

MIAMI BEACH
CONVENTION CENTER

Sales & Marketing Overview FY 2018 - 2019

Sales and Marketing Collaboration

TARGET BUSINESS	CITY-WIDE MEETINGS		CORPORATE/TRADESHOWS ¹	PUBLIC/CONSUMER SHOWS	SOCIAL CATERING EVENTS
Priority Per Booking	P1	P2	P3	P3	P3
Room Nights (Contracted)	1,500+	500-1,499	less than 500 rooms	0	0
Booking Window	24 months and beyond	less than 24 months	less than 13 months	less than 13 months	less than 13 months
Examples	AHIMA, Intl. Bar Association, Congress of Neurological Surgeons, American Society of Radiation Oncology	Intl. Air Cargo Association, Institute of Internal Auditors, SeaTrade, Florida Supercon	Penton Technology, US Bank, Riverbed Technologies	Auto Show, Antique Show, Jewelry Show, Home Design Show	Jewish Federation, American Cancer Society, Make-A-Wish, Large Scale Weddings
Primary Sales Team/Strategy Development	GMCVB	GMCVB	GMCVB/Spectra ³	Spectra	Centerplate
Brand Support/Creative Material	GMCVB	GMCVB	GMCVB	GMCVB	GMCVB
Advertising Lead	GMCVB	GMCVB	GMCVB	GMCVB	Spectra/Centerplate
Social Media Lead	GMCVB	GMCVB	GMCVB/Spectra	Spectra	Spectra
Meeting/Convention Services	GMCVB	GMCVB	GMCVB	GMCVB	n/a

¹ Some Corporate/Trade Shows do not use the MBCC

² All teams support each other's efforts where/when needed

³ GMCVB manages rooms; Spectra manages dates

P1 & P2 Target Market Segments

Corporate

- Medical
- Healthcare
- Pharma
- Technology
- Insurance

Association

- Biotech
- Medical Devices
- Finance
- Legal

Sports

- Professional/College
 - World Cup Soccer
 - WrestleMania
 - NFL Super Bowl
 - MLB All-star Game
 - College Football Playoff National Championship
- Amateur
 - Cheerleaders
 - Gymnastics

Ongoing Sales Efforts: Sales Blitzes

Boston Sales Blitz » High Tech

October 29-31, 2019 – Boston, MA

Carolina's Sales Mission » Corporate/Financial

April 8-12, 2019 – Charlotte, NC

Chicago Mini Sales Blitz » Medical

April 9-12, 2019 – Chicago, IL

Connecticut Sales Blitz » Insurance

October 30 – November 2, 2018 – Hartford & Stamford, CT

July 24-26, 2019 – Hartford & Stamford, CT

Midwest Sales Blitz » Incentive/Corporate

September 10-13, 2019 – Ohio

Northeast Sales Blitzes » Pharma

January 13-16, 2019 – New York, NY

May 13-17, 2019 – New Jersey

September 15-18, 2019 – Philadelphia, PA

Texas Sales Blitz » Energy

June 24-28, 2019 – Dallas & Houston, TX

Washington, DC/Virginia Sales Blitz » Association/Medical

May 6-9, 2019 – Washington, DC/Virginia

Ongoing Sales Efforts: Trade Shows

American Society of Association Executives (ASAE) Annual Meeting and Exposition
August 10-13, 2019 - Columbus, OH

America's Worldwide Exhibition for Incentive Travel, Meetings and Events (IMEX America)
September 10-12, 2019 – Las Vegas, NV

14th Annual Pharmaceutical Meeting Professional Summit (EXL)
November 13-14, 2019 – New Brunswick, NJ

15th Annual Pharma Forum
March 24-27, 2019 – New York, NY

ASAE Xperience Design Project
April 11-12, 2019 – Washington, DC

Association Forum of Chicagoland Holiday Showcase
December 12, 2019 – Chicago, IL

Collinson Diversity Summit
March 2019 – Birmingham, AL

Conference Direct – Annual Partners Meeting & Trade Show
March 3-7, 2019 – Atlanta, GA

Connect Marketplace
August 2019 – Louisville, KY

Cvent Connect
July 8-11, 2019 – Las Vegas, NV

Ongoing Sales Efforts: Trade Shows

Destinations Showcase

February 13, 2019 – Washington, DC

Fraternity Executives Association (FEA)

May 29-31, 2019 – Las Vegas, NV

FSAE Education Expo

October 2, 2019 – Tallahassee, FL

HCEA (Healthcare Convention & Exhibitors Association)

February 25, 2019 – Las Vegas

August 17-20, 2019 – Miami, FL

HelmsBriscoe Annual Business Conference

May 28, 2019 – Houston, TX

HPN Global Partner Conference

November 6-9, 2018- Miami, FL

October 3-6, 2019 – Seattle, WA

Incentive Travel, Meetings, Events Exposition (IMEX)

