

---

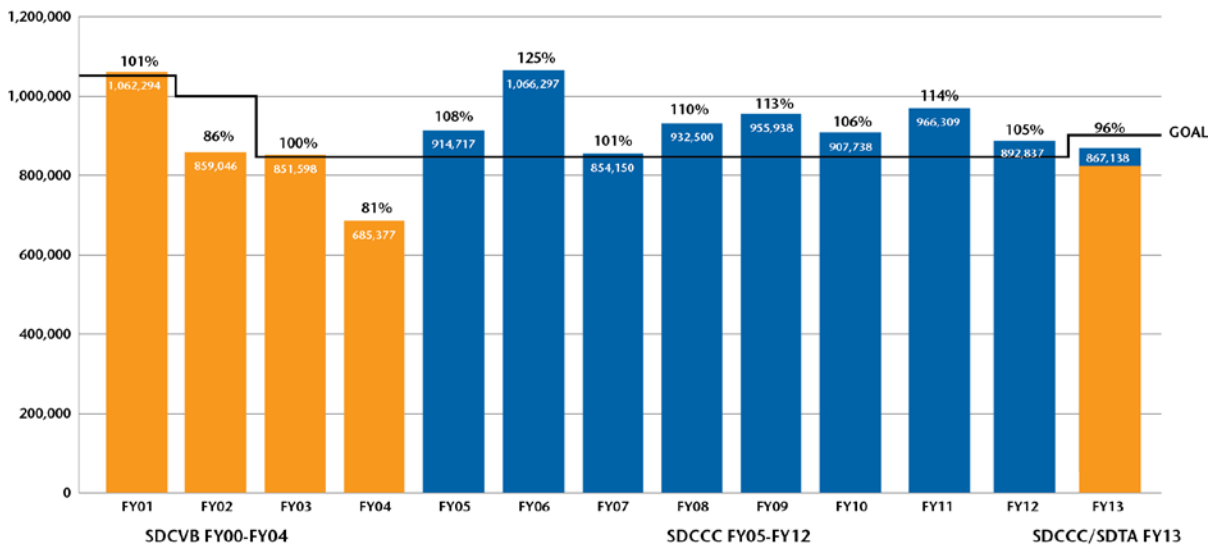
## BACKGROUND

---

In July 2012, the San Diego Convention Center Corporation (Corporation) entered into a 4-year contract with the San Diego Tourism Authority (SDTA) to handle the long-term sales and marketing of the Convention Center. The key deliverables outlined in the Scope of Work section of the Contract are the successful achievement of defined future room night sales goals and the development and implementation of a long term sales and marketing plan.

### Historical Estimated Room Night Production (2001-2013)

The chart below provides a historical summary of total estimated contracted room nights produced by the sales and marketing teams through FY13.



---

## MID-YEARFY 2014LONG-TERM SALES AND MARKETING UPDATE

---

### Future Room Night Production

Annual production goals are reviewed and set on an annual basis through negotiations between the Corporation and SDTA. It was agreed that production goals on contracted room night bookings attributable to all future events at the Center prior to the proposed expansion would remain at the same level, established in FY13 at 860,000 room nights. This goal does not include the 40,000 room night goal established for the short-term team.

Business booked by the SDTA is for events that will occur over numerous years into the future and due to their size, usually book 3 years and beyond. Events booked by the Corporation are short-term and usually occur within an 18 month window from the time the event is booked.

## Definite Events Breakdown

Through February 2014, the team booked 29 conventions, an increase of 4 from the same period a year ago resulting in 364,461 room nights and 304,925 in attendance. Of the 29 conventions, 27 are within the next 10 years filling gaps between larger long-term bookings. Room nights are flat, year over year. Overall, the long-term team is 42% to goal.

As has been historically true, it is expected the fourth quarter of the year will produce a significant percentage of the annual production goals. The long-term sales team has received 138,926 verbal definite room night bookings and an additional 355,000 room nights considered as strong prospects. Based on this strength, the team is projecting to meet the 860,000 room night goal for FY14.

## Sales Activity Report

DEFINITE	CUMULATIVE FYTD 2014		CUMULATIVE FYTD 2013	
	CONVENTIONS	29	25	
	ATTENDANCE	304,925	340,425	
	ROOM NIGHTS	364,461	368,565	

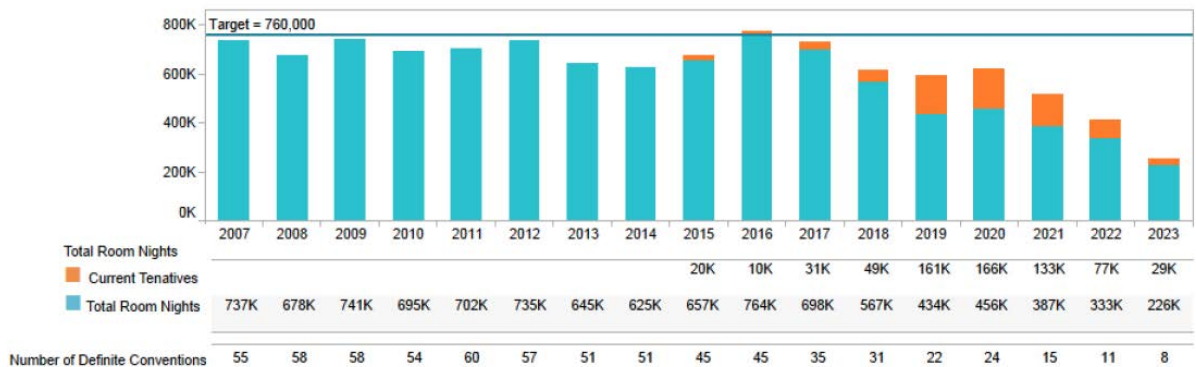
TENTATIVE	CUMULATIVE FYTD 2014		CUMULATIVE FYTD 2013	
	CONVENTIONS	54	66	
	ATTENDANCE	402,800	378,756	
	ROOM NIGHTS	830,786	635,338	

### FY14 PERCENT TO GOAL FOR FUTURE BUSINESS ROOM NIGHTS

	GOAL	YTD	PERCENT TO GOAL
FY14 PERCENT TO GOAL	860,000	364,461	42%

## Incremental Future Room Night Production

The following chart depicts the year in which incremental FY14 future room night production occurs. The chart provide a visual overview of what years have strong future production and what years need additional production to meet the annual goal of 760,000 actual room nights utilized by attendees at events held in the convention center.



## **Lost Business/Market Challenges**

Thirty-two potential events chose other destinations for a variety of reasons including cost (14 events), preferred dates not available (8), competition from other destination (5), concerns about construction issues related to the Phase III expansion (2) and one event was lost due to changes in the organization. A complete list is attached.

As reflected above, uncertainty surrounding the Phase III expansion timeline is creating difficulties in the marketplace. Concern is high over the impact of construction activities on the facility and any negative impact it would have on the success of events held in the facility during the construction period. A few examples of groups this has been raised by include Comic-Con, Int. (2017/2018), American Institute of Architects (2016), Cisco(2019), American Diabetes Association (2021), American Academy of Orthopaedic Surgeons (2021) and American College of Cardiology (2019).

Competition remains strong and many facilities have embraced deep discounts to attract future events. San Diego is perceived as a relatively expensive destination. Additionally, limited flights to international destinations is perceived.

## **Sales and Marketing Plan**

The other primary deliverable required by contract is the development of a long term sales and marketing plan to “promote, market, advertise, and publicize the Center to conventions, trade shows, conferences and other events that will seek to maximize hotel room night generation from the destination, produce economic benefit to the region, and maximize the operating revenue for the Convention Center.” A copy of the plan is attached.

## **Key Objectives**

1. Maximize Destination Hotel Room Night Production. SDTA is expecting to meet the FY14 goal.
2. Secure Facility Revenue. SDCC rental price increases were implemented at the end of FY13. The increases will begin for bookings in 2018 and beyond.
3. Focus on the short-term open dates within the next ten years. Twenty seven of the twenty nine books secured in FY14 are scheduled to occur within the next 10 years, filling gaps between the large long-term bookings already secured.
4. Develop new accounts that will book in the San Diego Convention Center. Five of the FY14 bookings are new accounts consistent with historical averages.
5. Focus on the Medical Citywide groups. SDTA continues to be focused on this lucrative market.
6. Leverage the synergies between the SDTA Hotel Meetings team and the Citywide Sales team. As the SDTA increases staff, there will be a focus on ensuring the correct account coverage to maximize destination booking opportunities.

## MID-YEARFY14SHORT-TERM SALES AND MARKETING UPDATE

### FY14 Performance Summary

The short-term sales team began FY14 with a room night production goal of 40,000 and rental revenue goal of \$2,350,000. Through February 2014, the team has secured 67 events that are expected to attract 137,795 attendees. This is an increase of 12 events over the same period last year and an increase of 18% in projected attendance. To date, room night production is 21,852 or 55% of the annual goal, approximately 9,000 less room nights than generated at this time last year. Finally, contracted rental revenue is up over last year by an estimated \$229,000. Overall, the short-term team is expected to meet or exceed their FY14 room night and revenue goals.

### SAN DIEGO CONVENTION CENTER SHORT TERM SALES FY 14 BOOKING PACE REPORT

Short Term Bookings	February-14	COMPARISON February-13	CUMULATIVE FYTD 2014	COMPARISON FYTD 2013
Events	7	6	67	55
Attendance	14,305	30,100	137,792	116,245
Room Nights	4,139	3,675	21,852	30,504
Contracted Rental Revenue	\$237,665	\$198,350	\$1,311,276	\$1,082,417

FY 14 Room Night Goal: 40,000  
FY 14 Rental Revenue Goal: \$2,350,000

### Short-Term Sales and Marketing Plan

The Corporation's short-term sales team is responsible for soliciting and booking events into the building that fall within the preceding 18-month timeframe. The marketing strategies are focused on booking the optimal mix of business that will maximize both short-term revenues for the Corporation, and short-term incremental room nights for the local hotel community. This strategy is utilized when qualifying potential booking opportunities, to ensure that the correct business decisions are made in regards to both room nights for the destination, and revenue for the Corporation. Consequently, goals are in place for the Corporation's sales team for both revenue and room night production.

