



MIAMI BEACH CONVENTION CENTER

2019/2020

SALES & MARKETING PLAN



THE ART OF MEETINGS BEGINS
AT THE ICONIC MIAMI BEACH CONVENTION CENTER,
WHERE BUSINESS AND CREATIVE COLLABORATION
GET A SPARK OF TROPICAL INSPIRATION.

THE MIAMI BEACH CONVENTION CENTER (MBCC)

sits on a slice of paradise, a first-class convention center surrounded by world-class hotels, delectable fine dining and spectacular beaches. Located in the heart of Miami Beach's City Center Campus, the MBCC offers easy access to inspiring cultural venues (such as the New World Symphony, the Fillmore Miami Beach at the Jackie Gleason Theater and the Bass Museum), vibrant green spaces (including Miami Beach Botanical Gardens, Pride Park, and Collins Canal Park) and shopping on world-famous Lincoln Road Mall. This eclectic mix of stimulating culture, public art, tourism, entertainment, fine-dining, nightlife, shopping experiences and historic architecture come together to make Greater Miami and the Beaches one of the most sought out convention, meeting and event destinations in the world.

The MBCC plays host to a wide variety of conventions, trade shows, consumer shows, meetings, gala events and banquets. With the support of the hospitality industry, the City of Miami Beach invested \$620 million to renovate and expand the MBCC, which now features nearly 500,000 square feet of exhibit space, a new 60,000-square-foot grand ballroom, 84 breakout rooms, a 20,000-square-foot specialty space and 9 acres of public green space.

The MBCC is managed by Spectra Venue Management, with food service provided by Centerplate. The Greater Miami Convention & Visitors Bureau (GMCVB) is the official sales agent for top-priority citywide convention business that books hotels, while Spectra and Centerplate manage the sales of non citywide events.

Together with the City of Miami Beach, the GMCVB, Spectra and Centerplate are collaborating on sales and marketing efforts to provide clients and guests with exceptional customer service, retain and expand current business, and attract new prospects.

This Sales and Marketing Plan describes the cooperative, joint goals, strategies and tactical efforts to optimize the return on this investment and further establish Miami Beach as a premier meetings and convention destination among the target audiences.

As the official sales and marketing organization for Greater Miami and the Beaches, the GMCVB will proactively work in close partnership with the City of Miami Beach, Spectra and the hospitality industry to ensure the commercial success of the Miami Beach Convention Center.



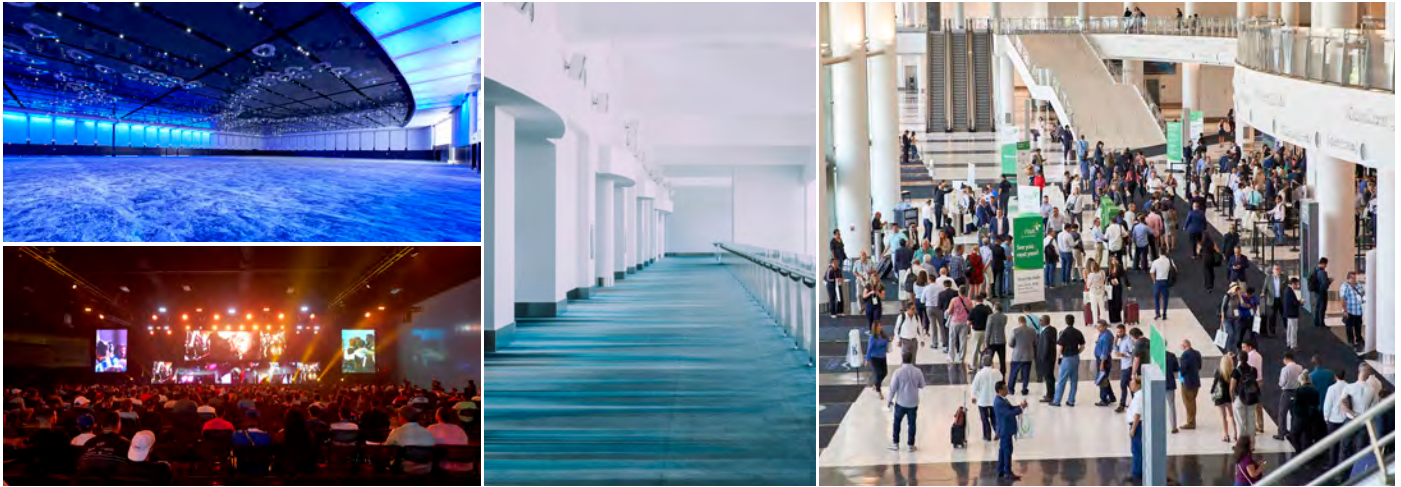


TABLE OF CONTENTS

- 6** MBCC by the Numbers
- 7** Milestones
- 8** Target Audience
- 10** Recent Bookings
- 11** Sales, Marketing Goals & Objectives
- 12** GMCVB's Citywide Convention Target Market Segment
- 13** Points of Differentiation/Main Messages
- 16** MBCC & Headquarter Hotel Communications Matrix

CITYWIDE CONVENTIONS (P1 + P2) SALES & MARKETING

- 18** Meetings & Convention Sales & Services
- 24** Meetings & Convention Sales & Services: Program of Work
- 26** Sales: Globalizing Our Efforts
- 27** GMCVB's Advertising & Marketing Activities
- 29** Leveraging the GMCVB's Targeted Departments

NON-CITYWIDE EVENTS (P3) SALES & MARKETING

- 38** Spectra Strategic Marketing Plan for MBCC FY 2019 - 2020
- 44** Strategic Goals & Objectives
- 47** Spectra Sales Conference Schedule 2019 - 2020
- 48** Marketing Mix: Spectra Advertising Investments
- 49** Metrics & Key Performance Indicators
- 50** Spectra Matrix

ADDENDUM

- 52** MBCC Booking Policy and Prioritization of Convention Business

MBCC BY THE NUMBERS

- Up to 84 Meeting Rooms (sizes vary depending on configuration).
- New total square footage of 1.4 million sq. ft., up from 1.2 million before the 2015 renovation (130,064 m²).
- 3.1 acres of public green space (11,357 m²) named Collins Canal Park to the north.
- 5.8 acres of unnamed public green space to the west (23,472 m²).
- The enclosed North Loading Dock is 108,543 sq. ft. and offers 19 dock spaces.
- South Loading Dock is 31,020 sq. ft. and 13 dock spaces.
- Almost 800 rooftop parking spaces to replace spots in the preferred lot to the west.
- Multi-million dollar, newly-constructed 10,000 sq. ft. full-size production kitchen (exclusively managed by Centerplate), complete with a pastry shop, to produce restaurant quality meals for 1 to 10,000 guests.
- \$7.1 million dollars' worth of art curated by the City of Miami Beach Art in Public Places program featuring internationally renowned artists.
- Approximately 1,610 miles of fiber optic cabling and 480 miles of copper wiring to support all IT communications and redundancy in data transfer. The diameter of the moon is 2,159 sq. ft.; that's enough wiring to slice the moon in half!
- Free Wi-fi provided by Smart City in all common areas and meeting rooms.