May 21-23, 2019 – Frankfurt, Germany

The Canadian Meetings and Events Expo

August 13-14, 2019 – Toronto, Canada

Ongoing Sales Efforts: Trade Shows

Intl. Association of Exhibitions & Events (IAEE Expo Expo)

December 11-13, 2018 – New Orleans, LA
December 3-5, 2019 – Las Vegas, NV

Meeting Professionals International (MPI) WEC

June 15-18, 2019 – Toronto, CA

Society of Government Mtg. Professionals (SGMP) – NEC & EXPO

June 25-27, 2019 – Detroit, MI

The Kellen Managers Summit Conference

August 26-28, 2019 – Tampa, FL

Travel Events & Mgmt. in Sports (TEAMS)

October 1-4, 2018 – Louisville, KY
November 11-14, 2019 – Anaheim, CA

Xsite

February 19, 2019 – Tallahassee, FL

Ongoing Sales Efforts: Industry Events

The 26th Annual IRF Educational Invitational Loews, Miami Beach

June 19-23, 2019 – Miami Beach, FL

ASAE Annual Summit Awards Dinner

October 3, 2018 – Washington, DC

October 2, 2019 – Washington, DC

Association Management Companies Institute

February 6-9, 2019 – Austin, TX

Association Forum of Chicagoland Association Week – Honors Gala

June 2019 – Chicago, IL

Council of Engineering and Scientific Soc. Exec. (CESSE)

July 23-25, 2019 – Baltimore, MD

CVB Reps Holiday Reception

December 18, 2018 – Washington, DC

CVB Reps Summer Reception

August 2019 – Washington, DC

Destination International Annual Convention

July 2019 – St. Louis, MO

Destination International Spirit of Hospitality Reception (DI) National Geographic

February 2019 – Washington, DC

Ongoing Sales Efforts: Industry Events

Elite Meetings Alliance

November 4-7, 2018 – Kimpton EPIC Miami

Experient Envision

March 2019 – Cincinnati, OH

Financial & Insurance Conference Planners (FICP) Annual Conference

November 4-7, 2018 – Orlando, FL

November 10-13, 2019 – Austin, TX

Financial & Insurance Conference Planners (FICP) Education Forum

June 5-7, 2019 – Birmingham, AL

Florida Society of Association Executives (FSAE)

July 10-12, 2019 – Jacksonville, FL

Global Pharmaceutical & Medical Meetings Summit

February 4-6, 2019 – Philadelphia

Life Insurance Marketing and Research Association (LIMRA) Annual Meeting

October 28-30, 2018 – New York, NY

October 27-30 2019 – Boston, MA

Distribution Conference (LIMRA)

February 27-March 1, 2019 – Ft. Lauderdale, FL

National Coalition of Black Meeting Planners (NCBMP)

November 28-December 1, 2018 – New Orleans, LA

Ongoing Sales Efforts: Industry Events

Nursing Organizations Alliance (NOA)

November 15-17, 2018 – Louisville, KY

November 21 – 23, 2019 – Cleveland, OH

Professional Convention Management Assn. (PCMA)