### Key Objectives

1. Maximize short-term Revenue Opportunities for the Corporation.
2. Generate incremental hotel room night production for the destination as a result of the Corporation's short-term booking activity.

3. Closely monitor and evaluate short-term staffing deployment and expenses to maintain maximum ROI and cost savings for the corporation.
4. Leverage existing Corporation stakeholder relationships to help generate more booking opportunities from local organizations, with which the Corporation's stakeholders are closely aligned.
5. Generate new short-term booking opportunities for the Corporation's sales team within 18 months, through prospecting and market analysis.

The Corporation's short-term sales team staff follows specific guidelines to determine the viability of each booking opportunity. Variables such as the nature of the event, demographic of potential attendees for the event, and event activity already booked into the center over the potential dates, all need to be closely considered to ensure that each event can be managed effectively by the Corporation's operational team. A copy of the Short-Term Sales and Marketing Plan is attached

## Lost Business Report for FY 2014

In summary of the (32) groups listed; (5) were lost to another destination, (14) due to cost, (8) to not having their preferred dates, (2) with space issues (1) lost due to changes in their organization, (2) construction issues

BREAKDOWN OF BUSINESS LOST						
Event	Reason	EVENT DATES		Projected Attendance	Peak Rooms	Room Nights
U.S. General Services Administration	GSA has been reviewing the GSA Training and Expo for 2014. Based on information received last night (11/18/2013), GSA has determined that Expo 2014 will not be held in San Diego.	5/2/2014	5/9/2014	9000	2700	10210
Dunkin' Brands, Inc.	Group has decided to cancel Global Meeting and replace this event with smaller regional meetings.	4/27/2015	4/29/2015	3000	1550	6400
Yamaha Motor Corporation	Two of the products they planned to launch are having engineering issues and that along with the new President coming into office in January has forced them to re-source the RFP in January 2014.	6/17/2015	6/12/2015	2200	1060	3320
AVID Center	Attendees can't afford room rates downtown.	7/25/2015	8/5/2015	3000	2000	12700
New York Life Insurance Company	Perception of San Diego as too expensive. Selected Dallas.	8/16/2015	8/28/2015	3800	2202	9879
American Society of Hematology	Selected Orlando for 2015 due to our potential construction.	12/4/2015	12/8/2015	25000	12000	56640
National Potato Council	Selected Las Vegas.	1/6/2016	1/10/2016	2000	1200	4000
American Nurses Association	Option has been forced for 2016 by AFCEA West.	2/14/2016	2/19/2016	1300	1000	2710

## Lost Business Report for FY 2014

In summary of the (32) groups listed; (5) were lost to another destination, (14) due to cost, (8) to not having their preferred dates, (2) with space issues (1) lost due to changes in their organization, (2) construction issues

BREAKDOWN OF BUSINESS LOST						
Event	Reason	EVENT DATES		Projected Attendance	Peak Rooms	Room Nights
American Society of Civil Engineers/J. Spargo	Client has been self contained in past and this is two programs that are being combined. They feel more comfortable in a smaller center.	2/28/2016	3/3/2016	2000	674	2368
California Charter Schools / HelmsBriscoe	Selected Long Beach package.	3/8/2016	3/9/2016	3000	900	2190
Lifesavers Inc.	Only wanted to consider Long Beach.	4/16/2016	4/19/2016	1800	1300	4375
American Nurses Credentialing Center	HQ Hotels could not provide more than 300-400 rooms on peak.	10/4/2016	10/7/2016	8000	3500	11965
American Traffic Safety Services Association	Hotel rates too high. Selected to Phoenix.	1/26/2017	1/26/2017	2000	1282	4969
National School Boards Association	Even though NSBA was successful in San Diego this past year, NSBA's attendance has decreased since 2008 as a result of School Board funding decreases in the economic downturn.	4/4/2017	4/12/2017	7000	5000	19100
Tableau Software	First option group signed.	10/2/2017	10/5/2017	7000	7200	32475
Minor League/Major League Baseball	No hotel space.	12/10/2017	12/14/2017	4000	2464	10220
LPL Financial LLC/Maritz	1st option group signed GCA and is now definite for San Diego. LPL was 2nd option, releasing space.	6/24/2018	6/27/2018	4500	3775	14037
Materials Research Society	Selected Phoenix due to hotel rates and center pricing.	3/27/2018	3/31/2018	6000	1716	8308

## Lost Business Report for FY 2014

In summary of the (32) groups listed; (5) were lost to another destination, (14) due to cost, (8) to not having their preferred dates, (2) with space issues (1) lost due to changes in their organization, (2) construction issues

BREAKDOWN OF BUSINESS LOST						
Event	Reason	EVENT DATES		Projected Attendance	Peak Rooms	Room Nights
American Association for Laboratory Animal Science	Dates changed.	9/23/2018	9/27/2018	4800	2200	10675
American College of Veterinary Surgeons/Experient	Hotel rates too high compared to competition.	10/16/2018	10/20/2018	1400	900	3807
Materials Research Society	Selected Phoenix due to hotel rates and center pricing.	4/22/2019	4/26/2019	6000	1716	8308
RFID Journal, LLC	Phoenix offer RFID preferred pattern (Tue-Thu), cheaper center rental, and much less expensive hotel rates.	5/1/2019	5/3/2019	2500	1100	3376
International Society on Thrombosis Haemostasis	Released space to let LPL contract 2019.	8/10/2019	8/15/2019	5000	3719	22090
Am. Acadm. of Otolaryngology, Head & Neck Surgery	Rotate to Honolulu, HI in 2019.	9/9/2019	9/9/2019	9400	4300	20872
Society of Petroleum Engineers	Selected Calgary, Alberta, Canada.	9/14/2019	9/18/2019	10000	3085	12384
Bio medical Engineering Society	Dates changed.	9/25/2019	9/28/2019	2000	1200	4225
National Electrical Contractors Association	LAS Vegas was chosen due to the high attendance that it attracts when in Las Vegas.	10/26/2019	10/30/2019	4500	1800	8244
Materials Research Society	Selected Phoenix due to hotel rates and center pricing.	4/13/2020	4/17/2020	6000	1716	8308
American Academy of Physician Assistants	Another group went DEF for the dates needed.	5/15/2020	5/20/2020	4500	3900	20124



## Lost Business Report for FY 2014

In summary of the (32) groups listed; (5) were lost to another destination, (14) due to cost, (8) to not having their preferred dates, (2) with space issues (1) lost due to changes in their organization, (2) construction issues

### BREAKDOWN OF BUSINESS LOST

Event	Reason	EVENT DATES		Projected Attendance	Peak Rooms	Room Nights
American Association for Clinical Chemistry	The Board mandates that the association can only hold their show in the 3rd or 4th week of July due to other conflicts. We offered the first week in August since ESRI and Comic-Con are in July.	8/1/2021	8/6/2021	20000	7500	36150
Biomedical Engineering Society	Client has decided to stay on the East Coast for 2021. We are still in the running for October 2020.	10/19/2021	10/23/2021	4000	1450	5105
Cisco Systems, Inc.	Bio has moved dates to 2022, Cisco will not confirm dates unless expansion has been approved, and completed before their 2022 show. Turned lost.	6/10/2022	6/16/2022	17000	7260	35302



# SDCCC Short Term Sales 18-month Marketing Plan March 2014

## 18-Month Marketing Plan Review

-Executive Overview

-Objectives

1. Maximize Short Term Revenue Opportunities for SDCCC.
2. Generate incremental hotel room night production for the destination as a result of SDCCC short term booking activity.
3. Closely monitor and evaluate short term staffing deployment and expenses to maintain maximum ROI and cost savings for the corporation.
4. Leverage existing SDCCC stakeholder relationships to help generate more booking opportunities from local organizations, with which SDCCC stakeholders are closely aligned.
5. Generate new short term booking opportunities for SDCCC sales team within 18 months, through prospecting and market analysis.

## Executive Overview

### Defining Short Term Market Responsibilities

The SDCCC short term sales team is responsible for soliciting and booking events into the building which fall within the preceding 18-month timeframe. For example, in July of 2013, the short term team will work to book events through December of 2014, or 18 months into the future. The SDTA sales team is primarily responsible for booking events which fall outside of this 18 month timeframe.

The 18-month marketing strategies are focused on booking the optimal mix of business which will maximize both short term revenues for SDCC, and short term incremental room nights for the local hotel community. This strategy is constantly utilized when qualifying potential booking opportunities, to ensure that the correct business decisions are made in regards to both room nights for the destination, and revenue for SDCC. Consequently, goals are in place for the SDCC sales teams for both revenue and room night production.

The short term team's fiscal rental revenue goal is presently \$2,350,000. This number represents new business contracted for future dates by the short term team, in a given fiscal year. In addition, the short term team also has a room night goal of 40,000. Meaning the business booked in a given fiscal year must represent 40,000 new room nights for the destination. As a result, the short term team works closely with the local hotel community to manage and facilitate the room block needs of our prospective clients. This room night goal is unique for a convention center sales team, as in most other destinations, including Boston, Seattle, and Washington, DC, all room night management for both short term and long term booking opportunities is coordinated by staff at the local tourism authority or visitors bureau.