EXHIBITION SPACE	TOTAL AREA	CEILING HEIGHT	AIRWALL & TRACK HEIGHT
Hall A	127,559 sq. ft. (11,850 m ²)	34' (10.36 m)	30' (9.14 m)
Hall B	119,430 sq. ft. (11,095 m ²)	34' (10.36 m)	30' (9.14 m)
Hall C	119,433 sq. ft. (11,096 m ²)	34' (10.36 m)	30' (9.14 m)
Hall D	125,229 sq. ft. (11,634 m ²)	34' (10.36 m)	30' (9.14 m)
Total sq. ft. of 4 Exhibition Halls: 491,654 sq. ft. (45,676 m ²) of configurable and contiguous space.			
Grand Lobby (on the west side of the building)	98,495 sq. ft. (9,150 m ²)	—	—
Grand Ballroom	60,979 sq. ft. (5,665 m ²)	28' (8.53 m)	28' (8.53 m)
Grand Ballroom Pre-Function Space	17,950 sq. ft. (1,668 m ²)	26.95' (8.21 m)	—
Ocean Drive Room	15,858 sq. ft. (1,473 m ²)	24' (7.32 m)	24' (7.32 m)
Lincoln Road Room	16,020 sq. ft. (1,488 m ²)	24' (7.32 m)	24' (7.32 m)
Sunset Vista Room	19,714 sq. ft. (1,831 m ²)	27' (8.23 m)	27' (8.23 m)
Art Deco Room	12,266 sq. ft. (1,140 m ²)	24' (7.32 m)	24' (7.32 m)

MILESTONES

- **1958:** Completed MB Convention Hall for \$4 million
- **1964:** Muhammed Ali wins first heavyweight championship in Hall C, defeating Sonny Liston
- **1968:** Republican National Convention (RNC)
- **1971:** First Auto Show
- **1972:** RNC and Democratic National Convention (DNC) take place. It was the last time both party conventions took place in the same city
- **1974:** \$15.7 million expansion
- **1988 - 89:** \$54 million expansion
- **2002:** First Art Basel
- **2015:** Groundbreaking on latest MBCC renovation
- **2018:** \$620 million renovation; first citywide destination event following the renovation was AHIMA in September, first consumer event was the 48th Annual Miami International Auto Show in October
- **2019:** First e-sports event, Call of Duty World League (July)





TARGET AUDIENCE

The most important segments in the audience are meeting planners and decision makers for large corporations and professional/trade associations. In general, when selecting a destination for a convention, trade show or large corporate meeting, the audience is concerned with:

- Location: The attractiveness of the destination and factors such as ease of access, weather, quality of dining and entertainment in the area.
- Quality and ample availability of suitable accommodations/hotel packages.
- Facility: Amount and quality of meeting and exhibit space, layout, flexibility, available dates, ancillary services (food & beverage, technical, connectivity).
- Budget considerations: value for money.
- Services provided and the service attitude of the Convention Center sales team.

These factors determine the positioning and the main messages that the MBCC will use to engage the different segments of the target audience. A summary of the main talking points available to the Sales and Marketing team is offered on page 11.

Given the characteristics of the MBCC and Miami Beach as a convention and meetings destination, priorities have been set based on the amount of exhibit space as well as nights and hotel rooms to be booked, to clearly delineate segments within the audience that are managed by the different partners. The GMCVB is the official sales agent for top-priority citywide convention business (P1 and P2). Spectra will manage corporate meetings and trade shows

that do not require hotel room blocks as well as consumer shows in the P3 category, while Centerplate will manage large social catering events that will take place in the MBCC. However, the GMCVB will provide brand support and content/creative material, will be the advertising lead and will provide Meetings and Convention Services for almost all efforts, as detailed in the following chart:

TARGET BUSINESS	CITYWIDE 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, CA Technologies, VEAM Software, Intl. Bar Association	Intl. Air Cargo Association, Institute of Internal Auditors, Seatrade	Franchise Expo, Cabana, WOBI	Auto Show, Florida SuperCon, FIBO	Baptist Hospital, Miami City Ballet Gala, Large Scale Weddings
Primary Sales Team/Strategy Development	GMCVB	GMCVB	Spectra ²	Spectra	Spectra/Centerplate
Brand Support/Creative Material	GMCVB	GMCVB	Spectra/GMCVB	Spectra/GMCVB	Spectra/Centerplate/GMCVB
Advertising Lead	GMCVB	GMCVB	GMCVB/Spectra	GMCVB/Spectra	Spectra/Centerplate
Social Media Lead	Spectra/GMCVB	Spectra/GMCVB	Spectra/GMCVB	Spectra	Spectra
Meeting/Convention Services	GMCVB	GMCVB	GMCVB/Spectra	Spectra	Centerplate
Media Relations	GMCVB	GMCVB	GMCVB/Spectra	City of Miami Beach/Show Management	Spectra/Centerplate
Sponsorship	Spectra	Spectra	Spectra	Spectra	Spectra
Strategy	Destination Driven	Destination Driven	Destination & MBCC Driven	MBCC Driven	MBCC Driven

¹ Some Corporate/Trade Shows do not use the MBCC.

² GMCVB manages rooms; Spectra manages dates.

- GMCVB supports all activities with hotel rooms
- Spectra supports all activities with MBCC availability and contracting procedures
- GMCVB & Spectra collaborate ongoing on marketing initiatives

RECENT BOOKINGS

P1

GROUP NAME	MEETING NAME	TOTAL ROOM NIGHTS	MTG MONTH-MTG YEAR
American Society for Aesthetic Plastic Surgery	Annual	8,580	April-2023
National Automated Clearing House Association - The Electronics Payments Association (NACHA)	Annual	5,007	May-2024
Inda Association Of The Nonwoven Fabrics Industry	Annual	9,516	March-2022
Cardiovascular Research Foundation TCT 2020	Annual	27,310	Sept-2020
Cisco Systems	Annual Partner Summit	12,780	Nov-2023
Ingram Micro	2020 Cloud Summit	4,400	May-2020

P2

GROUP NAME	MEETING NAME	TOTAL ROOM NIGHTS	MTG MONTH-MTG YEAR
Zendesk	Relate Users Conference	1,970	March-2020
UBM Exhibition	Tissue World Americas	2,850	March-2020
Wireless Infrastructure Assn.	2020 Connectivity Expo	2,281	May-2020
Bronner Bros	Annual Summit	1,100	Aug-2022
North Star Travel Media	Cruise World 2020	1,473	Oct-2020
Realcomm Conference Group	2020 Real Estate Tech Conference	3,220	June-2020
Informa Markets	Miami Cosmetic Surgery 2020	2,147	Feb-2020
North Star Travel Media	Cruise World 2021	1,555	Oct-2021

P3

GROUP NAME	MEETING NAME	MTG MONTH-MTG YEAR
Reed Exhibitions	Jeweler's International Showcase (Annual)	April-2019 April-2020
Baptist Health Foundation	Grand Gala	March-2019
Cabana Show LLC	Cabana Show	July-2019
Major League Gaming Corp.	Call of Duty Playoff	July-2019
Reed Exhibitions	FIBO USA	Oct-2019
Medical Affairs Professional Society (MAPS)	MAPS 2020 Annual Meeting	March-2020
PB Expo	PB Expo 2020	March-2020
World Business Forum	WOBI	June-2020
Marathon Productions, Inc.	America's Got Talent Season 15 Castings	Dec-2019
Miami City Ballet	Miami City Ballet	March-2020
eMergeAmericas, LLC	eMerge America's Technology Conference	March-2020
Industrial Exchange	Index 2020	April-2020

MIAMI BEACH CONVENTION CENTER

2019/2020 SALES, MARKETING GOALS & OBJECTIVES

With the investment that the City of Miami Beach has made to renovate and modernize the Miami Beach Convention Center, with the support of the hospitality industry, Miami-Dade County and others, it is critical to develop new and innovative sales and marketing efforts to maximize this investment and further establish Miami Beach as a premier meetings and convention destination.

As the official sales and marketing organization for the City, the GMCVB works closely with Spectra and Centerplate to retain and expand current business and attract new customers.