January 6-9, 2019 – Pittsburg, PA

Professional Convention Management Assn. (PCMA) Foundation Visionary Awards

May 2019 – Washington DC

Professional Convention Management Assn. (PCMA) Capital Chapter Annual Meeting

November 6, 2018 – Washington, DC

November 2019 – Washington, DC

Professional Convention Management Assn. (PCMA) Potomac Meeting Professionals

International, Joint Boat Cruise

September 2019 – Washington, DC

November 2019 – Washington, DC

SISO (Society of Independent Show Organizers) CEO Summit

March 24-27, 2019 – Miami, FL

Tallahassee Client Holiday Party

December 6, 2018 – Tallahassee, FL

Ongoing Sales Efforts: Venue Reviews

Corporate Venue Review

February 7-10, 2019

Spring Venue Review

May 2-5, 2019

MBCC Venue Review

January 17-20, 2019

Fall Venue Review

October 25-28, 2018

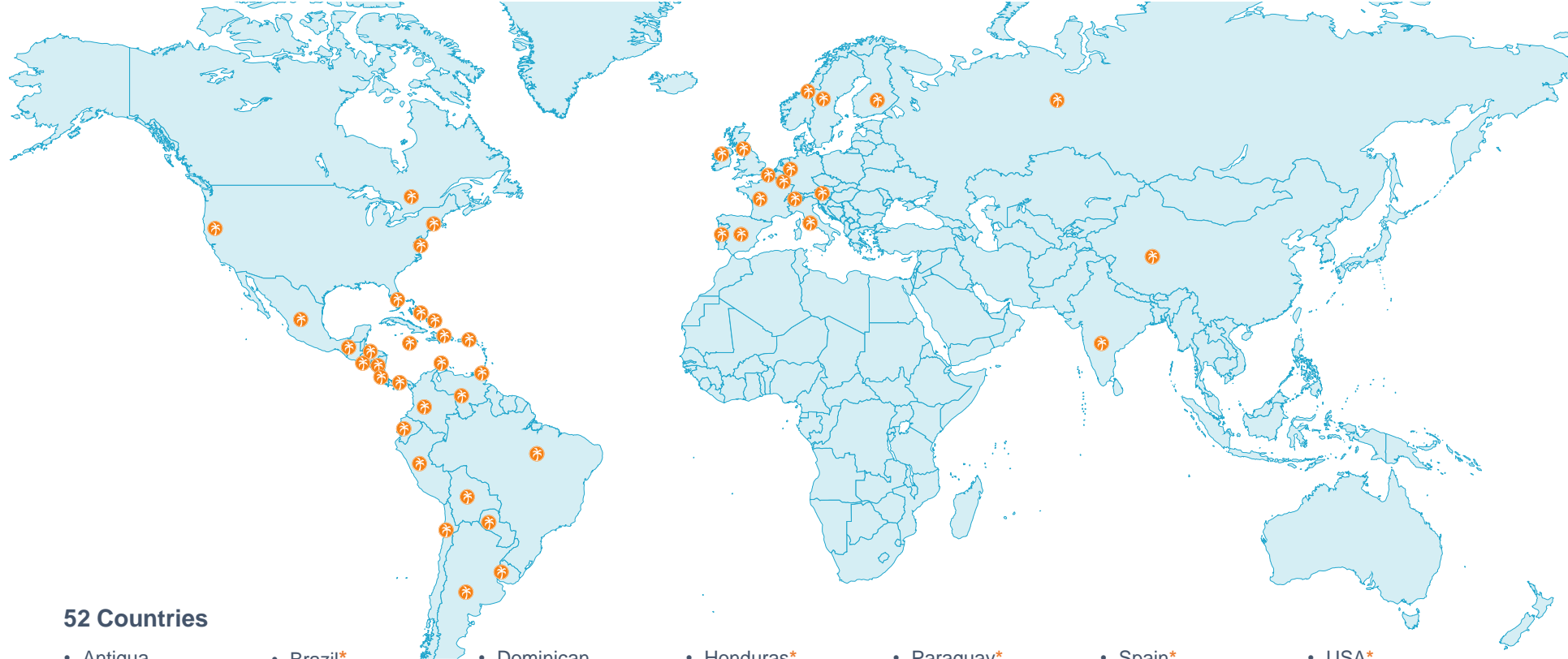
6-8 Mini Fams



Expanded and Enhanced Marketing Efforts



Leveraging GMCVB Global Offices



52 Countries

- Antigua
- Argentina*
- Aruba
- Austria
- Bahamas
- Barbados
- Belgium
- Belize
- Bolivia*
- Brazil*
- Canada*
- Chile*
- China*
- Colombia*
- Costa Rica
- Curaçao
- Denmark*
- Dominica
- Dominican Republic*
- Ecuador*
- El Salvador
- Finland*
- France*
- Germany*
- Grenada
- Guatemala*
- Honduras*
- India*
- Italy*
- Jamaica
- Luxembourg
- Mexico*
- The Netherlands
- Nicaragua
- Norway*
- Paraguay*
- Panama*
- Peru*
- Portugal*
- Puerto Rico
- Qatar
- Russia*
- Saint Lucia
- Saudi Arabia
- Spain*
- Sweden*
- Switzerland
- United Arab Emirates
- United Kingdom & Ireland*
- Uruguay*
- USA*
- ◇ New York
- ◇ San Francisco
- ◇ Washington D.C.
- Venezuela*

*PR – Additional Public Relations and Media Support

Expanding Toolbox

- New Direct Mailers
- New Video Mailer
- New Website



THE ART OF MEETING BEGINS AT THE ICONIC MIAMI BEACH CONVENTION CENTER

Home to some of the world's largest international events, the Miami Beach Convention Center has embarked on a magnificent transformation: a \$620M LEED-certified renovation and expansion project to be completed by September 2018. The project consists of a stunning new 60,000-square-foot multi-purpose ballroom, 84 breakout rooms totaling 183,000 square feet, four exhibit halls of nearly 500,000 square feet, \$7.4M of world-class art installations by internationally acclaimed artists, and six acres of green space.

Miami Beach Convention Center—Open for Business Now. Reimagined for Tomorrow.



New Welcome Banners



Expanded Media Strategy

Geography

- Primary:
 - United States
- Secondary:
 - Canada
 - Europe
 - Latin America

Vertical Markets

- Biotech
- Entertainment
- Financial Services
- Healthcare
- Insurance
- Legal
- Medical
- Meeting Planners
- Pharma
- Software
- Sports
- Technology



ENJOY SOME R&R AFTER A DAY OF R&D.