## Sales Staff Deployment

Presently, the short term sales team consists of the following staff members, who are deployed to handle all incoming lead opportunities (see attached sales territory map):

- Sylvia Harrison, Director of Short Term Sales
- Joy Peacock-Jones, National Sales Manager
- Lucy Lopez, National Sales Manager
- Courtney Cooper, Department Administrative Assistant

Additionally, the following SDCCC staff members provide partial support for the short term sales effort:

- Andy Mikschl, Vice President of Sales & Services
- Lesley Williamson, Contract Analyst
- Bruce Koslow, Booking Manager
- Danyrea Hassan, Executive Assistant to the VP of Sales & Services

## Booking Parameters

SDCCC Sales team staff follows specific guidelines to determine the viability of each booking opportunity. Variables such as the nature of the event, demographic of potential attendees for the event, and event activity already booked into the center over the potential dates, all need to be closely considered to ensure that each event can be managed effectively by the SDCC operational team.

## Objectives

**Objective #1: Maximize short term event bookings which fall within 18 months, to generate incremental revenue opportunities for SDCCC**

Strategies:

- Meet or exceed sales goal of \$2,350,000 in rental revenue for all future business booked in each fiscal year.
- Focus on existing repeat events and potential new booking opportunities which will generate highest revenue for SDCCC (i.e., new short term corporate bookings).
- Continue to re-evaluate deployment of existing sales managers, to ensure staff is utilized effectively and is able to garner maximum leads possible for short term events.
- When appropriate, aggressively negotiate with clients to contract events over off-peak or “need” dates, which would otherwise be difficult to fill.
- Utilize short term holes report to identify dates which should be marketed more aggressively.
- Continue to work collaboratively with SDTA sales team to ensure that all lead opportunities are expeditiously managed by the appropriate sales manager on either the SDCCC or SDTA team.
- Proactively monitor dates out of the 18 month calendar, to accurately anticipate where future opportunities will appear for short term team, and align future opportunities to potentially book those dates.



Measurement:

- Monthly short term sales activity report, which outlines business booked each month, and the actual revenue that booked business represents, as well as cumulative business booked for the fiscal year to date (see attached Sales Report).

**Objective #2: Generate incremental hotel room night production for the destination as a result of SDCCC short term booking activity.**

Strategies:

- Meet or exceed short term room night production goal of 40,000 room nights.
- Collaborate with local hotel partners to identify attractive room blocks for short term clients, to provide most desirable overall hotel/convention center proposal and maximize contracted hotel room nights from short term bookings.
- When appropriate, more aggressively negotiate with clients who are able to book “off-peak” or “distressed” time periods, over which hotel occupancy is relatively low, and also work with hotels to offer “hotel subsidies” to clients in an attempt to fill these dates.

Measurement:

- Monthly short term sales activity report, which outlines estimated room night consumption for all future events booked during that given month (see attached sales report).

**Objective #3: Closely monitor and evaluate short term staffing deployment and expenses to maintain maximum ROI and cost savings for the corporation.**

Strategies:

- Conduct periodic updates of the zero-based short term sales staffing analysis, which was recently completed by SDCCC staff, to confirm that staffing levels remain appropriately positioned to meet changing market conditions.
- Conduct periodic competitive analysis of other convention centers and best business practices at those facilities, again to ensure that SDCCC staffing levels are suitable based upon industry standards.
- Closely monitor all non-personnel expenses for short term sales, and continue to eliminate any costs that do not contribute to creating potential booking and revenue opportunities.

Measurement:

- Results of ongoing staffing analysis and tracking of monthly departmental expense reports.



**Objective #4: Leverage existing SDCCC stakeholder relationships to help generate more booking opportunities from local organizations with whom our stakeholders are closely aligned.**

Strategies:

- Develop and maintain an ongoing database of organizations with which current and past SDCCC Board Members are associated, and solicit those organizations for possible booking opportunities.
- Works with local SDCCC vendors and business partners to help attract potential new events to SDCC, such as regional meetings and seminars, small corporate meetings, and industry events, which are local partners could influence and help bring to SDCC.

Measurement:

- Tracking of potential new incremental business which can be directly attributed to existing stakeholder relationships.

**Objective #5: Generate new short term booking opportunities for SDCCC sales team within 18 months, through prospecting and market analysis.**

Strategies:

- Prospect for leads from historical lost business data, to potentially place groups in dates over which we do have availability
- Utilize local business directories (SD business Journal Book of Lists) to find potential new short term corporate groups which have booking potential for SDCC.
- Obtain event calendars from other regional convention centers (LA, Anaheim) for regional and local consumer shows presently booked in those facilities which could consider SDCC for potential future events.

Measurement:

- Track percentage of events booked which are first time bookings for SDCC.

# 5-Year Sales and Marketing Plan



TOURISM AUTHORITY



# 5-Year Plan Agenda

- Executive Overview
- Objective 1: Maximize Destination Hotel Room Night Production
- Objective 2: Secure Facility Revenue
- Objective 3: Focus on the open dates within the next ten years
- Objective 4: Develop New Accounts
- Objective 5: Secure Medical Citywide Rotations
- Objective 6: Leverage SDTA Sales Teams Synergies

# Sales and Marketing 5-Year Plan

## Executive Overview

The long-term sales and marketing five-year plan is about maximizing the room nights and revenue generated for the San Diego Convention Center. The SDTA key objectives are listed along with the strategies and measurements for each objective. The five-year plan focuses around filling the existing San Diego Convention Center space with the most lucrative business possible for the destination. The SDTA Sales Team has been aligned to focus on generating the business and working with the San Diego Convention Center staff to service each account with the proven high San Diego standards. The Citywide Sales Team is dedicated and experienced with excellent relations with the key Citywide clients. Working closely with the SDTA Hotel Meetings team, we are able to leverage our relationships and sales efforts to benefit the entire community.

In summary, the long term sales team has done a tremendous job getting the top conventions, many of which are high profile medical shows on the books and booking our key clients out into the future to ensure they do not move to a competitive city. The gaps between these citywides need to be the focus for the next ten years sales and marketing plan to ensure the success of the SDCC and the community.



# Citywide Long-term Sales Team Organization Chart and Deployment Map:

## WESTERN REGION CITYWIDE SALES TEAM



**RICK OUTCALT**  
Senior Vice President of Citywide Sales  
619-557-2851 / Fx: 619-696-9371  
outcalt@sandiego.org



**ANNE HARTLEY**  
National Sales Director  
619-557-2872 / Fx: 619-696-9371  
ahartley@sandiego.org  
Area: Arizona, California, Missouri, Nevada, Oregon, Washington



**DAVE MATTA**  
National Sales Director  
619-557-2871 / Fx: 619-696-9371  
dmatta@sandiego.org  
Area: Alabama, Connecticut, Kentucky, Massachusetts, Maine, Mississippi, New Hampshire, New Jersey, New York, North Carolina, Pennsylvania, Rhode Island, South Carolina, Tennessee, Vermont, West Virginia



**JACQUELINE SCOTT**  
National Sales Director  
619-557-2875 / Fx: 619-696-9371  
jscott@sandiego.org  
Area: Alaska, Colorado, Florida, Georgia, Hawaii, Idaho, Montana, New Mexico, North Dakota, Ohio, South Dakota, Utah, Wyoming, ConferenceDirect, HelmsBriscoe

## MIDWEST REGION – CHICAGO CITYWIDE SALES TEAM




**ANGIE RANALLI, CMP**  
Vice President of Sales – Midwest Region  
312-943-5399 / Fx: 312-943-0399  
aranalli@sandiego.org  
Area: Illinois



**MARIA ANDRIOLA**  
National Sales Director  
312-943-5399 / Fx: 312-943-0399  
mandriola@sandiego.org  
Area: Arkansas, Indiana, Iowa, Kansas, Louisiana, Michigan, Minnesota, Nebraska, Oklahoma, Texas, Wisconsin

## EASTERN REGION – WASHINGTON D.C CITYWIDE SALES TEAM



**PHYLLIS BRADLEY AZAMA**  
Vice President of Sales – Eastern Region  
703-647-6880 / Fx: 703-706-5305  
phyllis.azama@sandiego.org  
Area: Delaware, Maryland, Virginia, Washington D.C.



**DAMARA GOMEZ**  
National Sales Director  
703-647-6883 / Fx: 703-706-5305  
dgomez@sandiego.org  
Area: Delaware, Maryland, Virginia, Washington D.C.



**LYNN WHITEHEAD**  
National Sales Director  
703-647-6882 / Fx: 703-706-5305  
lwhitehead@sandiego.org  
Area: Delaware, Maryland, Virginia, Washington D.C.



