Retreat
- Mar 25, 2014: Stadium Development Committee (SDC) Meeting - Brokerage agreement review
- May 13, 2014: SDC Meeting – Sponsorship Research International (SRI), Falcons proposal / RFP discussion
- July 15, 2014: SDC Meeting - RFP options review
- Nov 21, 2014: SDC Meeting - Review RFP results, received direction to continue discussions with the Falcons regarding commercial advertising agreement





Business Terms Overview:

- Ten-year agreement
 - Pending approval: Start Date July 1, 2015
- Falcons sell internal and external commercial advertising.
 - Static and digital inventory
- GWCCA has final approval of all content.
- GWCCA responsible for fulfillment and invoicing.
- Revenue split GWCCA 70% / Falcons 30%





Why Partner with the Falcons?

- Long-term partner (since 2004) with proven record
- Have access and partnerships with national / regional advertisers.
- Familiarity with GWCCA campus & operations
- Expand their existing advertising / sponsorship program.
- Eliminate potential conflicts / ambush marketing on campus.
- Ability to sell 24/7/365 inventory
- Will be mutually beneficial and will enhance current GWCCA revenue streams.





History

Revenue Initiative	FY10	FY11	FY12	FY13	FY14
Show Sponsorship	\$35,000	\$37,700	\$222,000	\$159,858	\$280,000
Commercial Advertising	\$0	\$12,000	\$12,000	\$343,523	\$465,000
Other	\$0	\$19,200	\$13,062	\$12,684	\$25,500
TOTAL	\$35,000	\$68,900	\$247,062	\$516,065	\$770,500





Current FY15

Revenue Initiative	FY15 YTD	Contracted FY15	Aggregate Value
Show Sponsorship	\$132,500	\$230,500	\$0
Commercial Advertising	\$406,320	\$750,472	*\$3,806,750
Other	\$49,711	\$49,711	\$0
TOTAL	\$588,531	\$1,030,683	\$3,806,750

Budgeted FY15 = \$995,000

*Contracted future year revenue





Current Commercial Advertisers

Customer	FY15	Broker
Coca-Cola	\$300,000	NO
CFA Cows	\$102,700	NO
CFA JA signage	\$50,000	NO
Marietta Billboard (CFHOF)	\$187,497	NO
Ga Lottery	\$12,000	NO
TOTALS	\$652,197	
Sky View	\$26,400	YES
Hard Rock	\$40,800	YES
Benihana	\$9,800	YES
BurgerFi	\$20,825	YES
Flying Biscuit	\$450	YES
TOTALS	\$98,275	
GRAND TOTAL	\$750,472	



External Inventory-Billboards





Internal Inventory-Video Walls





Internal Inventory-Monitors





Internal Inventory-Kiosks





Internal Inventory-Charging Stations





Content Carve outs:

External Digital Signage Inventory

- Maximum 120-second loop
- 80 seconds for commercial advertising
- 40 seconds for show sponsorship/ messaging

Internal Digital Signage Inventory

- Maximum 180-second loop
- 60 seconds for commercial advertising
- 120 seconds for show sponsorship/ messaging





Questions?





Resolution

NOW, THEREFORE, BE IT RESOLVED that the Executive Director is authorized to continue to negotiate and execute a commercial advertising brokerage agreement with the Falcons.

Staff recommends approval.