Immersed in year-round sunshine is the beautifully reimagined Miami Beach Convention Center. With 500,000 square feet of transformative and modern exhibit space, a new 60,000-square-foot grand ballroom and 84 breakout rooms with more than 180,000 square feet of meeting space. **New space. New possibilities. September 2018.**

Learn more at MiamiMeetings.com | terri@MiamiMeetings.com | 305/539-3258

 GREATER MIAMI CONVENTION & VISITORS BUREAU  MIAMIBEACH CONVENTION CENTER

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New MBCC Ads



A MODERN MEETING SPACE THAT ADAPTS TO YOUR BUSINESS.

Nearly 500,000 square feet of modern, flexible exhibit space, 84 breakout rooms and a 60,000 square foot ballroom. Unlimited possibilities await at the Miami Beach Convention Center. New space. New possibilities. Now open.

Learn more at MiamiMeetings.com
Meetings@MiamiMeetings.com | 800-933-8448 ext. 3071



THRILLING, STUNNING, TRANSFORMATIVE. THERE ARE WORDS TO DESCRIBE IT.

Find 500,000 square feet of reimagined exhibit space, a 60,000 square foot ballroom and 84 breakout rooms. The Miami Beach Convention Center is the perfect space for your business. New space. New possibilities. Coming September 2018.

Learn more at MiamiMeetings.com
Meetings@MiamiMeetings.com | 800-933-8448 ext. 3071



IDEAS THAT MOVE THE WORLD FORWARD. NEED A FORWARD THINKING SPACE.

Find 500,000 square feet of reimagined exhibit space, a 60,000 square foot ballroom and 84 breakout rooms. The Miami Beach Convention Center is the perfect space for your business. New Space. New Possibilities. Coming September 2018.

Learn more at MiamiMeetings.com
Meetings@MiamiMeetings.com | 800-933-8448 ext. 3071

New MBCC / HQ Hotel Ads



**DISRUPTION
BEGINS
WITH
A CHANGE
OF SCENERY.**

Increased in year-round sunshine is the beautifully reimaged Miami Beach Convention Center. With 550,000 square feet of reimaged and modern exhibit space, unlimited presentation space, new space, new possibilities. Coming September 2018.

Learn more at MiamiMeetings.com
Meetings@MiamiMeetings.com | 800-933-8448 ext. 3071




**MEETINGS
ARE
REIMAGINED
IN THE
HEART OF
MIAMI BEACH.**

Increased in year-round sunshine is the beautifully reimaged Miami Beach Convention Center. With 550,000 square feet of reimaged and modern exhibit space, unlimited presentation space, new space, new possibilities. Coming September 2018.

Learn more at MiamiMeetings.com
Meetings@MiamiMeetings.com | 800-933-8448 ext. 3071




**A MODERN
MEETING
SPACE
THAT ADAPTS
TO YOUR
BUSINESS.**

With 550,000 square feet of modern, flexible exhibit space, an expanded modern hall, a 40,000 square foot ballroom, unlimited presentation space, new space, new possibilities. Coming September 2018.

Learn more at MiamiMeetings.com
Meetings@MiamiMeetings.com | 800-933-8448 ext. 3071




**BLUE-SKY IDEATION
BENEATH
ACTUAL
BLUE
SKIES.**

Exhibit during the day and at night, the Miami Beach Convention Center. With 550,000 square feet of reimaged and modern exhibit space, unlimited presentation space, new space, new possibilities. Coming September 2018.

Learn more at MiamiMeetings.com
Meetings@MiamiMeetings.com | 800-933-8448 ext. 3071




**A HEADQUARTER
HOTEL IS COMING
TO THE NEW
MIAMI BEACH
CONVENTION
CENTER.**

The Greater Miami Convention & Visitors Bureau is excited to announce that the newly reimaged Miami Beach Convention Center will soon be home to a connecting 800-room headquarter hotel, making Miami the ultimate convenient meetings destination.

Learn more at MiamiMeetings.com
Meetings@MiamiMeetings.com | 800-933-8448 ext. 3071



Cutting Edge Digital Marketing

Geo-fencing Strategy

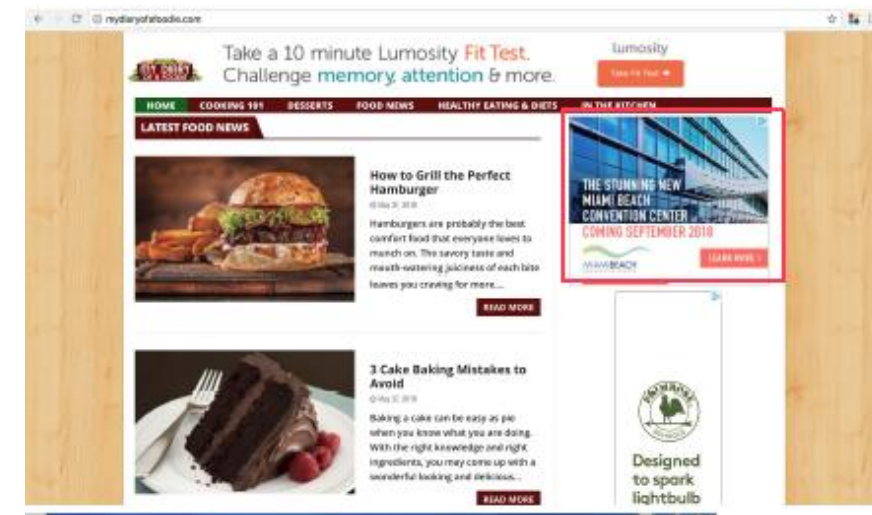
- Use geo-fenced mobile targeting at 4 key events throughout the year.
- In addition to OOH/social media/print, these geo-fenced mobile ads target meeting planners through keyword search, keyword contextual retargeting & site retargeting 30 days after the event.
- Geo-fenced ads combined with other plan elements will generate over 18 million impressions at these 4 events.