# San Diego Tourism Authority Citywide Sales Team Territories

Anne Hartley, AZ, CA, NV, OR, WA  
(619) 557-2872 - ahartley@sandiego.org

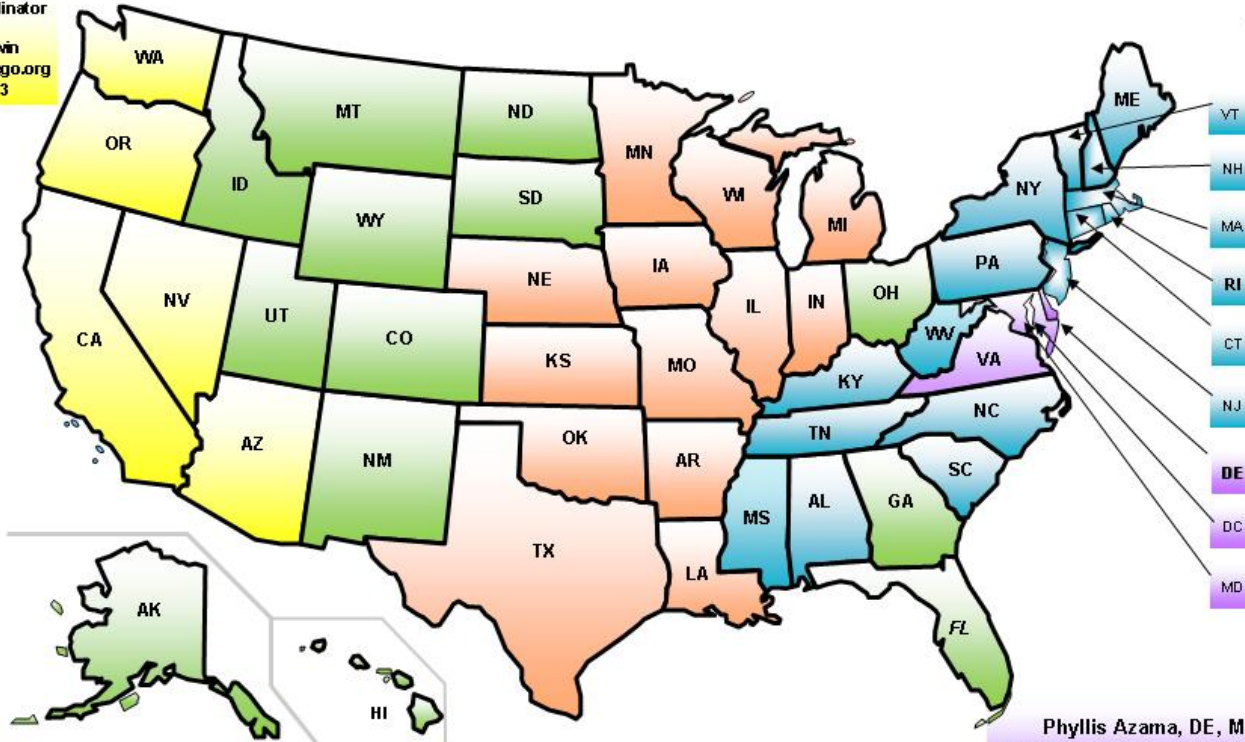
Jacqueline Scott AK, CO, FL, GA, HI, ID, MT, NM, ND, OH,  
SD, UT, WY, ConferenceDirect, HelmsBriscoe, Maritz MO  
(619) 557-2875 - jscott@sandiego.org

Dave Matta, AL, CT, KY, MA, ME, MS, NH,  
NJ, NY, NC, PA, RI, SC, TN, VT, WV  
(619) 557-2871 - dmatta@sandiego.org

West Coast Coordinator

Omaira Goodwin  
ogoodwin@sandiego.org  
(619) 557-2873

As of 7/2/13



Angie Ranalli, IL, MO  
(312) 943-5399 - aranalli@sandiego.org

Chicago Coordinator  
Michael Steffen  
msteffen@sandiego.org  
(312) 943-5399

Maria Andriola, AR, IA, IN, KS, LA, MI, MN, NE, OK,  
TX, WI  
(312) - 943-5399 - mandriola@sandiego.org

DC Coordinator  
Mina Harris  
nharris@sandiego.org  
(703) 647-6884

Phyllis Azama, DE, MD, VA, DC  
(703) 647-6881 - pazama@sandiego.org

Damara Gomez, DE, MD, VA, DC  
(703) 647-6883 - dgomez@sandiego.org

Lynn Whitehead - DE, MD, VA, DC  
(703) 647-6882 - lwhitehead@sandiego.org



# Objective 1

“Maximize Destination Hotel Room Night Production. SDTA and SDCCC overriding mission is to generate significant economic benefits and hotel room night usage for the greater San Diego region by hosting international and national conventions and trade shows in our world-class facility.” As stated in the exhibits incorporated in the SDTA and SDCCC Contract.

- **Strategies**
  - The SDCC Board, SDCC management and the SDTA teams are working on updating the metrics to analyze the sales team effectiveness in booking the SDCC.
  - Focus resources against the highest revenue generating opportunities for the SDCC and other stakeholders.
  - Deploy sales team to cover approximately 1,100 accounts with potential to meet in San Diego.
  - Continue to support the SDTA Hotel Meetings to focus on marketing, soliciting and generating opportunities for the San Diego Convention Center.

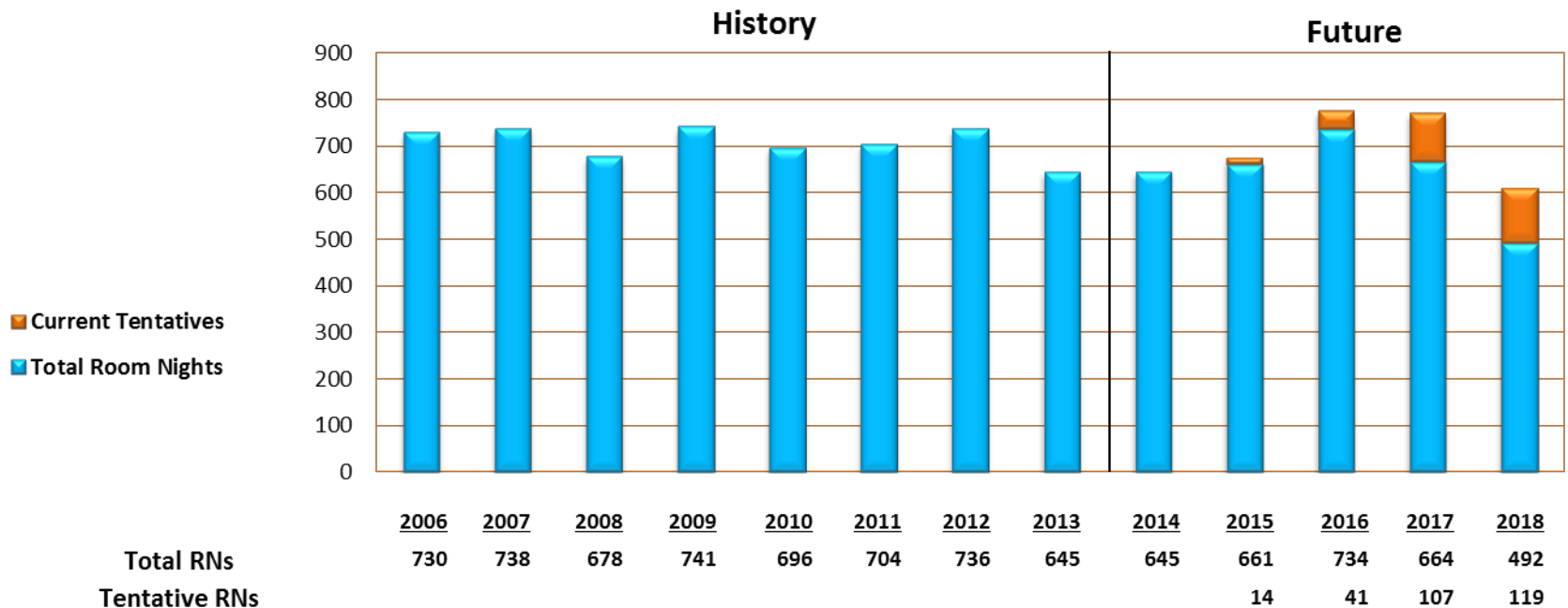
(con't)

## Objective 1 (Con't)

- Measurement
  - Monthly Sales Activity Report with graph showing the room nights consumed per year.
  - Monthly reporting on the citywide conventions booked, lost and tentative compared to the prior year.

# Year-by-Year Review of Historical Rooms and Future Rooms On the Books compared to the yearly target at the SDCC

The following pages focus on 2015 – 2018, listing the number of open weeks, medical citywides booked and which holidays are open.



# Sales and Marketing 5-Year Plan

## 2015 Review

- Room Nights
  - Rooms Booked 661,000 (647,000 long-term; 14,000 short-term)
  - Tentatives 14,000
- Partial Space Availability (Weeks Open):
  - Peak Weeks February (1) March (1) April (1) October (1)
  - Shoulder July (1) August (1) December (1)
- Need Dates:
  - Easter
  - Labor Day
  - Rosh Hashanah
  - Yom Kippur
  - Thanksgiving
- Total Citywides booked: 43 (15 are Medical Citywides)

# Sales and Marketing 5-Year Plan

## 2016 Review

- Room Night
  - Rooms Booked 734,000 (727,000 long-term; 7,000 short-term)
  - Tentatives 41,000
- Partial Space Availability (Weeks Open):
  - Peak Weeks February (1) September (1) October (1)
  - Shoulder January (1) August (2) December (1)
- Need Dates:
  - Presidents Day
  - Memorial Day
  - Labor Day
  - Rosh Hashanah
  - Thanksgiving
- Total Citywides booked: 42 (18 are Medical Citywides)

# Sales and Marketing 5-Year Plan

## 2017 Review

- Room Nights
  - Rooms Booked 664,000
  - Tentatives 107,000
- Partial Space Availability (Weeks Open):
  - Peak Weeks March (2) May (1)
  - Shoulder Jan. (2) July (1) August (1) Dec.(2)
- Need Dates:
  - Martin Luther King Day
  - Presidents Day
  - Easter
  - Thanksgiving
- Total Citywides booked: 30 (16 are Medical Citywides)



# Sales and Marketing 5-Year Plan

## 2018 Review

- Room Nights
  - Rooms Booked 492,000
  - Tentatives 119,000
- Partial Space Availability (Weeks Open):
  - Peak Weeks Feb. (1) March (2) April (1) May (1) June (1) Sept. (1) Oct. (1)
  - Shoulder Jan. (4) June (1) July (2) August (3) Dec.(1)
- Need Dates:
  - Easter
  - Yom Kippur
  - Thanksgiving
- Total Citywides booked: 26 (13 are Medical Citywides)

# Sales and Marketing 5-Year Plan

Citywide Fiscal Year Booking Activity – The long-term sales team began FY13 with a room night production goal of 62 conventions and 860,000 room nights. As detailed below the team booked 59 conventions with 813,662 room nights compared to FY12 booking 54 conventions and 845,737 room nights.

