

# Georgia World Congress Center Authority

## BOARD OF GOVERNORS MEETING

February 26, 2019



Authority



Team



Financial



Customer



# ACTION ITEM

**Approval of Minutes  
February 7, 2019**





# Introducing Public Safety's New EOD K9





# GWCCA Team Member Milestone Recognition

20 and 25 Years





# 20 Years of Service



**Kenneth Jordan**  
**Public Safety**



**John Manu**  
**Public Safety**





# 20 Years of Service



**Sheila Reed**  
**Facility Management**



**Kevin Rutledge**  
**Facility Management**





# 25 Years of Service



**Bernard Canty**  
Purchasing



**Michael Leverett**  
Facility Management



**Rodney Morrow**  
Public Safety





# 25 Years of Service



**Debbie Scott**  
**Facility Operations**



**Matthew Williams**  
**Facility Management**





# January Financial Update

Janet Arsenault, Sr. Director of Finance





# Financial Snapshot – January 2019

## Profit/Loss



<b>Actual</b>	<b>(\$1,487,180)</b>
<b>Budgeted</b>	<b>(\$923,117)</b>
<b>YTD Actual</b>	<b>(\$564,495)</b>
<b>Budgeted</b>	<b>(\$3,368,848)</b>



H/M Tax

Actual	<b>\$3.8M</b>
Budget	<b>\$3.8M</b>
FY17	<b>\$3.6M</b> >4.01%



Customers  
(Estimated)

**91,688**



Economic  
Impact  
(Estimated)

**\$126.0 M**





**Questions?**





# Vision 2020

## LONG TERM STRATEGIC PLAN

and

## 2019 BUSINESS AND FINANCIAL PLAN



## **ACVB 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

## **ACVB VISION**

To be the most hospitable convention city in the U.S. that is the easiest with which to do business

# VISION 2020 LONG TERM STRATEGIC PLAN

## OVERALL OBJECTIVE

While continuing objective to reach a minimum

**925,000**

room nights for meetings greater than 2,500 room nights on peak,  
also maintain a minimum of

**20**

citywide bookings in each year for 5,000 room nights and greater  
on peak



# VISION 2020

## LONG TERM STRATEGIC PLAN

### STRATEGIC PRIORITIES

Targeted focus to optimize the city by increasing meetings booked with room nights between 2,500 and 5,000 room nights on peak which will add 50,000 room nights per year

Execute plan for increased member engagement

Shift processes and technologies to “deliver to consumers, meeting planners and stakeholders inspiring, engaging and compelling destination content when, where, and how they want it”

Continue emphasis on growth of visitation from Europe and Latin America and dramatically increase our focus on China, doubling visitation by Chinese visitors to 100,000 annually

# VISION 2020

## LONG TERM STRATEGIC PLAN

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### Strategic Priorities

Targeted focus to optimize the city by increasing meetings with room nights between 2,500 and 5,000 room nights on peak which will add 50,000 room nights per year

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Shift processes and technologies to "Deliver to consumers, meeting planners, and stake-holders inspiring, engaging and compelling destination content when, where, and how they want it"

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### Key Initiatives

- Align ACVB sales process with GWCC revenue management strategy
- Highly targeted Atlanta Updates and key sales initiatives toward groups of 2,500 to 5,000 room nights on peak
- Identify strategic partners that influence conventions in order to optimize GWCC and fill gaps in hotel room demand
- Fully define member engagement around mutually beneficial relationships, program involvement across ACVB functional areas and member satisfaction
- Ongoing programs and initiatives to increase engagement and measure against benchmarks
- Reevaluate target audiences and their content needs and organize accordingly
- Redesign (and potentially reposition) existing websites, with objective to be more automated for content personalization, and agile to layout changes
- Develop new video and photography rich digital channels to inspire travelers in the "dreamer" phase
- Establish strategic partnerships with content creators
- Rhythms of the South – Continue the successful international marketing alliance of Atlanta, Nashville and New Orleans by expanding target markets and furthering our consumer and trade outreach
- Invest in Chinese in-language marketing and sales assets, and dedicated native language support as needed
- Invite key Chinese travel trade to visit Atlanta and investigate hosting targeted industry events that focus on the Chinese market
- Continue work with Brand USA



# **2019 BUSINESS AND FINANCIAL PLAN**

**EXECUTIVE COMMITTEE  
MEETING**

# 2018 HIGHLIGHTS

## WHERE WE HAVE COME

Continued positive momentum with visitor metrics from prior 10 years in City of Atlanta:

- Occupancy up 36.1% or 3.6% annualized
- REVPAR up 72.5% or 7.25% annualized
- Demand up 43.0% or 4.3% annualized

\* Metro market share of demand in top 25 destinations up 4.7% or approximately .47% annualized





# 2018 HIGHLIGHTS

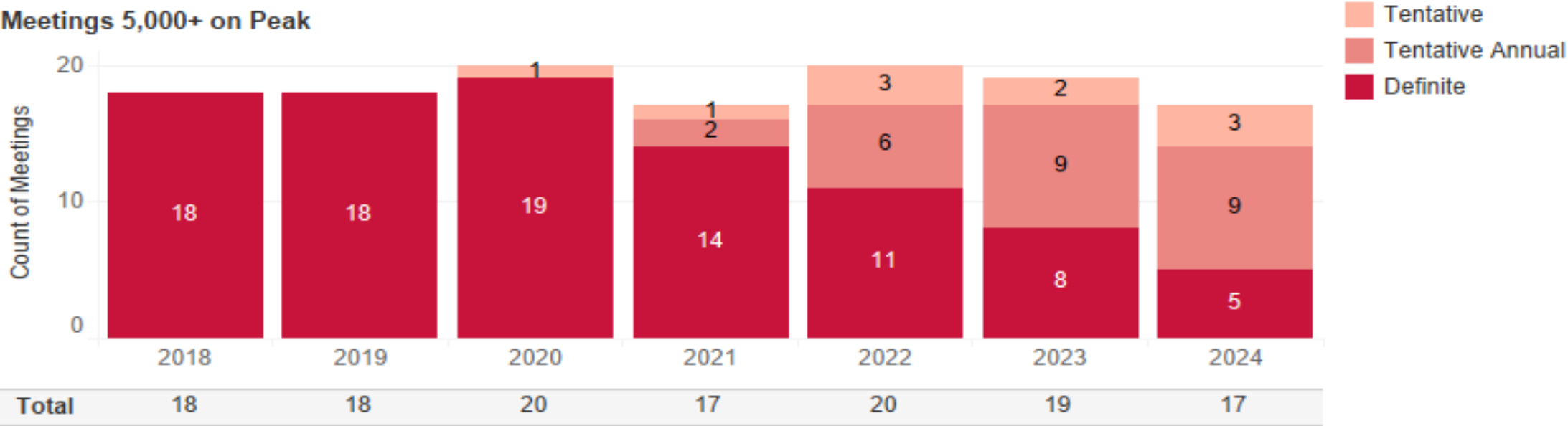
## WHERE WE HAVE COME

### Five-year sales productivity

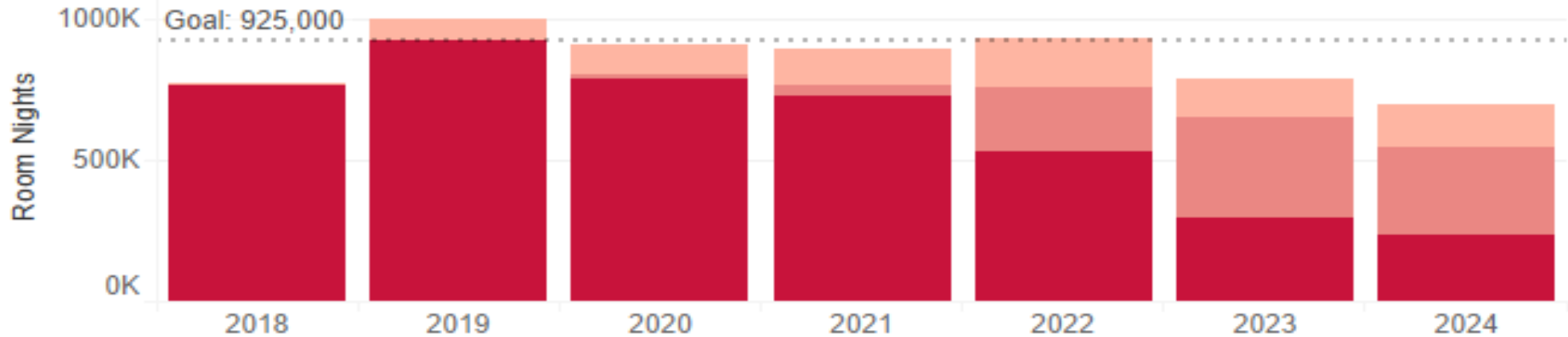
- Total 2018 room nights booked up 7% or 1.4% annualized
- Total 2018 trade show room nights booked up 7% or 1.4% annualized