The MBCC is a national and international convention, trade show, and multipurpose facility owned by the City of Miami Beach. One of Spectra's primary objectives at the MBCC is to secure, promote and facilitate events and activities within a 18-month window that have a significant impact in terms of Convention Development Tax generated. The GMCVB is charged with booking the MBCC 24 months and out with first priority business, which means it blocks at least 1,500 rooms on peak nights; and second priority business, which means the convention will utilize 1,500 to 3,999 room nights in total.

The GMCVB team will focus on marketing and selling the building to high-priority clients, including conventions within the medical and technology industries. Through close partnerships with Messe Schweiz and REED Exhibitions, Spectra and the GMCVB will attract more national and international citywide events that bring significant economic impact to Miami and Miami Beach comparable to JIS, FIME and Art Basel Miami Beach. The GMCVB will handle the hotel room component on these potential leads.

Marketing efforts at the Miami Beach Convention Center will be enhanced by the National Marketing Plan, while sales efforts will be enhanced by the Global Prospecting System (GPS) Database; two programs offered by Spectra Venue Management. The National Marketing Plan provides Spectra venues with discounted advertisement placements in key industry publications and free trade show registration for IMEX Americas, IAEE Expo! Expo!, ASAE Springtime and more. The GPS Database houses 20,000+ contacts that have held or are interested in holding events at Spectra-managed venues. The close network of Spectra marketers and sales managers across the globe share revenue generating ideas and strategies to keep venues growing continuously with fresh strategies.

The history and expected growth of these booking for the MBCC is reflected in the following graph:



MIAMI BEACH CONVENTION CENTER

GMCVB'S CITYWIDE CONVENTION TARGET MARKET SEGMENT

COMPETITIVE OVERVIEW

When looking at the Southeast for convention center space, these cities are in our competitive set:

FORT LAUDERDALE/BROWARD

With close proximity to airport and currently undergoing renovations, the expanded Ft. Lauderdale Convention Center will feature over 1,200,000 sf, including a 350,000 sf contiguous exhibition hall, a new 65,000 sf waterfront ballroom. It will also include the latest in new technology, new dining concepts, enhanced water taxi access, and an iconic waterfront plaza with public access. This expansion project will add an additional 525,000+ square feet of meeting space and an upscale 800-room headquarters hotel.

NEW ORLEANS

1.1 million square feet of contiguous exhibit space and 96,700-square-foot ballroom. 2,513 headquarter hotel rooms and more than 9,000 rooms within half a mile of the Center. A proposed \$700 million Convention Center District Development Project includes substantial retail, entertainment, residential and lodging components.

ORLANDO

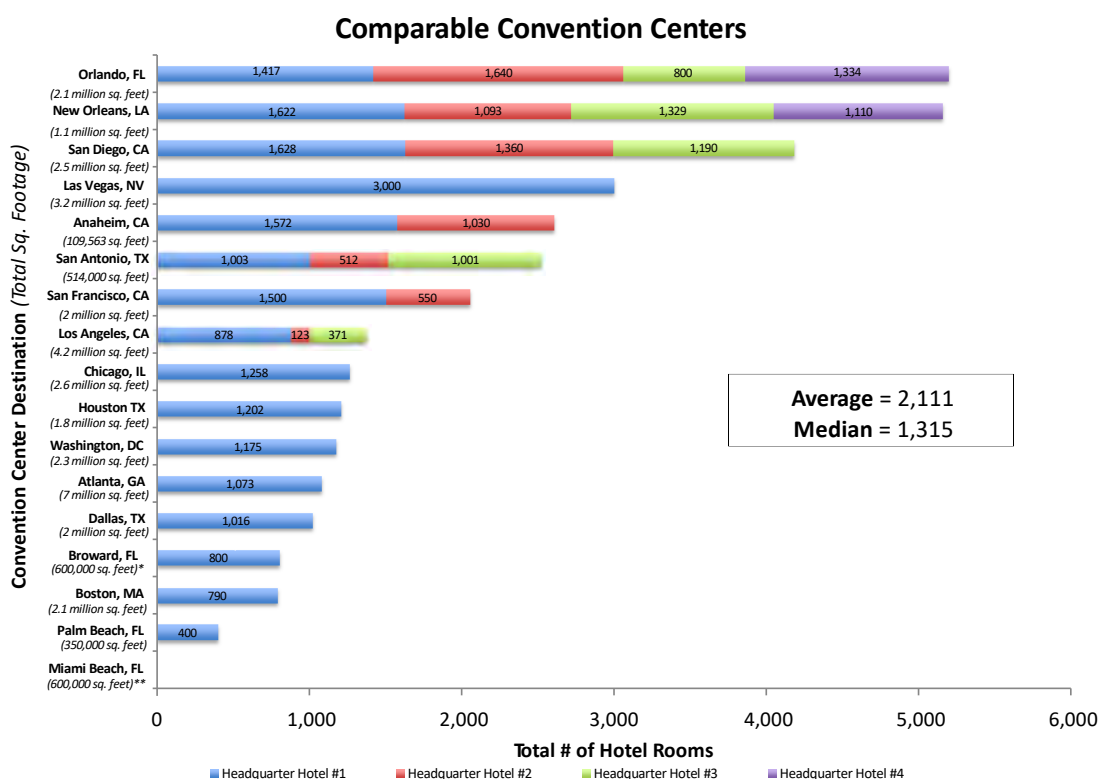
2,053,000-square-foot facility – second largest in the country, after Las Vegas – with a 62,200-square-foot ballroom. More than 5,000 rooms at headquarter hotels and 10,000 hotel rooms within ½ mile of Center. Five-year, \$187 million capital improvement plan was completed in 2018.

TAMPA

600,000-square-foot waterfront convention center in downtown Tampa with 36,000-square-foot ballroom. Currently undergoing \$14.6 million in improvements. In advance of 2012 RNC, more than \$40 million in new fiber-optic cable, cellphone systems and Wi-Fi technology were installed.

WEST PALM BEACH

350,000-square-foot facility. New 400-room convention center hotel opened in 2017 allowing Center to better compete with second-tier cities for multi-day meetings that require housing entire group and exhibit space under one roof. Focus is on education, engineering, fashion and medical research groups.