## PRIMARY MARKET

*Conventions, Trade Shows, Corporate & Incentive Events*

DEFINITE		FY13 JUNE, 2013	COMPARISON JUNE, 2012	CUMULATIVE FYTD 2013	COMPARISON FYTD 2012
	CONVENTIONS	27	14	59	54
	ATTENDANCE	230,150	160,163	617,088	495,063
	ROOM NIGHTS	409,930	208,088	813,662	845,737

TENTATIVE		FY13 JUNE 2013	COMPARISON JUNE 2012	CUMULATIVE FYTD 2013	COMPARISON FYTD 2012
	CONVENTIONS	3	4	108	118
	ATTENDANCE	13,250	23,163	621,469	990,651
	ROOM NIGHTS	17,492	44,590	1,089,222	1,704,207

## FY13 PERCENT TO GOAL FOR FUTURE BUSINESS

### ROOM NIGHTS

	GOAL	YTD	PERCENT TO GOAL
FY13 PERCENT TO GOAL	860,000	813,662	95%

## Objective 2

“Secure Facility Revenue.” The SDTA and the SDCCC has established Group Contract Agreements and Guidelines that provide the ability to contract specific revenues and if necessary offer reduced or discounted deviations from the standard license fee rates. These apply during the sales and marketing negotiations when it is determined that alternative terms are required to book a particular convention.

- **Strategies**

- Continue to involve the SDCC VP of Sales and Services, Event Management team, Centerplate managers, and Smart City staff, in site visits and negotiations to ensure we achieve all potential revenues for the building.
- Understand the program’s operational costs, to better qualify future business opportunities.
- Maximize the catering food and beverage by Centerplate and audio visual by PSAV to contract and hold the client responsible.

- **Measurement**

- Facility rental revenue

## Objective 3

Focus on the short term open dates within the next ten years. The success of each year is largely dependent upon the groups that book between the large citywide conventions. The attached list outlines our key accounts that are booked out into the future and their next open year. It is an important strategy to hold future years for the key accounts, however many of these accounts are not prepared to book due to their booking cycle and pending SDCC expansion.

- **Strategies**

- Continue to protect and hold the high impact opportunities in the future years.
- Focus on the short term open dates, evaluating the P holds associated with definite business, and then using the SDTA client database along with the major hotel chain database to market our need dates.
- Establish a list of accounts that book within our window of need dates.
- Market to the groups that book into this window with direct mail and email blasts.

- **Measurement**

- Monthly review of the room nights summary booked per calendar year.

# Objective 4

Develop new accounts that will book in the San Diego Convention Center.

- **Strategies**

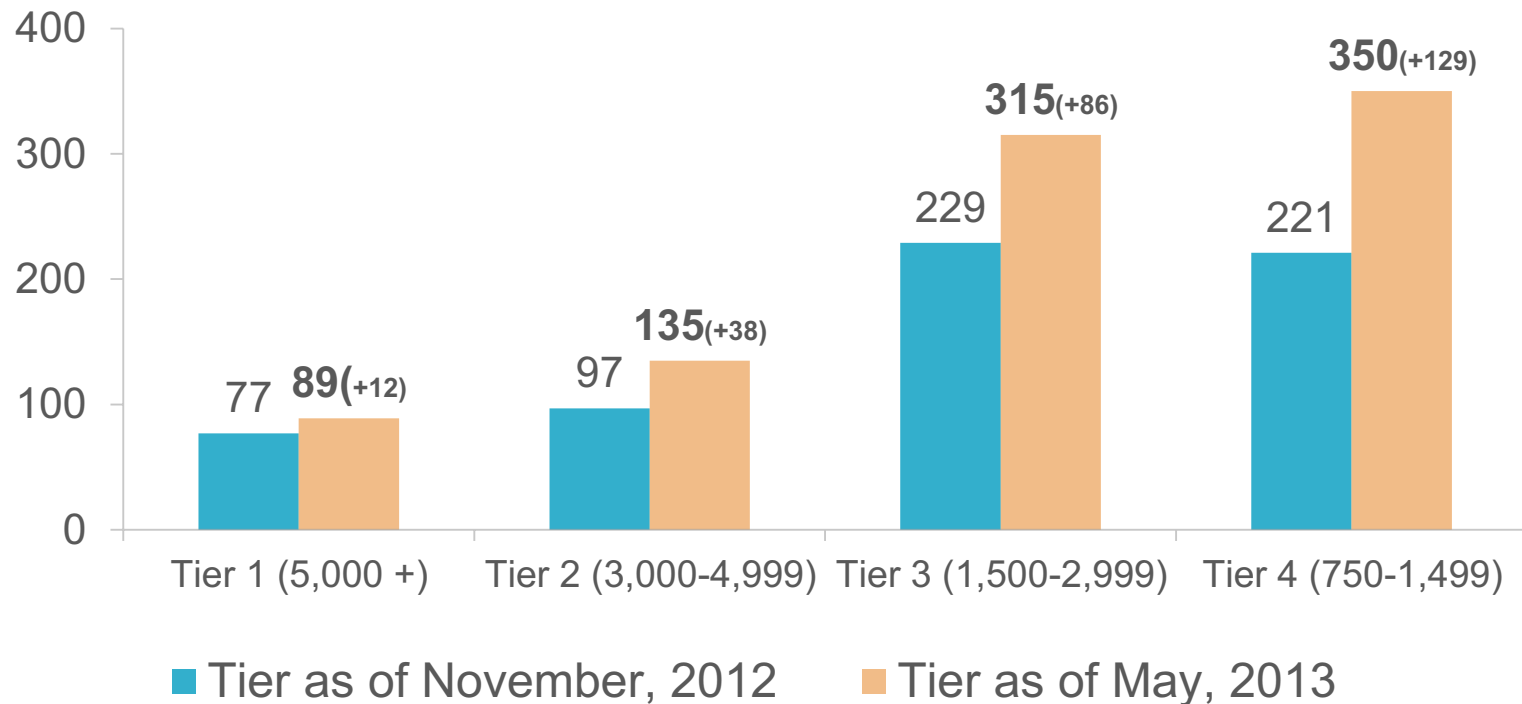
- Use resources including MINT database, Top Medical Meetings, Tradeshow Weekly database, Competitive calendars and top 250 Tradeshows list to uncover accounts.
- Target opportunities that meet in our need dates..
- Bring new potential clients into San Diego to familiarize them with all that we offer to a citywide convention and their attendee.
- Continue sending out SDCC open dates with hotel availability.
- Trace out lost business to determine if we can book a future year.

- **Measurement**

- Track research progress monthly listing the new accounts generated and continue to build the funnel with details of when the accounts can book San Diego.

# Sales and Marketing 5-Year Plan

New Account Research – listed below is the number of accounts by peak room nights and where we have increased our account coverage during fiscal year 2013:



# Sales and Marketing 5-Year Plan

Sources of new account generation and number of groups from each source year to date:

Source	Groups Identified to Research	Total Attendance	Total Room Nights
Mint 4,000-5,000 Peak	14	291,655	150,311
HCEA Top 50 Largest US Medical Meetings	3	41,915	24,955
Competitor Convention Calendars	248	4.9 M	2.5 M
AECOM	29	276,584	528,606
TSNN – 250 Largest Tradeshows	35	515,000	298,500
Misc. Research	8	76,475	41,398
<b>TOTAL</b>	<b>337</b>	<b>6,101,629</b>	<b>3,543,770</b>

## Lost Business Report for FY 2013

In summary of the (56) groups listed; (13) were lost to another destination, (9) due to cost, (13) to not having their preferred dates, (9) with space issues and (12) lost due to changes in their organization.

BREAKDOWN OF BUSINESS LOST						
EVENT	REASON	EVENT DATES		PROJECTED ATTENDANCE	ROOMS	RM NTS.
Solar Energy Tradeshows/Experient	Their industry is in transition, and this decision allows for them to have more streamlined, concentrated buying and selling opportunities. They will focus on growing and enhancing two solar events, PV America East and their Solar Power International.	5/14/2013	5/16/2013	4,000	800	2,643
CTIA - The Wireless Association	Due to the lower-than-expected-attendance at MobileCon 2012 two weeks ago in San Diego, the Board has made the decision to cancel MobileCon 2013 in San Diego.	9/27/2013	10/5/2013	10,000	3,000	10,680
Infor Global Solutions	Infor was acquired by another company, and the dates of this event did not work with their new structure.	4/14/2014	4/16/2014	2,700	2,400	8,565
Ace Hardware Corporation	Ace Hardware's new president has introduced initiatives requiring more gsf than available @ SDCC in 2015. As a result, Ace Hardware will step away from its 2015 commitment and meet with us in the future when we have expansion. Since its Fall EXPO is a buying show, Ace considers it counterproductive to shrink the 2015 show to accommodate us. We will look forward to working with Ace Hardware again in the future.	8/23/2015	8/30/2015	20,000	4,500	18,765
Irrigation Association/Connections Housing	Hotel rates were too high - could not offer the preferred dates.	12/7/2014	12/10/2014	5,600	1,273	4,853
Water Quality Association	WQA has just realized that the Chinese New Year proceeds their dates; therefore, cannot confirm San Diego. They have asked for dates in 2016 and 2017. We currently have no preferred availability.	2/24/2015	2/27/2015	3,500	945	3,123
America's Health Insurance Plans	Fiirst option group went definite.	6/22/2015	6/22/2015	3,500	1,500	4,860
National Medical Association/Rutherford & Associates	National Medical Association has put future years on hold and will not revisit 2018 until the Fall of 2013.	7/29/2018	8/1/2018	5,000	2,000	10,865





## Lost Business Report for FY 2013

In summary of the (56) groups listed; (13) were lost to another destination, (9) due to cost, (13) to not having their preferred dates, (9) with space issues and (12) lost due to changes in their organization.