# MAJOR GROUPS FOR FUTURE YEARS

Meetings 5,000+ on Peak



Room Nights 2,500+ on Peak





# 2018 HIGHLIGHTS

- Positive progress booking the GWCC expansion due to retention of three existing conventions and securing two new conventions
- Continued leadership positions with PCMA, IAEE, ASAE and Destinations International
- Promoted awareness of GWCC expansion among current and new customers
- Extended agreement with Southeast marketing partners with Rhythms of the South
- Hosted 30 customers for College Football Playoff National Championship
- Received several industry trade publication awards
- Maintained top five ranking among meetings destinations
- Restructured sales programs and supported 58 events
- Hosted 600 meeting and convention site visits
- Secured two long-term commitments from annual customers
- Captured multiple short-term citywide bookings actualizing in the year
- Redeployed resources in the Washington, D.C. market to optimize efforts
- Maintained positive convention eight-year booking pace

# 2018 HIGHLIGHTS

- Achieved +129 million social media impressions (+84% vs YA) and 2.3 million engagement.
- Executed two successful campaigns focused on supporting citywide (awareness-building) and in-house (lead generation) sales efforts – 181 in-house leads YTD
- Continued enhancements of Atlanta360 virtual tour including ongoing updates to GWCC virtual tour and a stand-alone GWCC360 web platform
- Supported ASAE and IAEE with high-impact trade show booth including virtual tours and GWCCA Vision 2020 video loop
- Produced two new Music Voyager Atlanta episodes V and VI, for syndication on four continents
- Expanded I AM ATL consumer campaign with videos distributed on Atlanta.net, Facebook and YouTube
- Won an industry award for best augmented reality/virtual reality video with a scripted 360 video featuring social media influencers as actors
- Fielded summer consumer campaign including hosting two national social media influencers, generating 42 million impressions and 55,000 clicks to campaign and partner sites



# 2018 KEY MARKETING HIGHLIGHTS

## QUALIFIED SALES LEADS THROUGH CAMPAIGNS

- 181 in-house leads (YTD)

## SOCIAL MEDIA

- 129 million impressions (projected)
- 2.3 million engagement (projected)

## WEBSITE TRAFFIC

- 5.5 million visits (projected)
- 11.7 million page views (projected)
- 396,515 views (YTD)

## DISCOVER ATLANTA APP

- 330,000 app "page views" (YTD)
- 5,500 monthly active users

## YOUTUBE VIDEO VIEWS

- 352,451 views (YTD)



# 2019 BUSINESS PLAN

# 2019 GOALS

- Increase room night bookings and maximize 1% Convention Marketing Fund
  - Room nights:
    - Increase trade show sales room night goal 3.0% over prior year goal (1,256,000)
    - Increase in-house sales room night goal 1.0% over prior year goal (369,000)
  - Three-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 2% 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
- Establish ACVB content distribution channels as the premier marketing platform for the Atlanta hospitality industry
- 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**

- Expand partnership efforts by hosting Conference Direct annual meeting
- Introduce new high-impact trade show booth for ASAE and IAEE
- Expand China travel market
  - Travel South sales mission
  - VIP FAMs with Delta
- Enhance presence in Midwest association market with expanded strategic partnership with Association Forum
- Maximize Super Bowl exposure and experience by hosting major accounts for the weekend
- Leverage Super Bowl in earned media to highlight Atlanta's infrastructure to host large-scale events

## **Continue or enhance focus from prior year**

- Expand opportunities within the emerging independent show organizer (for-profit) market
- Revamp sales programs to maximize exposure
- Quarterly in-market sales calls
- Further optimization of in-house sales efforts and small meetings
- Redevelop major customer engagement strategy with key accounts
- Enhance partnership with international regional marketing efforts

# INCREASE ROOM NIGHT BOOKINGS AND MAXIMIZE 1% CONVENTION MARKETING FUND

## **Continue or enhance focus from prior year**

- Continue direct sales focus on expanded GWCC convention center space
- Host sales missions in Washington, D.C. and Chicago
- Attend one major prospect's event per quarter
- Quarterly regional sales calls by each manager
- Identify trade shows not considering Atlanta and attend their convention
- Continue efforts on major trade shows that show strong attendance in Atlanta
- Host 20 FAM trips for international tour operators
- Participate in 57 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**