Event Coverage

- PCMA (January)
- IMEX (May)
- MPI (June)
- ASAE (August)

PCMA – January 2019

- Partner Type
 - Simpli.fi
 - Provides efficient geo-fenced mobile targeting to meeting planners through keyword search, keyword contextual & site retargeting 30 days after the event
 - Social Media
 - Leveraging promotional video showcasing new MBCC to prospects attending PCMA 2019. Retarget users who engaged with the video while at the conference with a static link post after, including a strong CTA.



Geo-fenced ad



Sample social media post

PCMA – January 2019

- Partner Type
 - PCMA TV
 - Using video for the first time, during trade show event & video newsletter. PCMA TV allows Miami to feature a long-form message to event planners, leveraging the news of the MBCC.
 - Out of Home
 - Billboards featuring Miami along the airport and conference center routes, differentiating Miami from the destination competitors
 - Print
 - Utilizing PCMA dailies and titles offering bonus distribution and editorial coverage of the PCMA event



PCMA TV



PCMA Dailies

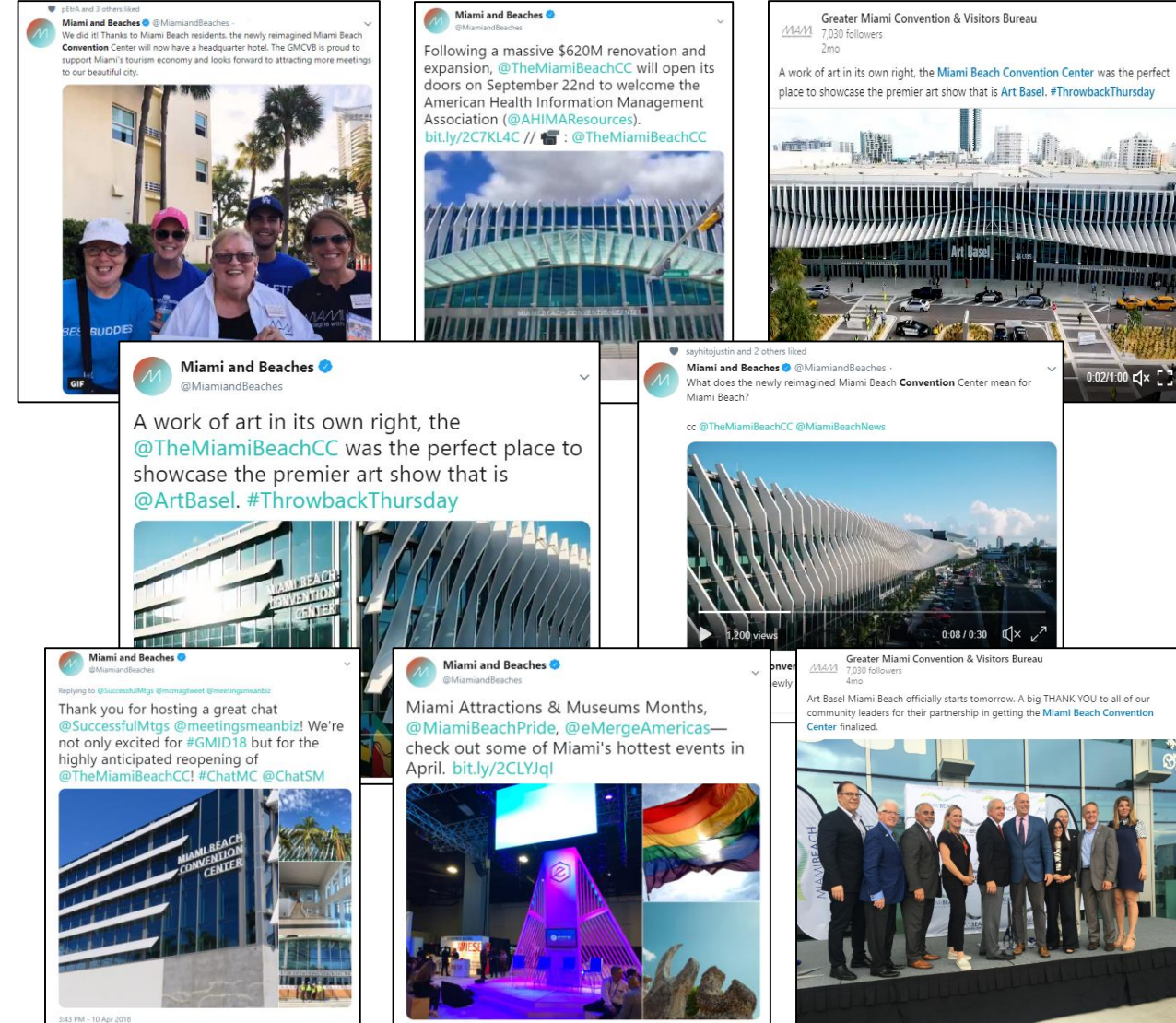
Social Media Approach

Provide educational information and resources via social to stay connected and top of mind

- Develop rich meeting Planner content on MiamiandBeaches.com, share via social to drive site traffic and engagement
- Create articles such as “Top Reasons to Host a Conference in Miami Beach” and “Tips on Running a Successful Event”

Leverage influencers to amplify messaging and further establish MBCC in the industry

- Partner with influential and socially active industry publication Biz Bash, and co-host a Twitter Chat for industry professionals
- Work with trade publications, industry bloggers to draft meeting articles and post across relevant social channels including LinkedIn and Twitter



PR / Media Targets for Meetings and MBCC Messaging



Communications Collaboration

	GMCVB	CITY OF MIAMI BEACH	SPECTRA	TERRA (HQ Hotel Only)
Local Residents / Stakeholders	NA	Construction & Renovation, Art and Lifestyle, Sustainability and Design, etc	NA	NA
Local Media	The Business of Meetings, Meetings Destination	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Sustainability & Design	Construction & Renovation, Sustainability & Design
National Media	The Business of Meetings, Meetings Destination, Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Sustainability & Design	Construction & Renovation, Sustainability & Design (specific to HQ Hotel)
International Media	The Business of Meetings, Meetings Destination, Construction & Renovation, Arts & Lifestyle, Sustainability & Design	NA	NA	NA
National Tourism Industry Media	The Business of Meetings Meetings Destination, Construction & Renovation, Arts & Lifestyle, Sustainability & Design	NA	NA	NA