BREAKDOWN OF BUSINESS LOST						
EVENT	REASON	EVENT DATES		PROJECTED ATTENDANCE	ROOMS	RM NTS.
Nerium International/ConferenceDirect	LOST TO VEGAS AT \$130: Vegas Actually came in around \$130 with a lot of concessions.	4/19/2013	4/20/2013	3,000	2,500	6,500
Astellas Pharma US, Inc./ Meetings & Inventives	Ballroom unavailable on last Friday. Inflexible in altering their scheduling at this time.	6/6/2014	6/13/2014	1,406	1,406	6,221
Society for Personality and Social Psychology	Organization's committee reviewed dates determining current dates are too early - now bidding on alternate dates.	1/8/2015	1/11/2015	3,200	1,500	5,400
American Society for Parenteral & Enteral Nutrition/MMG	ASPEN has lost the opportunity to book the center over these dates due to American Association of School Administrators going definite.	2/19/2015	2/25/2015	1,500	1,111	4,744
American College of Foot & Ankle Surgeons	Meeting will be going to Phoenix or New Orleans in 2015.	2/25/2015	3/1/2015	2,500	840	3,300
Realogy Corporation	The client would like to return to San Diego however these dates are earlier than C21 prefers.	2/25/2015	2/28/2015	3,000	1,077	4,261
Society for Personality and Social Psychology	Dates are too late. Will continue to work with SPSP to come up with dates for another year.	2/2/2016	2/5/2016	3,200	1,500	5,400
American College of Chest Physicians	ACCP's board strategy shifting with a strong international focus and also looking at cities with past experiences of strong attendance and financial achievement instead of a defined rotation.	11/2/2018	11/8/2018	7,500	2,550	12,700
International Society of Magnetic Resonance in Medicine	ISMRM cannot pay rental.	4/17/2021	4/23/2021	6,600	2,500	15,250
American Society for Reproductive Medicine	Client has chosen Denver for 2024 and strongly considering San Diego for 2026.	11/10/2024	11/13/2024	6,500	3,200	14,624



## Lost Business Report for FY 2013

In summary of the (56) groups listed; (13) were lost to another destination, (9) due to cost, (13) to not having their preferred dates, (9) with space issues and (12) lost due to changes in their organization.

BREAKDOWN OF BUSINESS LOST						
EVENT	REASON	EVENT DATES		PROJECTED ATTENDANCE	ROOMS	RM NTS.
Assn for Professionals in Infection Control & Epidemiology	Hotel room rates are too high. Now looking at Minneapolis and Denver.	6/11/2018	6/18/2018	3,000	2,400	8,846
International Health, Racquet & Sportsclub Association	Optical Society went definite in front of IHRSA 2022. Will look for other dates in 2022 to offer to IHRSA.	3/8/2022	3/13/2022	11,000	2,500	11,275
Association of Fundraising Professionals	Not knowing the construction timeline, client was uneasy of the possibility of being in the building during the construction phase.	4/15/2016	4/20/2016	8,000	1,900	7,353
IEEE Power & Energy Society	Group feels that the overall cost to attendee's in San Diego does not meet the goals of the Conference thus has decided to cancel 2020 and pursue a more cost effective destination.	5/19/2020	5/21/2020	14,000	5,000	18,891
Electronic Transactions Association (ETA)	2011 was the first year that ETA rotated out of Las Vegas to San Diego. ETA's attendance was not as high as expected. Members still prefer Las Vegas. Las Vegas did not have availability so ETA decided to try a different destination altogether.	4/28/2015	4/29/2015	3,000	889	2,672
National Conference Services, Inc./DoD Worldwide	They have not won the contract from the government and at this time, they have not even booked 2014.	5/8/2015	5/14/2015	3,000	4,000	16,300
CoreNet Global	Client unhappy with space lay-out	11/2/2015	11/4/2015	1,500	1,250	4,230
American School Counselor Association	Lost to Denver	6/27/2017	7/2/2017	2,000	1,100	4,139

## Lost Business Report for FY 2013

In summary of the (56) groups listed; (13) were lost to another destination, (9) due to cost, (13) to not having their preferred dates, (9) with space issues and (12) lost due to changes in their organization.

BREAKDOWN OF BUSINESS LOST						
EVENT	REASON	EVENT DATES		PROJECTED ATTENDANCE	ROOMS	RM NTS.
American Association for Laboratory Animal Science	AALAS was forced to make a decision because Emergency Physicians signed a 2nd option GCA. AALAS determined that the room block was less than ideal thus they would like me to review other potential dates in 2018 and release these dates.	10/7/2018	10/10/2018	4,800	2,200	11,075
American College of Emergency Physicians	ACEP will be going with 2018 dates.	10/28/2019	10/30/2019	10,000	4,000	17,940
Xilinx, Incorporated	Proposed dates are not preferred.	7/7/2014	7/10/2014	1,300	770	3,413
American Federation of Government Employees	Client wants to self-contain in a hotel.	7/27/2015	8/8/2015	2,000	1,200	8,290
American Association for Cancer Research	Large European Contingency involved in this meeting and they refused to meet on these dates due to All Saints Day falling on November 1st.	11/1/2015	11/3/2015	1,500	1,200	5,220
American Society of Echocardiography	We only had abbreviated move-in days available and ASE could not work with fewer move-in days; thus, San Diego can not be considered.	6/9/2017	6/13/2017	3,000	1,000	4,160
AcademyHealth	Group is meeting in San Diego for the first time in 2014. Historically, conferences have been successful in Seattle. They want to see the results of the 2014 convention before booking additional years. They have concerns of the potential expansion construction impacting the 2014 convention.	6/9/2018	6/9/2018	2,200	1,200	4,110
Am. Acadm. of Otolaryngology, Head & Neck Surgery	San Diego was not selected for either 2022 or 2025. The Board has decided to change cities every several years rather than commit to a regular rotation schedule. The selection was San Fran for 22 and Boston for 25.	9/13/2022	9/13/2022	9,400	4,300	20,854
Am. Acadm. of Otolaryngology, Head & Neck Surgery	San Diego was not selected for either 2022 or 2025. The Board has decided to change cities every several years rather than commit to a regular rotation schedule. The selection was San Fran for 22 and Boston for 25.	9/30/2025	9/30/2025	9,400	4,300	20,854

## Lost Business Report for FY 2013

In summary of the (56) groups listed; (13) were lost to another destination, (9) due to cost, (13) to not having their preferred dates, (9) with space issues and (12) lost due to changes in their organization.

BREAKDOWN OF BUSINESS LOST						
EVENT	REASON	EVENT DATES		PROJECTED ATTENDANCE	ROOMS	RM NTS.
National Hemophilia Foundation	Organization selected Dallas.	8/20/2015	8/22/2015	2,300	1,100	3,960
Minerals, Metals and Materials Society	SME & TMS have decided not to hold a joint meeting in the future. All annuals will be kept separate.	2/22/2019	3/1/2019	23,000	4,500	19,035
Microsoft Corporation	The organization cannot meet over Holiday Dates.	4/14/2014	4/17/2014	10,000	4,200	21,209
United Fresh Produce Association	The organization is co-locating with FMI and requires 840,000 GSF.	4/27/2015	4/30/2015	4,500	1,500	5,261
American Geophysical Union	The meeting is co-hosted with 2 other science organizations and 2 out of 3 committees selected New Orleans.	2/14/2016	2/19/2016	4,000	1,500	7,925
National Business Aviation Association	Per Mike Nichols, 2017 will be placed in a central location. 2018 would be the next possible west coast rotation for Schedulers, and he will not sent out RFP until July 2014.	1/16/2017	1/20/2017	1,500	1,000	4,395
Healthcare Information & Management Systems Society	They have outgrown our expansion capacity and our space prevents them from reaching their budget goal.	3/11/2018	3/15/2018	32,000	16,500	66,660
IEEE/Courtesy Associates	IEEE needs rates under \$200.	1/12/2019	1/16/2019	3,500	876	4,237
American Physical Society	Selected Boston due to many successful meetings held there previously.	3/23/2019	3/29/2019	8,500	3,500	16,845
Healthcare Information & Management Systems Society	They have outgrown our expansion capacity and our space prevents them from reaching their budget goal.	2/21/2021	2/25/2021	32,000	16,500	66,660

## Lost Business Report for FY 2013

In summary of the (56) groups listed; (13) were lost to another destination, (9) due to cost, (13) to not having their preferred dates, (9) with space issues and (12) lost due to changes in their organization.