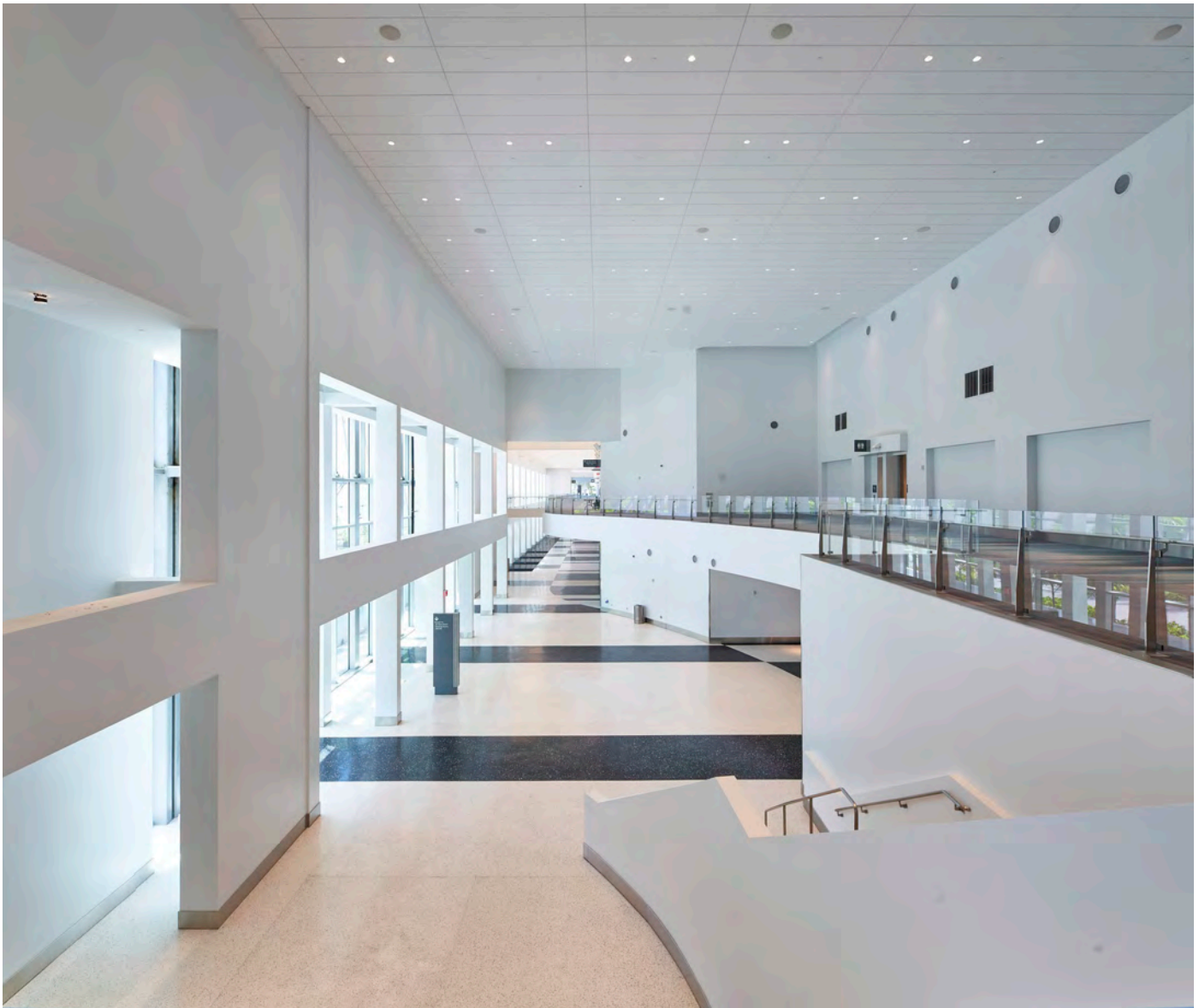


*Broward County Convention Center plans to expand with Headquarter Hotel in 2020.

**MBCC's existing square footage increased to 1.1 million square feet after renovations in 2018.

Note: Average and Median figures do not include MBCC.

Source: CVB and industry publications, 2016



POINTS OF DIFFERENTIATION/MAIN MESSAGES

With world-famous weather and beaches, Miami and the Beaches offers endless possibilities for entertainment and exploration. Conveniently located, with easy access through two major international airports and surrounded by the amazing Convention Center District, which includes unique and stunning offsite venues and some of the finest dining, shopping and cultural options in the world, the MBCC is a truly unique offering.

The MBCC is a state-of-the-art facility. It has hosted many of the world's major sporting and art events, conventions and trade fairs. Following the \$620 million renovation, the MBCC now has all the quality meeting and exhibit space, flexible layout, available dates and ancillary services (food & beverage, technology, connectivity) that a meeting planner could desire for a great experience.

With its central location in Miami Beach, conventions and trade shows at the MBCC can count on more than 57,000 quality hotel rooms available in Miami-Dade County.

There is even more to this magically unique combination: the MBCC people, with a real service attitude, are fully committed to work with meeting planners to make every event, be it a convention, tradeshow or corporate meeting, a truly satisfying experience, again and again!

SHARED TALKING POINTS

- The MBCC completed renovation of a \$620-million transformation.
- As of October 2018, the Miami Beach Convention Center has debuted the majority of its extensive renovation, including all four convention center halls, expanded meeting space and an impressive new design and façade.
- With the meeting space renovated, the MBCC has started hosting its first citywide conventions. In October 2018, Miami and the Beaches welcomed its first citywide convention since the MBCC began its multi-phase renovation project: The American Health Information Management Association (AHIMA).
- The \$620-million renovated and expanded MBCC has a total of 1.4 million square feet of event space, including a new 60,000-square-foot grand ballroom, 500,000 square feet of exhibit space, 84 breakout rooms, and 9 acres of public green space.
- The building has grown by 300,000 square feet and has added 369,000 square feet of rooftop parking space.
- The MBCC welcomes more than 600,000 visitors annually.

CATEGORY: THE BUSINESS OF MEETINGS

- The MBCC is the anchor of Greater Miami's meetings and conventions industry, which generates an economic impact of nearly \$2 billion for the destination.
- Travel and Tourism is Greater Miami and the Beaches' top industry, generating jobs and fueling economic growth in the destination.

CATEGORY: MEETINGS DESTINATION

- Boasting a centrally located, state-of-the-art international airport, temperatures that average 76°F (24°C) year round, and more than 57,000 hotel rooms – from chic boutiques to luxury beach and golf resorts – the convention center will continue Miami's evolution as a meetings destination for all seasons.
- Convention Center Park, a 6-acre public park, the Miami Beach Botanical Garden, a 2.6-acre urban oasis, serve as incremental outdoor meeting and event space, and Collins Canal Park, 3 acres.
- The Fillmore Miami Beach at The Jackie Gleason Theater is an Art Deco building and venue for live music and entertainment.
- New World Symphony is a Frank Gehry-designed concert hall and home to The New World Symphony, with a capacity of 756 seats. The adjacent Soundscape Park allows people to experience select performances taking place inside the building on a Wallcast while enjoying the glorious Miami Beach weather.
- The Carl Fisher Clubhouse is undergoing a \$2.5 million restoration. This historical landmark offers nearly 5,000 square feet of independent event space.
- Downtown Miami is four miles away, Miami International Airport is 12 miles and PortMiami is only 6.5 miles away from the new MBCC.
- From convention hotels to small boutique properties, hotel inventory in Miami and the Beaches is diverse and centrally located to the new convention center.
- Lincoln Road, within walking distance of the MBCC, offers shopping, dining and unique galleries.
- The Bass, less than a mile from the MBCC district, features contemporary art exhibitions, concerts and lectures.
- The beach is only two blocks from the MBCC.
- Miami Beach Golf Club, one mile from the MBCC, is an 18-hole public golf course with 6,813 yards of golf.

CATEGORY: CONSTRUCTION & RENOVATION

- The MBCC is one of the more technologically advanced convention centers in the country.
 - > To support all IT communications and redundancy in data transfer, the Center has 1,610 miles of fiber optic cabling and 480 miles of copper wiring.
 - > Free wifi in common areas and meeting rooms provided by Smart City.

CATEGORY: ARTS & LIFESTYLE

- In a record-breaking commitment to the arts, the destination has invested approximately \$7 million in public art throughout the convention center site, one of the largest public art commissions in the nation.
 - > The six distinguished contemporary artists contributing to the convention center's public art commission were carefully selected by the Miami Beach Art in Public Places Committee from more than 520 artists from around the world.
 - > Each artist created a monumental, site-specific installation relating to Miami Beach. The projects are situated throughout the convention center interiors and public parks.