National Arts/Lifestyle Media	Meetings Destination, Construction & Renovation, Arts & Lifestyle	Construction & Renovation, Arts & Lifestyle	Arts & Lifestyle	NA
Environmental Trade Media	Meetings Destination	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design
Construction & Development Media	NA	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design
Social Media on Twitter, Facebook, Instagram and LinkedIn (LOCAL)	The Business of Meetings	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design
Social Media on Twitter, Facebook, Instagram and LinkedIn (NATIONAL)	The Business of Meetings , Meetings Destination	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design

Event Recap Videos for Sales & Marketing

- For meeting planners and local stakeholders
- Showcasing diversity of destination
- Highlighting MBCC district / campus amenities
- Producing event recaps for sales / social media push



AHIMA

September 22-26, 2018



ISAPS

October 31 – November 4, 2018



ART BASEL

December 5-9, 2018

Joint MBCC Sales & Marketing Plan



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MIAMI BEACH CONVENTION CENTER & HEADQUARTER HOTEL COMMUNICATIONS MATRIX

	GMCVB	CITY OF MIAMI BEACH	SPECTRA	TERRA (HQ HOTEL ONLY)
Local Residents / Stakeholders	NA	Construction & Renovation, Art and Lifestyle, Sustainability and Design, etc	NA	NA
Local Media	The Business of Meetings, Meetings Destination	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Sustainability & Design	Construction & Renovation, Sustainability & Design
National Media	The Business of Meetings Meetings Destination, Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Sustainability & Design	Construction & Renovation, Sustainability & Design (Specific to HQ Hotel)
International Media	The Business of Meetings, Meetings Destination, Construction & Renovation, Arts & Lifestyle, Sustainability & Design	NA	NA	NA
National Tourism Industry Media	The Business of Meetings Meetings Destination, Construction & Renovation, Arts & Lifestyle, Sustainability & Design	NA	NA	NA
National Arts/ Lifestyle Media	Meetings Destination, Construction & Renovation, Arts & Lifestyle	Construction & Renovation, Arts & Lifestyle	Arts & Lifestyle	NA
Environmental Trade Media	Meetings Destination	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design
Construction & Development Media	NA	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design
Social Media on Twitter, Facebook, Instagram and LinkedIn (LOCAL)	The Business of Meetings	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design
Social Media on Twitter, Facebook, Instagram and LinkedIn (NATIONAL)	The Business of Meetings , Meetings Destination	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design	Construction & Renovation, Arts & Lifestyle, Sustainability & Design

Thank You.

Addendum

Goal Setting Background

The GMCVB and MBCC have been working jointly on this initiative since 2015.