- Market Atlanta at 14 future convention pre-shows in preparation for their 2020 convention in Atlanta
  - Seek additional ways to optimize Atlanta exposure and incorporate new booth enhancements into the pre-show experience
- Greatly enhance video and photography content to inspire attendees via their channels of choice (social, digital, earned media)
- Increase customer engagement with public relations by targeted outreach to industry trade media, package Atlanta content for industry publications and host client media FAMs
- Support program planning, marketing and city décor for Conference Direct annual meeting to showcase Atlanta as a top choice for future meetings

# ACHIEVE 100% ATTENDANCE GOAL FOR MAJOR CITYWIDE CONVENTIONS

## **Continue or enhance focus from prior year**

- Collaborate with local organizing committees in key support roles for Super Bowl and NCAA Men's Final Four
- Continue scalable and responsive mini-sites and apps for all ACVB convention/meeting clients
- Ensure ACVB services and resources are aligned with client's goals and objectives
- Active participation in event services educational resources/webinars to learn best practices and new ideas in attendance-building efforts from external organizations and cities, via CS membership
- Continue targeting attendees with destination content through all digital channels
- Continue exploration of increasing international meeting attendance
- Develop integrated branding mini-sites and apps, providing online attendance-building marketing for all full-service citywide groups and extend these services to more clients where possible
- Continue to plan/host UpNext Atlanta in Washington, D.C. in 2019
- Continue to leverage relationships with GDEcD and Metro Atlanta Chamber to connect customers to additional resources for programming and attendance building in the region

# INCREASE VISIBILITY OF ATLANTA AS ONE OF THE TOP U.S. MEETING AND TRAVEL DESTINATIONS

## **New or significant ramp up in focus**

- Launch a new brand campaign targeting leisure and meetings markets
- Leverage media spotlight of major sporting events to extend brand message to wider audience
- Incorporate local celebrities in marketing campaigns and earned media outreach

## **Continue or enhance focus from prior year**

- Provide sales and CS online tools to leverage Atlanta360 content, supporting site visits/FAMs
- Continually evolve the meeting planner messaging to promote GWCC 2020 Vision developments
- Maximize regional partnerships/alliances focusing on international visitation
- Continue meeting planner-oriented editorial strategy with relevant monthly industry-focused articles
- Leverage I AM ATL videos and stories to reach target audiences and change perceptions about Atlanta
- Continue to provide sales, CS and international tourism with best-in-class collateral and tools
- Expand content partnership approach with EventSphere to other housing companies
- Leverage new and emerging product, existing assets, industry research and current news to drive continuous editorial destination coverage
- Continue to refresh/refine summer and holiday co-op campaigns
- Continue with innovative content strategy to reach target audiences through multiple channels

# ESTABLISH ACVB CONTENT DISTRIBUTION CHANNELS AS THE PREMIER MARKETING PLATFORM FOR THE ATLANTA HOSPITALITY INDUSTRY

## **New or significant ramp up in focus**

- Re-evaluate target audiences and their content needs and organize accordingly
- Redesign (and potentially reposition) existing websites, with objective to be more automated for content personalization and agile to layout changes
- Develop new video and photography-rich digital channels to inspire travelers in the "dreamer" phase
- Establish strategic partnerships with content creators

## **Continue or enhance focus from prior year**

- Invest in video and strong visuals to drive traffic and engagement
- Train sales and convention services teams to leverage the new online resources and increase relevancy and visibility of AtlantaMeetings.com and other digital assets
- Expand editorial content delivery and frequency based on consumer needs and engagement
- Continue to expand Atlanta360 virtual tour assets and refresh for new developments
- Continue to refine publisher business model to accommodate ACVB's multi-channel strategy
- Ongoing refinement of eCRM (includes social) program implementing personalization 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**

- Work closely to build a strong working relationship with new Governor and staff
- Ramp up focus on all legislation which could have a negative impact on our industry
- Marketing to provide Membership with enhanced selling tools – collateral, business case and tiered digital/social packages
- Maximize utilization of company-wide CRM software

## **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
- Expand photography and video assets to support media coverage of Super Bowl and NCAA Men's Final Four
- Maintain relationships with city and state administrations
- Maintain leadership positions on hospitality industry boards
- Support employee involvement in volunteer roles for major citywide events
- Highlight industry expertise through guest columns and editorials
- Position executives as experts for panels relating to major sporting events such as Super Bowl and NCAA Men's Final Four
- Offer prerecorded video interviews of ACVB executives via online newsroom for instant access to nearly 6,000 journalists during Super Bowl LIII