BREAKDOWN OF BUSINESS LOST						
EVENT	REASON	EVENT DATES		PROJECTED ATTENDANCE	ROOMS	RM NTS.
Foundation for Retrovirology and Human Health (CROI)	BD West going definite over these dates and customer cant make remaing space work.	3/18/2014	3/21/2014	4,200	3,455	15,824
Global Business Travel Association (formerly National Business Travel Association)	2018, not 2019, is the year that has been indentified for the West Coast and San Diego bidding.	8/16/2019	8/20/2019	6,000	3,800	15,000
Global Business Travel Association (formerly National Business Travel Association)	2018, not 2019, is the year that has been indentified for the West Coast and San Diego bidding.	8/29/2020	9/2/2020	6,000	3,800	15,000
American Academy of Neurology	AAN is pursuing 2025 in San Diego as it fits better in their rotation plans. Center has another group able to pursue these 2024 dates as well.	4/6/2024	4/13/2024	12,000	5,500	32,672
Chick-fil-A, Inc.	Group cancelled due to a change in meeting format.	2/15/2015	2/17/2015	4,000	2,575	9,714
Chick-fil-A, Inc.	Group cancelled due to a change in meeting format.	2/12/2017	2/15/2017	4,250	2,825	10,678
George Little Management, LLC /Internet Retailer/HelmsBriscoe	Geographical: GLM acquired IRCE from Vertical Magazine recently making major changes in their organization. They will keep their flagship show (the one we had booked) in Chicago.	6/16/2015	6/19/2015	5,000	4,180	13,416
BLOOMIN' BRANDS, INC.	Air fare is the cost prohibitive for them to come to San Diego. Most of their attendees are from the East Coast.	4/13/2014	4/14/2014	2,000	1,895	5,817
Microsoft Corporation	Paige Kanatous, Experient, had a conference call with Olaf and Allie, they are not moving forward with January 2016 dates in San Diego. They do not want to wait until 2016 to be in front of their clients	2/1/2016	2/5/2016	10,000	4,925	24,963
National Association of College & University Business Officers	This preliminary decision is based on factors that include a combination of date availability, convention center fees, housing package, proposed space, and destination appeal.	7/25/2018	7/31/2018	2,800	1,720	6,510
American Epilepsy Society	Geographical: Going to the East Coast	12/7/2019	12/9/2019	3,500	1,700	7,441



## Objective 5

Focus on the Medical Citywide groups. The SDCC is a leader in servicing the lucrative Medical Citywide group market. Each key Medical Citywide is covered by a National Sales Director, targeting their next open year to meet on the west coast.

- **Strategies**

- Ensure deployment of the key accounts has clear responsibility for each medical citywide.
- Continue signature events in the Midwest and DC/VA/MD areas targeting the medical citywide clients.
- Continue to monitor developments in the West Coast Convention Centers. Improvements to these centers continue to allow them more opportunity to target our Key Accounts

- **Measurement**

- Quarterly review of the medical citywides booked per year.

# Sales and Marketing 5-Year Plan

Citywide Sales Activity - Medical Citywides on the books

Medical Groups						
2012	2013	2014	2015	2016	2017	2018
22	15	18	15	18	16	13

# Sales and Marketing 5-Year Plan

## West Coast Competition Updates

**San Francisco Moscone Convention Center:** The San Francisco Board of Supervisors approved the creation of the Moscone Expansion District (MED) which will provide the majority of funding for the expansion of the City's convention center. In a unanimous vote, the Board passed a resolution approving the establishment of the MED and three additional measures that will help finance the expansion through issuance of Certificates of Participation and allow the project to move forward in the environmental review process. Hotel assessments from the MED will provide two thirds of the funding for costs of the expansion project. The other third will come from a continuation of funding from the City's General Fund. Project costs are estimated to be \$500 million. The expansion of Moscone Center will add approximately 350,000 to 400,000 square feet to the convention center, including 80,000 or more square feet of contiguous exhibit space, essential for attracting larger conventions. "Investing in the expansion of our world class Moscone Center is absolutely essential for San Francisco because tourism dollars generated by activities at the convention center ripple into every neighborhood of the City through jobs, local purchases and taxes paid by visitors," said Mayor Edwin L. Lee. "The City is proud to partner with the hotel and tourism industry to make this investment which will help grow our recovering economy and create jobs". The district will begin collecting revenues in July of 2013 and construction of the expansion is anticipated to begin November 2014 with completion anticipated in 2018.



# Sales and Marketing 5-Year Plan

## West Coast Competition Updates

**Anaheim Convention Center:** 813,000 square feet of exhibit space. In January 2013 Anaheim Convention Center Grand Plaza opened a 100,000 square foot outdoor multi-use area designed for outdoor enjoyment and meeting space. Located off Convention Way at Harbor Blvd., the Grand Plaza creates a pedestrian esplanade that spans from the entrance to the Anaheim Convention Center and flow between the Hilton Anaheim and the Anaheim Marriott hotels. The Grand Plaza will provide a uniquely Southern California outdoor environment that can be utilized year-round for a wide variety of events. The pedestrian plaza includes 151 palm trees (more than half of the palm trees in the new design were re-purposed from the existing landscape), 60 orange trees reminiscent of Anaheim and Orange County's citrus industry, a river of lights that will run through the middle of the plaza, water features symbolizing the mountains and ocean, a 48-foot lighted entry monument, and more than 80,000 square feet of colored concrete and pavers. Key elements to the Grand Plaza are its eco-friendly features: The lighting utilizes LED technology, adding to the energy efficiency and longevity of each fixture, and plants chosen for the design are drought tolerant. The Grand Plaza is the sixth major construction project added to the Anaheim Convention Center. The LEED-certified Anaheim Convention, the largest convention center on the west coast, opened in 1967 and sits in the heart of the Anaheim Resort District.

# Sales and Marketing 5-Year Plan

## West Coast Competition Updates

**Los Angeles Convention Center:** Interesting news from January 2013, where Mayor Antonio Villaraigosa and Councilwoman Jan Perry are reportedly looking for new ways to modernize the city's convention center. This would not normally make headlines, but the partnerships behind the plans are notable: The city, according to The LA Times, had a deal with AEG to develop an NFL stadium next to Staples Center, home to both the Lakers and the Clippers, and this deal was expected to provide for a \$315-million upgrade of the convention center. But with AEG's leadership "in flux" (Tim Lieweke, the man behind the stadium plan, is leaving AEG, according to a Fox News story) and the stadium agreement is set to expire in October 2014. City Administrative Officer Miguel Santana told the paper that the city's consultants will begin examining whether other private developers could be tapped to fix the convention facility. "The city shouldn't wait until the last minute to have other options available," he added.

## Objective 6

Leverage the synergies between the SDTA Hotel Meetings team and Citywide Sales team. The combination of the two teams has allowed us to have more market intelligence and a stronger presence at tradeshow, sales trips, industry events, and partner events, to ensure we uncover all the opportunities for San Diego.

- **Strategies**

- Ensure Hotel Meetings team refers San Diego Convention Center opportunities to the Citywide Sales team.
- Plan out each fiscal year travel and tradeshow to cover more events and clients for the destination.
- Analyze each citywide account to determine who is responsible for the hotel meetings potential.
- Identify savings as a result of the two teams being combined.

- **Measurement**

- Track the number of client visits on the sales activity report and leads generated per event.

# Sales and Marketing 5-Year Plan

## Detailed FY 2013 Tradeshow and Sales Call Schedule

San Diego Tourism Authority Master Event Calendar											
FY13											
2012											
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
MPI-WEC St. Louis, MO 7/28-7/31 JG/KC/JH/AH/PS no pull-ups	ASAE Annual Meeting Dallas, TX 8/11-8/14 JG/TC/AR/PA/PS	H SMAI Meet National Washington DC 9/5-9/6 JB	IMEX America Las Vegas, NV 10/9-10/11 All Regions PS	ICOMEX Mexico City 11/7-11/9 GW/PS 3 pull-ups	CalSAE / Seasonal Spectacular Sacramento, CA 12/5 SK/PS	RCMA Minneapolis, MN 1/29-2/1 NS/ND	MPINCC San Francisco 2/21 BG/PS	MPI-Caseadia- 3/3-3/6 JB	H B/ABC Annual Orlando, FL 4/17-4/19 ER/DR	H SMAI Meet West Anaheim, CA 5/29-5/30 LN/GW/ND	Collaborate Marketplace Denver, CO 6/13-6/15 ER
Fraternity Exec. Assn. Palm Springs, CA 7/7-7/10 NS/ND 3 pull ups	IncentiveWorks Toronto, Canada 8/21-8/22 KC/ND		Rejuvenate Marketplace Columbus, OH 10/22-10/25 NS/ND	FICP Los Angeles, CA 11/11-11/14 JP/PS	Holiday Showcase Chicago, IL 12/13 Angie/PS	PCMA Orlando, FL 1/13-1/16	MACE Washington, DC 2/5-2/6 TC	Colorado MIC Denver, CO 3/27 ER/JS/PS	CalSAE San Francisco, CA 4/17-4/19 SK	SGMP Location Date SK	Smart Meeting New York, NY 6/27
	Kellen Mtgs Managers Summit Atlanta, GA 8/6-8/8 JH/ND		Maxvantage Dallas, TX 10/23-10/28 JG/ND	UC Davis Vendor Show Davis, CA 11/15 SK	HPN Global Partners Dallas, TX 12/12-12/15 ER			Destination Showcase Washington DC 3/14 TC/PS	MPI SoCal San Diego 4/5 LN	Springtime Washington DC 5/16 PA/TC/PS	PCMA-Leadership Meeting 6/43 DC
	Connect Marketplace New Orleans, LA 8/16-/18 JG							Experient Houston, TX Date DR	H SMAI's MEET Mid- America Chicago, IL 4/23-4/24 AR/MA	Meeting Sites Resources Location Date LN	
	Site SE Summit Pinhurst, NC 8/23-8/25 JH							ConferenceDirect Annual Las Vegas, NV 3/18-3/20 JS			

**Nadine:**

**Partial West:**  
BG-Barb Greenhalgh  
AH-Anne Hartley  
ER-Ernie Rossow  
JS-Jacqueline Scott  
JB-Jenna Bisesi  
LN-Linda Nadeau

**Partial Midwest:**  
JG-Jennifer Gordon  
NS-Nancy Stachnik

**Pascale:**

**Partial West:**  
GW-Gillian Ware  
SK-Suzu Kay

**Partial Midwest:**  
AR-Angie Ranalli  
MA-Maria Andriola

**East:**  
DR-Dawn Rockas  
JH-Jennifer Hicks  
TC-Tina Carter  
DM-Dave Matta  
PA-Phyllis Azama  
LW-Lynn Whitehead  
DG-Damara Gomez