The 2017/2018 Fiscal Year was year-three of this process. JLL completed the initial MBCC optimization and sales activity study in 2015

- Optimization is the balanced approach to utilizing the MBCC square footage based on the priorities set in the booking policy
- Set initial goals
- Create 5-year ramp up period to MBCC optimization - 28 combined Priority 1, 2 and annual events per year
- Set prospecting and sales activity needed to achieve goals
- Additional goals include revenue to the MBCC, in-hotel bookings and leisure room nights

JLL, the GMCVB, MBCC and City meet monthly to review progress

- Facilitate monthly joint sales meetings to understand current issues
- Track prospecting efforts
- Track conversion rates
- Prepare solutions to recoup lost business and increase conversion
- Track MBCC fiscal results – F&B and rental revenue from GMCVB bookings

Goal Setting Background (continued)

This effort also supports the new reimagined MBCC.

The study that was conducted in 2015 demonstrated that priorities for the MBCC needed to change.

- Business mix was less balanced
 - At the time, there were more consumer/public shows in the MBCC
 - Less accountability on the show managers to move in and out of the MBCC efficiently – used more space and dates than necessary

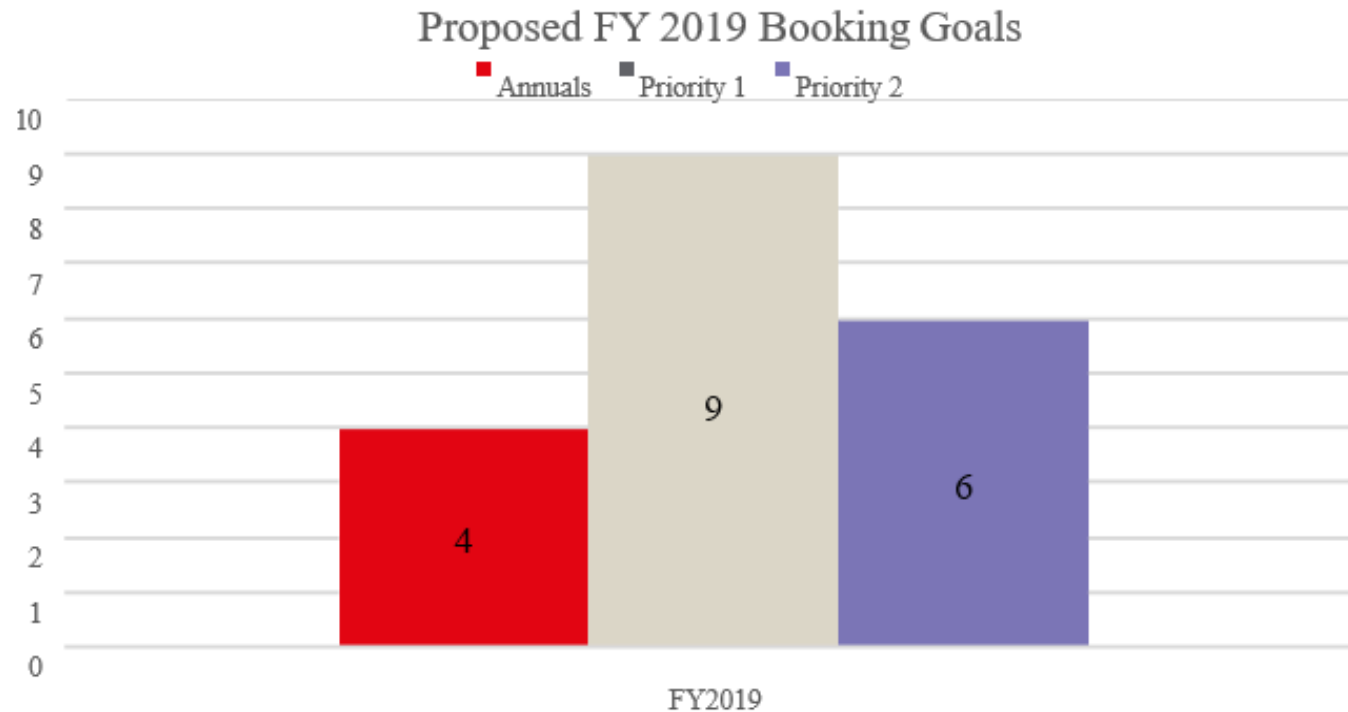
This program places higher emphasis on balancing the MBCC going forward

- Priorities include
 - Goals to optimize the building with citywides and higher room night events
 - Higher quality markets that are a better fit for Miami Beach i.e., medical, pharma, tech business, etc.
 - Minimum revenue thresholds and revenue goals for Priority 1 and Priority 2 groups
 - Emphasis on shoulder and off seasons when hotels need business
 - Proactive prospecting is enabling the sales team to convert business at a better rate

FY 2019 Goals

FY 2019 is year-4 of this plan:

- **FY2019's goal is 15 Priority 1 and Priority 2 combined events for future bookings**
 - This is a 15% increase over FY2018
 - The stakeholder committee of hoteliers have reviewed these goals