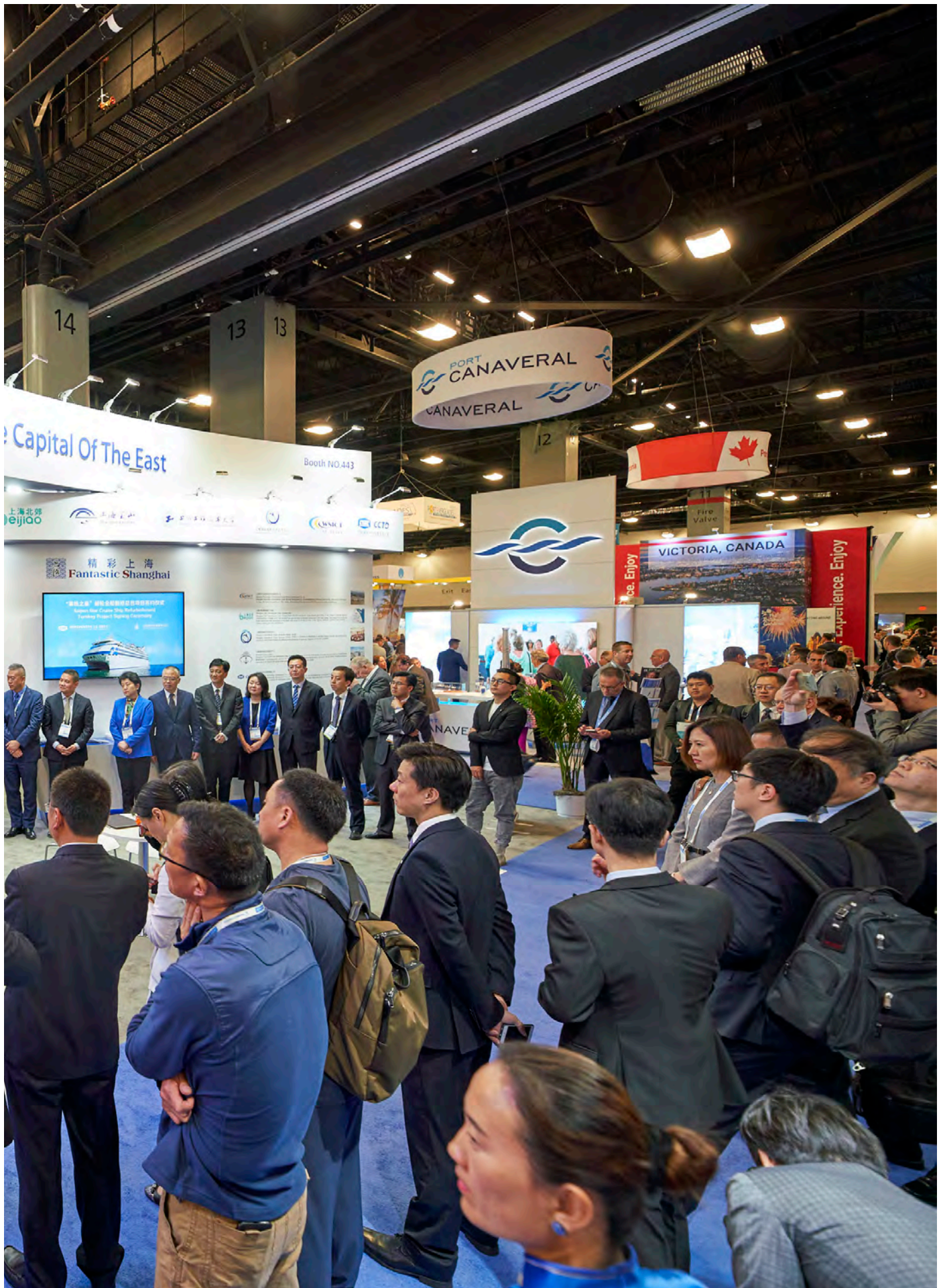
CATEGORY: SUSTAINABILITY & DESIGN

- The MBCC features state-of-the-art sustainable design by nationally recognized Fentress Architects and Arquitectonica, with landscape architecture by West 8.
 - > The development of the MBCC represents the destination's engineering commitment to combatting and understanding the impact of climate change and sea level rise. The MBCC is on track to receive LEED Silver certification.
 - > Some of the building's most striking design elements are the dramatic fin-like structures that line the side of and entrance to the building. These fins offer shade to smartly reduce heat load indoors. This fin design plus lighting modifications will result in a 20 percent reduction in energy use at the Miami Beach Convention Center.
 - > Six acres of trees and landscaping will aid in cooling the area and improving air quality (and will replace more than six acres of asphalt!). More than 200 trees at the site are being saved and replanted, in addition to 300+ new trees.
 - > More than 20 percent of the materials used in the renovation have been locally sourced from within Miami and Florida.
 - > The site sorts more than 95 percent of construction waste for recycling. The MBCC will also continue to collect and donate leftover paper and writing utensils to local Miami schools.
 - > All critical systems in the MBCC are located on the second floor of the building, which is higher than standard second floors due to the raised-base elevation of the entire convention center site. Water management is critical to the site's design – from pump stations to manage storm water to low-flow, high-efficiency units to reduce the amount of wastewater generated.



MBCC & HEADQUARTER HOTEL COMMUNICATIONS MATRIX

	GMCVB	CITY OF MIAMI BEACH	SPECTRA	TERRA (HQ HOTEL ONLY)
Local Residents/ Stakeholders	n/a	Construction & Renovation, Art and Lifestyle, Sustainability and Design, etc.	n/a	n/a
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	n/a	n/a	n/a
International Media	The Business of Meetings, Meetings Destination, Construction & Renovation, Arts & Lifestyle, Sustainability & Design	n/a	n/a	n/a
National Tourism Industry Media	The Business of Meetings, Meetings Destination, Construction & Renovation, Arts & Lifestyle, Sustainability & Design	n/a	n/a	n/a
National Arts/ Lifestyle Media	Meetings Destination, Construction & Renovation, Arts & Lifestyle	Construction & Renovation, Arts & Lifestyle	Arts & Lifestyle	n/a
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	n/a	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



CITYWIDE CONVENTIONS (P1 + P2) SALES & MARKETING

MEETINGS & CONVENTION SALES & SERVICES

The Meetings & Convention Sales Department promotes Greater Miami and the Beaches as the ideal destination for meetings and conventions by creating relationships with meeting planners and association executives to generate leads, bookings and room nights, and therefore a positive economic impact for our community.



The department will continue to brand Greater Miami and the Beaches as a destination that offers value and great return on investment with increased attendance, both domestic and international, strong satisfaction ratio and overall successful meetings.

This section outlines the global sales efforts the Meetings & Convention Sales & Services team undertakes on a year-round basis to promote Greater Miami and the Beaches as the ultimate choice for meetings and conventions.

GOAL

Maintain long-term bookings of conventions and trade shows at the Miami Beach Convention Center and increase hotel meetings in 2019/20 and beyond.

STRATEGY 1

Generate Miami Beach Convention Center leads by targeting cities in select geographic areas and businesses in key vertical markets. Trade show companies, associations, third parties and corporations are prime sources of new prospects. The medical, healthcare, financial and technology fields continue to be of interest to our hotels. We will continue to target meetings, conventions and trade show businesses that will use at least 1,500 contracted rooms on peak nights. We will continue to data mine the industry to generate new prospects for “Priority One” and “Priority Two” businesses in the vertical markets by making solicitation calls and reviewing other center calendars, etc. We will target the May–October time frames on which hotels wish us to focus.

TACTICS

- Generate communications via telemarketing contacts and email. Spectra at MBCC and GMCVB sales managers continue to meet monthly and work closely together to identify potential business.
- GMCVB, Spectra and the City of Miami Beach will collaborate closely to forge partnerships with potential trade show producers of international groups.
Market Segments: Trade shows.
- Continue to promote the MBCC and City of Miami Beach hotels at all shows.
- Continue to solicit international business through new shows and regional offices.
- The GMCVB and Spectra Management will conduct seven joint sales blitzes to Washington, DC, Chicago and the New York area. **Market Segments:** Medical, Technology, Healthcare.
- Organize and host MBCC site visits for key decision-makers, prospective new clients, boards of directors, site committees, trade show management committees and executive boards. **Market Segments:** Tech, Medical, Healthcare.
- Attend and participate in 32 global industry trade shows, conventions and sales forums. (See the 2019/20 Meetings & Convention Sales & Services Program of Work at a Glance on page 52 for details). **Market Segments:** All target markets.