TRADESHOWS

# Sales and Marketing 5-Year Plan

## Detailed FY 2013 Tradeshow and Sales Call Schedule

		San Diego Tourism Authority Master Event Calendar												
		FY13												
		2012					2013							
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
<b>Nadine:</b>  <b>Partial West:</b> BG-Barb Greenhalgh AH-Anne Hartley ER-Ernie Rossow JS-Jacqueline Scott JB-Jenna Bisesi LN-Linda Nadeau  <b>Partial Midwest:</b> JG-Jennifer Gordon NS-Nancy Stachnik  <b>Pascale:</b>  <b>Partial West:</b> GW-Gillian Ware SK-Suzy Kay  <b>Partial Midwest:</b> AR-Angie Ranalli MA-Maria Andriola  <b>East:</b> DR-Dawn Rockas JH-Jennifer Hicks TC-Tina Carter DM-Dave Matta PA-Phyllis Azama LW-Lynn Whitehead DG-Damara Gomez	CLIENT EVENTS	Networking Reception New England 07/19 JP	CVB Reps Client Event Washington DC 8/2012 BH	Colorado Client Event Denver, CO 9/25 ER/ND	Sac Client Event The Kitchen Sacramento, CA 10/23 SK/PS	DC Client Event Washington DC 11/14 BH/AM/PS	Bay Area Client Event San Jose/San Fran 12/11-12/13 BG/ND	PCMA Orlando Dinner 1/16 JH/PS	Utah Client Event 2/12 Jenna/ND	Sac Client Event Kings 3/5 SK/ND	DC Client Event Date JB/PS	Arizona Client Event Phoenix, AZ 5/8 ER/ND	MPI MN-Amazing-Race Date	
		MPI Meeting Eastern Great Lakes 07/31 JP	Client Dinner after Kellen Atlanta, GA 8/9 JH/ND	Northeast Roadshow NJ/PA/NY 9/9-9/14 DR/JP/PS	OC Client Event Silverado, CA 10/18 LN/ND	Experient Sourcing Manager FAM San Diego, CA 11/14-11/19 DR/PS	H holiday Breakfast Chicago, IL 12/13 JP/PS	VIP Client Appreciation San Francisco 1/29 BG	MPI NE/NY Monthly Meeting JP	PCMA-Mix-N-Bowl Washington DC 3/42	Midwest Roadshow 4/9-4/11 MA/PS	LA Client Event Los Angeles 5/14 LN/ND	San Fran Client Event 6/17 BG/ND	
			Time for Nine Golf Tournament Alexandria, VA 8/29 BH	Rymark Customer Event Florida 9/30-10/2 JH	Client Event Chicago, IL 10/3 MA	Seattle Client Event Seattle, WA 11/14 Jenna/ND	CVB Reps H holiday Event Washington DC 12/11 PA	SGMP Unclassified Meetings Rockville, MD 1/23 JB	SGMP-NATCAP Monthly Meeting JB	DMAI Foundation Dinner Washington, DC 3/13 TC	Chicago Cubs Client Event 4/8 AR/PS	PCMA Foundation Dinner Washington DC 5/15 PA	AFOC 2013 H onors Gala Chicago, IL 6/20 AR/MA	
				PCMA/MPI Annual Industry Summit Seattle, WA 9/24-9/28 JB	Hospitality Industry Professionals New York, NY 10/4 JP	Client Event Chicago, IL 11/1 MA	SITE H holiday Event Palm Desert 12/10-12/11 LN							
					Retreats Resources Road Show Atlanta, Charlotte and Raleigh/Durham 10/23-10/25 JH	NATCAP/SGMP Networking Event Washington, DC 11/8 JB	MPINY/PCMAN/NY SAE/ISSE Join New York, NY 12/3 JP							
					Destination Reps Halloween HH Chicago, IL 10/30 MA	CT MPI Meeting/Luncheon Connecticut 11/8 JP	MPI Westchester Chapter Holiday Stamford, CT 12/6 JP							
						Client Event Chicago, IL 11/15 MA	GA Society of Assn. Executives Lunch Atlanta, GA 12/12 JH							
						Client Event Chicago, IL 11/19 MA								
						NY MPI meeting/reception New York, NY 11/29								

# Sales and Marketing 5-Year Plan

## Detailed FY 2014 Tradeshow and Sales Call Schedule

		San Diego Tourism Authority Master Event Calendar						
		FY14						
		2013						
TRADESHOWS		Jul	Aug	Sep	Oct	Nov	Dec	
		<b>Nadine:</b>  <b>Partial West:</b> BG-Barb Greenhalgh AH-Anne Hartley ER-Ernie Rossow JS-Jacqueline Scott JB-Jenna Bisesi LN-Linda Nadeau  <b>Partial Midwest:</b> JG-Jennifer Gordon NS-Nancy Stachnik  <b>Pascale:</b>  <b>Partial West:</b> GW-Gillian Ware SK-Suzy Kay  <b>Partial Midwest:</b> AR-Angie Ranalli MA-Maria Andriola  <b>East:</b> DR-Dawn Rockas JH-Jennifer Hicks TC-Tina Carter DM-Dave Matta PA-Phyllis Azama LW-Lynn Whitehead DG-Damara Gomez	MPI-WEC Las Vegas, NV 7/20-7/23 ER/A H/JG/2TBD/ND	ASAE Annual Meeting Atlanta, GA 8/3-8/6 JH/P S	HSM AI Meet National Washington DC 9/4-9/5 PA/TC	IMEX America Las Vegas, NV 10/15-10/17 All Regions PS	ICOM EX Mexico City Date GW /P S	CalS AE / Seasonal Spectacular Sacramento, CA Date SK/ND
		Fraternity Executives Assn. San Antonio, TX 7/6-7/10 NS	IncentiveWorks Toronto, Canada 8/20-8/21 DR/PS	HPN Global Partners Marco Island 9/9-9/12 ER	Rejuvenate Marketplace Location Date NS /ND		Holiday Showcase Chicago, IL 12/17 AR/P S	
		ICEMA Las Vegas, NV 7/28-7/30 AH/B G	Kellen Annual Partner Meeting Atlanta, GA 8/7-8/9 JH/P S		SITE Annual Date Location NS D		MACE Location Date	
			Connect Marketplace New Orleans, LA Date		Smart Meeting Beverly Hills, CA 10/30		IAHP Location Date GW	
			MPI SEC Location Date JH				Smart Meeting Dallas, TX 12/5	
			Smart Meeting Philadelphia, PA 8/15				IAEE RO	

# Sales and Marketing 5-Year Plan

## Detailed FY 2014 Tradeshow and Sales Call Schedule

San Diego Tourism Authority Master Event Calendar						
FY14						
2013						
Jul	Aug	Sep	Oct	Nov	Dec	
	Atlanta Client Event Culinary Date JH/PS	Colorado Client Event Date ER/ND	Kentucky Client Event Lexington, KY Date NS/ND	DC Client Event Washington DC 11/13 PA/TC/PS		SITE Holiday Event Location Date
	CVB Reps Client Event Washington DC 8/13 TC	LA (Lucky Strikes) possible combine with OC client event 09/19 LN/ND	Sac Client Event The Kitchen Sacramento, CA Date SK/PS	PCMA Bowlathon Chicago, IL Date		Holiday Breakfast Chicago, IL 12/17 AR/PS
	Pacific Northwest Client Event TBD Jenna/ND		OC Client Event Date LN/ND	Seattle Client Event Seattle, WA Date JB/ND		Bay Area Client Event Location Date BG/ND
				Northeast Roadshow Location Date DR/DM/PS		CVB Reps Holiday event 12/13 PA/TC

**Nadine:**  
**Partial West:**  
 BG-Barb Greenhalgh  
 AH-Anne Hartley  
 ER-Ernie Rossow  
 JS-Jacqueline Scott  
 JB-Jenna Bisesi  
 LN-Linda Nadeau

**Partial Midwest:**  
 JG-Jennifer Gordon  
 NS-Nancy Stachnik

**Pascale:**

**Partial West:**  
 GW-Gillian Ware  
 SK-Suzy Kay

**Partial Midwest:**  
 AR-Angie Ranalli  
 MA-Maria Andriola

**East:**  
 DR-Dawn Rockas  
 JH-Jennifer Hicks  
 TC-Tina Carter  
 DM-Dave Matta  
 PA-Phyllis Azama  
 LW-Lynn Whitehead  
 DG-Damara Gomez

CLIENT EVENTS

# Marketing Tactics Including Travel and Tradeshow Schedule

- **Sandiego.org:** The San Diego Convention Center has been added to sandiego.org, giving high exposure to the meeting planners. Links have been established back to visitsandiego.org to showcase SDCC policies and procedures along with the Convention Service and Event Staffs.
- **Key Tradeshows and Signature Events include the following:**
  - IMEX in Las Vegas – Two Citywide and four Hotel Meeting National Sales Directors attended and met with clients for three days, with appointments scheduled back to back. This show targets both the Corporate, Association and Intermediary segments, both key to the SDTA teams short term booking production.
  - Holiday Showcase in Chicago – Primary Association market event at the Hyatt Chicago, kicked off by a special tradition San Diego breakfast in the Rush Street area.
  - PCMA Events – At the National Meeting the entire Citywide team and three Hotel Meetings National Sales Directors planned appointments to cover all the key accounts for San Diego. This is the event for the top Association customers which is the SDCC target market and comprises the majority of the business booked. Continue to be involved with other PCMA client meetings throughout the year.

(Con't)



# Marketing Tactics Including Travel and Tradeshow Schedule

- Midwest Roadshow – The Citywide team and Hotel Meetings team started in Chicago with 165 customers then went through Indianapolis, Kansas City and Dallas promoting San Diego.
- Springtime in Washington DC – The DC/Virginia/Maryland office and Joe Terzi, worked the tradeshow floor to ensure our top market clients were updated and reviewed all potential contracts that are due to be signed.



# 5-Year Sales and Marketing Plan