# 2019 FINANCIAL PLAN

# 2019 FINANCIAL PLAN NARRATIVE

- We are projecting hotel room revenue in City of Atlanta to increase 5% in 2019 over 2018, which will result in a 5% increase in hotel tax revenue received by ACVB. Our private sector revenues should be down slightly due primarily to lowered expectations in “other revenue.”
- We are budgeting an increase in payroll and related expenses of 4%. This is due to normal increases in both compensation and employee benefits.
- Operating expenses and expenses related to capital assets will remain relatively flat.
- Direct promotional expenses will be increasing slightly due to increased revenues.

# 2019 SUMMARY BUDGET

	2019 Budget	2018 Forecast
Total revenue	\$ 35,242,437	\$ 34,210,273
Total expense	34,847,231	33,855,762
<hr/> Excess(deficiency)	<hr/> \$ 395,206	<hr/> \$ 354,511

# TOTAL PUBLIC SECTOR REVENUE

	2019 Budget	2018 Forecast
Hotel tax - City of Atlanta	\$ 16,147,840	\$ 15,378,895
Hotel tax - Fulton County	-	-
Atlanta Convention Marketing Fund - 80%	8,202,077	7,811,502
Atlanta Convention Marketing Fund - 20%	2,050,519	1,952,876
Total Public Sector Revenue	\$ 26,400,436	\$ 25,143,273

# TOTAL PRIVATE SECTOR REVENUE

	2019 Budget	2018 Forecast
Annual meeting/HHOF	\$ 180,000	\$ 235,000
Contributed services	4,950,000	5,000,000
Co-op cash support	700,000	675,000
Grants/sponsorships	-	-
Internet revenue	157,000	145,000
Membership dues	1,415,000	1,385,000
Membership services	18,000	17,000
Other revenue	277,000	475,000
Publication ad revenue	1,145,000	1,135,000
<hr/> Total private sector revenue	<hr/> \$ 8,842,000	<hr/> \$ 9,067,000

# TOTAL EXPENSE

	2019 Budget	2018 Forecast
Direct promotional expense	\$ 13,919,912	\$ 13,744,046
Expense against capital assets	1,899,000	1,898,112
Other operating expense	837,000	837,000
Payroll and related expense	9,989,241	9,565,102
Transfer to ACMF reserve	8,202,077	7,811,502
<hr/> Total expense	<hr/> \$ 34,847,230	<hr/> \$ 33,855,762

# TOTAL BUDGET BY CORPORATE ENTITY

	2019 Revenue	2019 Expense
Atlanta Convention & Visitors Bureau, Inc.	\$ 32,438,437	\$ 32,194,785
ACVB Enterprises, LTD	1,302,000	1,152,446
ACVB Foundation, Inc.	1,502,000	1,500,000
	<hr/>	<hr/>
	\$ 35,242,437	\$ 34,847,231

**Questions?**



# Super Bowl LIII Recap Report



**WELCOME FANS**

EXIT















LXIII  
OPENING NIGHT  
GATORADE

KING OF  
BEERS.  
Budweiser

6 TOM BRADY

8 BRADEN COOKS  
7 BOB BRIDANOWSKI









SUPER BOWL  
**LIVE**  
verizon



CNN

SUPER











**SUPER BOWL LIII**  
**EVERYTHING**  
**WE GOT**  
02.03.19 ATLANTA







HAPMAN

BY THE DAWN'S EARLY LIGHT

Microsoft Surface

Mercedes-Benz  
STADIUM



GATE 2

MERCEDES-BENZ CLUB























- **Approximately \$185M in Economic Impact to the State of Georgia**
- **5,800 members of the media from 23 countries covered Super Bowl week. Immeasurable positive stories told about Atlanta to the rest of the world**
- **Hotel occupancy was at 96% Super Bowl weekend**
- **Approximately 500,000 attended Super Bowl Live and the Super Bowl Experience**
- **MARTA ran for 94 straight hours and carried more than 500,000 throughout Super Bowl weekend – 270,000 on Saturday alone, a new record**
- **TSA screened 101,999 outbound passengers - a new record - on February 4**
- **250,000 hours were logged by 10,000 Host Committee Volunteers**



Questions?



Thank you



# NEXT MEETING

Tuesday, March 26, 2019