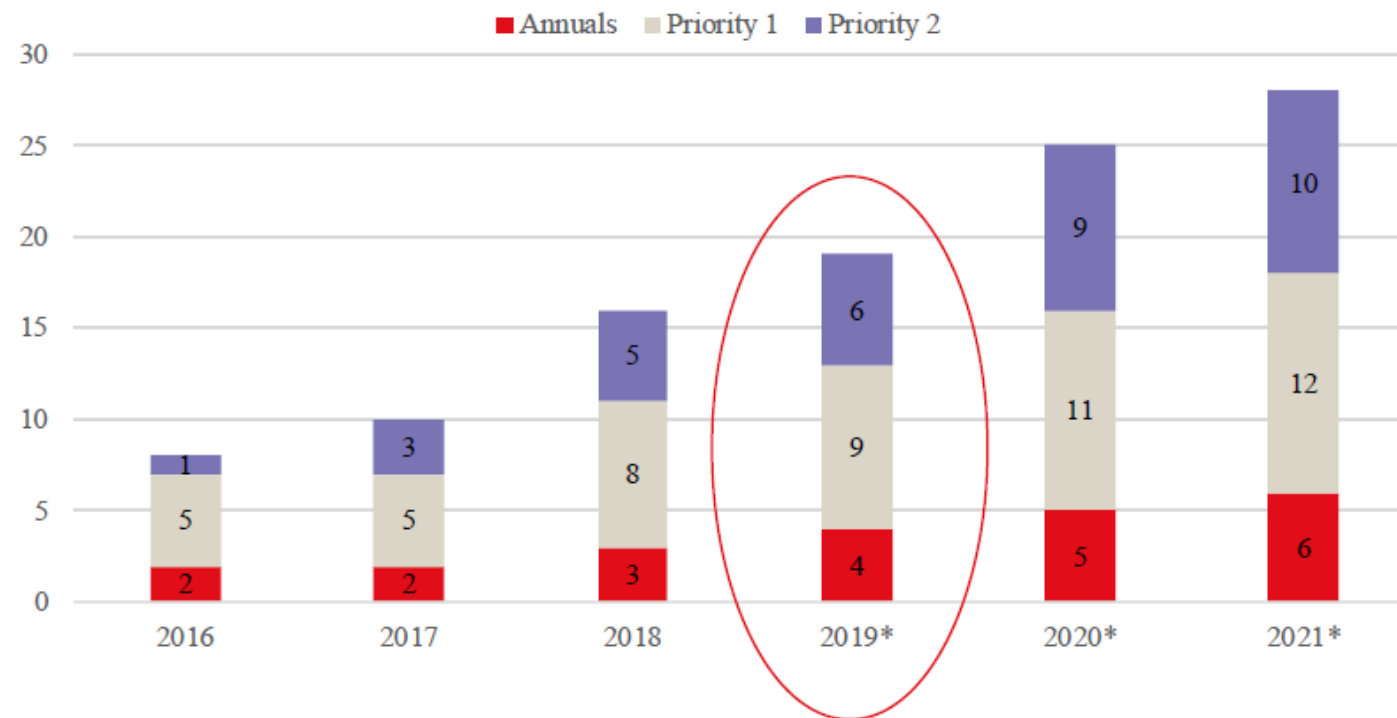


FY 2019 Goals

FY 2019 is year-4 of this plan:

- **FY2019's goal for future bookings fits within the adjusted "glide path"**
 - In order to achieve the 15 combined P1 and P2 events conversion needs to increase to 6%.

Proposed FY 2019 Booking Goals in Glide Path



*Projected

Additional GMCVB Goals

MBCC Revenue

Rent - \$1.38 million

- 15% increase over last year

F&B - \$4.2 million

- Flat over last year - P1 & P2 groups are trending smaller than anticipated

In-Hotel Business

Room nights – 145,000

- Flat over last year

Groups – 225

- Flat over last year

Marketing

Media Conversion

- New KPIs based on ADARA tool

Sales Activity Goals

In addition to actual booked events, the GMCVB has target goals for activity.

Prospect Activity

- Original level of prospects – 230
 - Current level of prospects – 1,379
- Original level of tentatives – 22
 - Current level of tentatives – 241

Conversion

- Prospect to tentative conversion at FY2018 year-end – 18%
- Tentative to definite convention at FY2018 year-end – 6%
- Goal conversion for FY2019 – 9%
- 9% conversion will achieve the combined Priority 1 and Priority 2 goals

Key Considerations

- Headquarter hotel announcement and development milestones is positively impacting the goals process
 - Announcement of hotel flag
 - Opening of sales office
 - Ground breaking
- Hotel room blocks must be reliable with reasonable rates and food and beverage minimums
- Opening conventions must be successful
- Joint Marketing Plan is rolled out and fully funded
- Transportation solution supported financially
- Implementation of MBCC service standards initiatives are successful
- Smoother contracting process is in place
- No "acts of god" that would negatively impact Miami Beach's perception or accessibility