STRATEGY 2

Continue to generate excitement about new city developments by representing the destination at major trade shows and meetings, and by continuing the aggressive convention destination familiarization review program, sponsorships at industry functions, conducting small dinner destination events, and taking showcase events on the road to tell Miami Beach’s story.



TACTICS

- Host exciting destination reviews corresponding with special events and mini-familiarization tours for prospective buyers to showcase the Miami Beach Convention Center, hotels and surrounding area. Participate in events at New World Symphony, Marlins Park or Miami HEAT at the American Airlines Arena that generate excitement for our potential clients. **Market Segments:** Medical, Finance, Sports, Tech.
- Schedule five familiarization trips, which will be supplemented with more than 200 site inspections for users of both the Miami Beach Convention Center and in-house hotel meetings. **Market Segments:** Medical, Finance, Sports, Tech.
- Produce showcase events in key target cities and on certain shows partnering with hotels and MBCC Spectra Management.
- Target major cities to host events and conduct similar efforts in secondary markets. These will consist of sales calls, lunches and dinners with key customers.
 - > Minneapolis, MN // **Market Segments:** Corporate, Incentive, Pharma
 - > St. Louis, MO // **Market Segments:** Corporate, Incentive, Pharma
 - > Houston, TX // **Market Segments:** Tech, Corporate
 - > Dallas, TX // **Market Segments:** Tech, Medical Devices
 - > San Antonio, TX // **Market Segments:** Tech, Medical Devices
 - > Hartford, CT // **Market Segments:** Finance, Corporate, Insurance
 - > Boston, MA // **Market Segments:** Finance, Corporate
 - > Organize and implement 13 sales blitzes throughout the year. (See the 2019/20 Meetings & Convention Sales & Services Program of Work at a Glance on page 52 for details).
 - > Sponsor events at key industry meetings held locally. These events offer the opportunity to interact with potential clients and promote Greater Miami as a meetings destination.

STRATEGY 3

Continue to target major multi-management and trade show companies, which represent a significant number of organizations that can generate new business for the Convention Center and individual hotel properties.

TACTICS

- Solicit multi-management and trade show companies to host executive management retreat meetings in Greater Miami and invite them to participate in familiarization trips. **Market Segments:** Medical, Trade shows.
- Convention Sales will attend all multi-management company annual trade shows, which include Helms Briscoe, Conference Direct, American Express, Smith Bucklin, International Association of Association Management Companies (IAAMC), Kellen Company and Conference Direct. **Market Segments:** Medical, Healthcare, Finance.
- Sponsor events at IAAMC, which targets all management companies.

STRATEGY 4

Maintain and strengthen relationships with annual trade show clients and marquee event organizers that have made the Miami Beach Convention Center their home.

TACTICS

- Continue to work closely with the MBCC managers and Spectra to promote and expand relationships with annual users from a Convention Services aspect, as well as assist them in expanding and adjusting their room blocks.
- Maintain relationships for endorsements, testimonials and promotional opportunities. Drive attendance through newsletters, email blasts, traditional advertising and digital efforts.
- Ensure strong customer satisfaction scores by nurturing relationships with repeat customers.

GOAL

Generate incremental new business through the Washington, DC office.

STRATEGY 1

The Washington, DC sales office will generate new leads and secure definitive room nights for house accounts.

TACTICS

- Conduct in-person sales calls and presentations with a goal of at least three appointments per week.
Market Segments: All target markets.
- Plan and organize city familiarization trips including arranging participation for individual site inspections.
- Maintain day-to-day sales activities including sales calls, telemarketing, email correspondence and prospecting.
- Attend monthly meetings of local chapters of International Association of Exhibitions & Events, Professional Convention Management Association, American Society of Association Executives, Meeting Professionals International and Association of Management Professionals.
- Identify new events and shows to sell and attend in order to promote Greater Miami. Be aware of new potential markets, especially corporate clients from the Virginia, Maryland and Washington, DC areas.
- Participate in major industry organizations and the local chapters and national level committees in order to heighten exposure of the Washington, DC office as representatives for Greater Miami.
- Maintain a presence at industry trade shows in the Washington, DC market and continue to monitor those results in the upcoming year.
- Participate in selected national meetings and trade shows such as Professional Convention Management Association, American Society for Association Executives and others if the appropriate ROI is expected.
- Network with regional sales managers from Miami-based hotels in order to team up and sell the destination.

STRATEGY 2

Strengthen relationships with key association and trade show clients.

TACTICS

- Conduct small client dinners for 10-12 associations, medical groups, corporations and trade show clients in order to update them on the MBCC and headquarter hotel development.
- Invite our hotel partners, MBCC sales staff and other community leaders from Greater Miami to join us in selling to key association and trade show clients. **Market Segments:** Medical, Financial, Tech.

GOAL

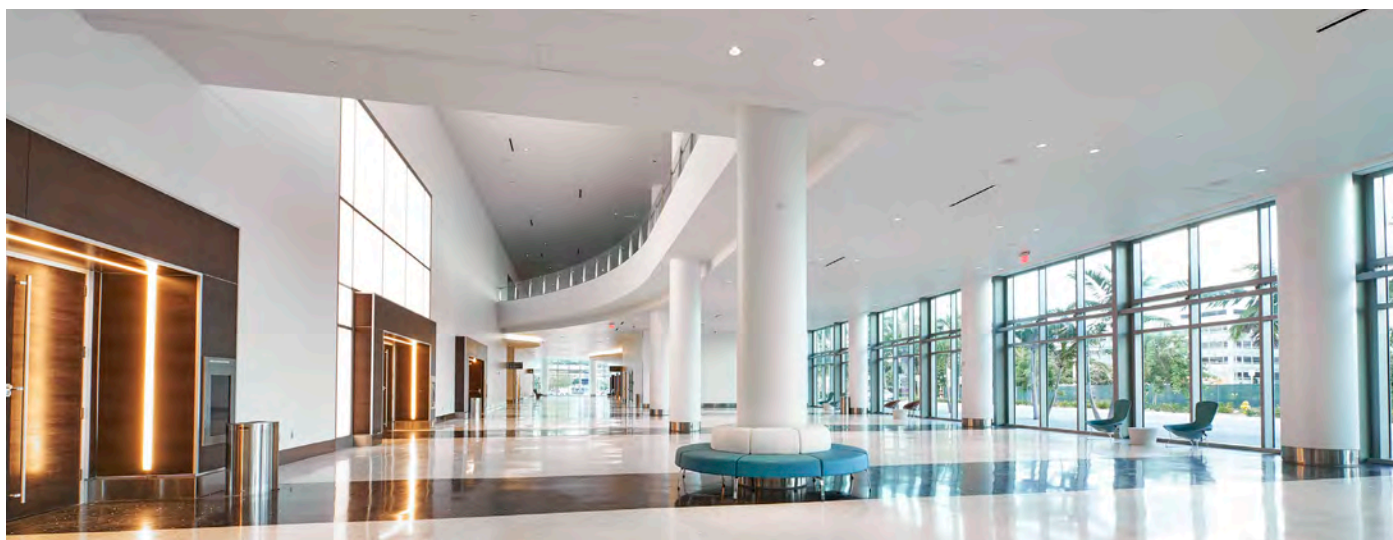
Continue to engage local stakeholders, hotels and other key business partners to share ideas and discuss marketing opportunities. These meetings keep key business partners informed of the GMCVB's responsibilities to the community while discussing current and future goals. This will also be more important as we set about beginning our five-year strategic planning process.

STRATEGY 1

The GMCVB will maintain year-round communication with local stakeholders, hotels and other key business partners.

TACTICS

- Conduct regularly scheduled hotel business partner meetings, including representatives of the MBCC sales staff, Multicultural Tourism Department, the arts and cultural community, Greater Miami & the Beaches Hotel Association, Miami-Dade Chamber of Commerce, Miami-Dade Gay & Lesbian Chamber of Commerce, Downtown Development Authority and GMCVB staff members from other departments when appropriate.
- Hold quarterly general manager and directors of sales business partner meetings and invite our Convention Center partners.
- Conduct quarterly directors of sales task force meetings by bringing together all geographical area hotels to communicate with the GMCVB about industry issues and focus areas in their respective regions. This has already begun with the Downtown Miami hotels, Miami Beach hotels and the Airport coalition.
- Meet regularly with the Sports & Entertainment Tourism Department and include them in our task force meetings with hoteliers.
- Participate in the monthly sales meetings currently being conducted by the City of Miami Beach with the staff of the MBCC and our team to ensure communications about citywide groups that we are soliciting and other potential opportunities.
- Expand our Miami Magnet Program, which encourages locals to utilize our services when soliciting their groups to meet in Greater Miami. Our plans include hosting two magnet events for local residents who have been instrumental in bringing meetings here.



PARTNER BENEFITS & OPPORTUNITIES

Convention Calendar — This online calendar presents the reported meetings, conventions and trade shows scheduled in the area through the year 2024. Listings include the organization and meeting dates with the convention facility or headquarter hotel. The best way to reach meeting planners about prospective business is to contact them 6-12 months before the booked meeting.

Sales Missions — Convention Sales hosts targeted in-market sales opportunities to promote the destination, conducts sales calls and special events, and participates in trade shows and events. Opportunities exist for hotel partners to join the GMCVB.

Trade Shows — Convention Sales creates special exhibits at selected meetings industry trade shows and events. Opportunities exist for hotels partners to attend trade shows with GMCVB sales staff for a competitive price.

Familiarization (FAM) Tours — One of the most effective ways of selling the destination is to bring meeting planners here. The GMCVB arranges well-planned itineraries to allow participants to experience firsthand the many attributes of Greater Miami and the Beaches. Hotel partners play a vital role by contributing key elements to sponsor FAM tours, and opportunities are available throughout the year.

GOAL

Provide support to incoming meetings, conventions and trade shows.

STRATEGY 1

Continue to utilize all methods to promote awareness of key service programs to clients by being involved with the planning process as early as possible. This will ensure our clients will have a successful event and a positive experience in the destination.

TACTICS

- Maintain a strong partnership with service managers at the Miami Beach Convention Center and all hotel partners.
- Assist clients with event planning, spouse/companion and local interest/entertainment programs through business referral services (i.e., special event venues, transportation and other local services) and site inspections.
- Provide promotional materials (print and electronic), support and amenities to meetings, conventions and events taking place in Greater Miami and the Beaches.
- Continue providing information to our Content Development Division for the newsletter to update clients about Greater Miami, new points of interest, things to do, renovations, arts and culture, heritage, etc.
- Communicate with clients on an ongoing basis to address their specific program needs and provide services accordingly.
- Participate in pre/post-convention meetings to understand the needs of our clients and ensure that we maintain high customer service standards.
- Continue to use the Citywide Welcome Program to promote awareness through signage and banners for qualifying events.
- Work with Miami International Airport/Miami-Dade County Aviation staff to develop a new airport welcome initiative for citywide convention groups to explore branding opportunities for both Miami International Airport and Miami-Dade County.
- Work closely with local taxi companies, ride-sharing companies and the Miami-Dade County Consumer Services Department to keep them informed and emphasize the role they play in welcoming our out-of-town visitors.
- Continue to provide a Branded City Information Desk at large conferences and conventions to educate visitors about the destination's offerings (dining, attractions, shopping, culture, etc.).

STRATEGY 2

Support citywide conventions, meetings and trade shows at the MBCC, thus reaching a broader base of potential repeat business.

TACTICS

- Support and keep clients informed of all construction timelines that may affect their shows at the MBCC, especially with the new Headquarter hotel coming online soon.
- Form partnerships with the citywide hotel sales team to further identify and service client needs.
- Solicit feedback from existing customers via E-Autofeedback, our online post-convention survey tool.

GOAL

Develop and organize GMCVB showcase events and venue reviews to sell Miami as a meetings destination.

STRATEGY

Design events that showcase the latest Miami has to offer for meeting planners and conference organizers.

TACTICS

- Influence decision makers to bring their meetings and conventions to Greater Miami and the Beaches by conducting familiarization trips, special events, presentations and coordinated site visits.
- The special curated events and venue reviews are an opportunity to showcase new infrastructure, new hotels and renovated properties within our destination.



MEETINGS & CONVENTION SALES & SERVICES

PROGRAM OF WORK

OCTOBER 2019

10/2: ASAE Annual Summit Awards Dinner / Washington, DC
10/2: FSAE Education Expo / Tallahassee, FL
10/3–6: HPN Global Partner Conference / Seattle, WA
10/11–14: Travel Events & Management in Sports (TEAMS) / Anaheim, CA
10/24–27: Fall Venue Review
10/27–29: Life Insurance Marketing and Research Association (LIMRA) Annual Meeting / Boston, MA
10/29–31: Boston Sales Blitz / Boston, MA

NOVEMBER 2019

11/3: SPINCON Annual Meeting / Monterey, CA
11/6–7: 15th Annual Pharma EXL / New Brunswick, NJ
11/10–13: Financial & Insurance Conference Planners (FICP) Annual Conference / Austin, TX
11/13–16: National Coalition of Black Meeting Planners (NCBMP) / New Orleans, LA
11/14: PCMA Capital Chapter Annual Meeting / Washington, DC
11/21–23: Nursing Organizations Alliance (NOA) / Cleveland, OH

DECEMBER 2019

12/3–5: International Association of Exhibits & Events (IAEE Expo) / Las Vegas, NV
12/12: Association Forum Holiday Showcase / Chicago, IL
12/13–16: Corporate Venue Review
12/18: CVB Reps Holiday Lunch Reception / Washington, DC

JANUARY 2020

1/5–6: Professional Convention Management Association (PCMA) / San Francisco, CA
1/26–29: Northeast Sales Blitz / NY, NJ, PA

FEBRUARY 2020

2/3–5: Global Pharmaceutical & Medical Meetings Summit / Boston, MA
2/12–14: Association Management Companies Institute (AMCI) Winter Meeting / Long Beach, CA
2/18: XSite / Tallahassee, FL
2/25–27: Life Insurance Marketing and Research Association (LIMRA) Distribution Conference / Tampa, FL
TBA: Destination International Spirit of Hospitality Reception (DI) National Geographic / Washington, DC
TBA: Destinations Showcase, Washington Convention Center / Washington, DC
TBA: HCEAInnovate / Las Vegas, NV

MARCH 2020

3/8–11: 16th Annual Pharma Forum / New York, NY
3/19–20: Xperience Design Project / Gaylord National Resort, National Harbor, MD
3/30–4/2: Society of Independent Show Organizers (SISO) CEO Summit / Irving, TX
TBA: Connect Diversity
TBA: Experient Envision

APRIL 2020

4/20: Washington, DC/Virginia Sales Blitz
4/26–29: Northeast Sales Blitz / NY, NJ, PA
TBA: Carolinas Sales Mission / Charlotte, NC
TBA: Chicago Mini Sales Blitz / Chicago, IL



MAY 2020

5/3–7: Conference Direct Annual Partners Summit / Las Vegas, NV
5/19–21: Society of Government Meeting Professionals (SGMP) NEC & Expo / St. Louis, MO
5/20–22: Helms Briscoe Annual Business Conference / Las Vegas, NV
5/27–6/1: Fraternity Executives Association (FEA) / Norfolk, VA
TBA: Incentive Travel, Meetings, Events Expo (IMEX) / Frankfurt, Germany
TBA: Professional Convention Management Association (PCMA) Foundation Visionary Awards / Washington, DC
TBA: Spring Venue Review

JUNE 2020

6/6–9: Meeting Professionals International (MPI) WEC / Grapevine, TX
6/18: Association Forum Association Week & Honors Gala / Chicago, IL
6/24–26: Financial & Insurance Conference (FICP) Education Forum / Pasadena, CA
TBA: The 26th Annual IRF Education Invitational
TBA: PCMA Education Conference
TBA: Texas Sales Blitz / Dallas & Austin, TX

JULY 2020

7/9–12: Florida Society of Association Executives (FSAE) / Location TBA
7/15–17: Connecticut Sales Blitz / Hartford & Stamford, CT
7/21–23: Council of Engineering and Scientific Society Executives (CESSE) / Detroit, MI
TBA: Cvent CONNECT / Las Vegas, NV
TBA: Destination International Annual Conference (DI)

AUGUST 2020

8/8–11: American Society of Association Executives (ASAE) Annual Meeting & Exposition / Las Vegas, NV
TBA: The Canadian Meetings & Events Expo
TBA: Connect Marketplace / Louisville, KY
TBA: CVB Reps Summer Reception / Washington, DC
TBA: Healthcare Convention & Exhibitors Association (HCEACONNECT)
TBA: The Kellen Managers Summit Conference

SEPTEMBER 2020

9/15–17: America's Worldwide Exhibition for Incentive Travel Meetings and Events (IMEX) / Las Vegas, NV
TBA: Fall Venue Review
TBA: PCMA/PMPI Joint Boat Cruise / Washington, DC

NOTE: Program of Work reflects major scheduled activities based on planning process. Additional activities are considered throughout the year and others are subject to change.

NOTES

SALES: GLOBALIZING OUR EFFORTS



- Further expansion of Global Network to include dedicated scope for MBCC business.
- Provide MBCC toolkit and progress briefings, both in Miami and via regular Webex sales meeting.
- Continue to target high-end international priority sectors, i.e. medical, tech, corporate, finance, media/entertainment.
- Further identify major incentive houses in respective markets for leads and MBCC product updates.
- Continue to educate/brief GSOs of major hotel brands.
- Continued development of international MICE efforts to reach meeting planners and generate leads in support of sales efforts through sales missions.
- Further identify the major international incentive houses for future prospecting, as well as brief clients on MBCC completion.
- Continue identifying the key international publications or events for collaboration, with the aim of raising further awareness of the MBCC.

MIAMI BEACH CONVENTION CENTER

GMCVB'S ADVERTISING & MARKETING ACTIVITIES

GMCVB ADVERTISING: MEDIA STRATEGY

The Advertising & Digital Marketing Division seeks to captivate potential Miami and the Beaches meeting planners through clear and compelling digital and traditional media experiences. Programs are developed leveraging proprietary research and industry trends to deliver the information planners seek when choosing a destination.

The division focuses on leveraging the many unique cultural experiences that Miami and the Beaches offer, addressing recent trends on what meeting planners are looking for in a destination. Key performance indicators include: outbound clicks to partners, site traffic, click-through rates, engagement rates, Miami Beach Convention Center leads, RFPs and revenue.

GOAL

Continue to drive bookings for Greater Miami and the Beaches convention center and meetings business, identifying associations and corporate meeting planners for qualified leads.

STRATEGY

Continue providing comprehensive reach to all segments of the business-to-business market with the ability to recommend and/or authorize a Miami Beach meeting.

TARGET MARKETS

- Meeting Planners
 - > Association
 - > Corporate
 - > Specialty
- Sports
 - > Professional
 - > College
 - > Amature
- Vertical markets
 - > Biotech
 - > Medical devices
 - > Financial services
 - > Pharma
 - > Software
 - > Insurance
 - > Meeting Planners

GEOGRAPHY

- Primary:
 - > United States
- Secondary:
 - > Canada (IBAA Convention)
 - > Europe (IMEX Germany)

TACTICS

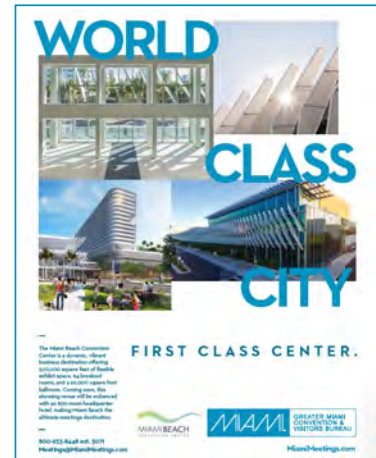
- Provide multi-channel coverage of four key trade events: PCMA, IMEX – Germany, ASAE, IAEE.
- Deliver equitable impressions across the Miami Beach Convention Center and Miami Meetings, and reserve budget for promotion of MBCC Headquarter Hotel.
- Increase digital marketing efforts, including event coverage, strong targeting and direct response platforms.
- Increase use of video to drive awareness, along with continued use of targeted e-newsletters for lead gen/conversion opportunities.
- Continue to offer popular meeting planner co-op programs, such as Northstar and Cvent.
- Continue to utilize core publishing partners such as Smart Meetings, USAE, Corporate & Incentive Travel and Trade Show Executive.
- Increase paid search efforts by utilizing new Google Ad formats, as well immediacy-focused messaging.



2019-2020 MIAMI BEACH CONVENTION CENTER & MEETINGS MEDIA PLAN SUMMARY

Program	2019					2020						
	October	November	December	January	February	March	April	May	June	July	August	September
Print	Miami Meetings											
Digital	MBCC											
Paid Search	Digital programs w/key publishers. Native, video, display											
Email Targeting	Miami Meetings											
Social	MBCC											
Events w/Geo-fenced mobile, OOH, social	Corporate Associations Corporate Associations											
CO-OP	Increased paid social with auto-populated lead gen. forms											
Headquarter Hotel	IAEE PCMA IMEX Germany ASAE IMEX America											
	Event and/or Northstar Timing TBD											
	Headquarter Hotel & Flag Timing TBD											

Sample Campaign Creative



WEBSITE STRATEGY

Provide digital tools and collaborate on new content to promote opportunities for the Miami Beach Convention Center and Miami Meetings.

- Enhance content on MiamiMeetings.com to promote Greater Miami and the Beaches as a premier meeting destination, as well as promote local business services to meeting planners.
- Continue to collaborate on new content for all Miami Beach Convention Center updates and related activities to increase interest and buzz for meetings at the MBCC.
- Enhance the meeting planners site section by highlighting meeting spaces and specialized venues, using high-res imagery, videos specific to the venues, 360-degree video and photo highlights of the spaces, and location mapping technology.

DIGITAL: SEARCH ENGINE MARKETING PROGRAM

Continue to purchase Miami Beach Convention Center, competitive destinations and meeting and convention keywords on Google to capture meeting planners who are conducting research.

DIGITAL: MEETING PLANNER JOURNEY (CRM)

Continue providing meeting planners with communications, sales and service tools to address their needs at all stages of the meeting planner experience — from sales through service — to encourage positive perceptions and encourage new and repeat bookings.

MIAMI BEACH CONVENTION CENTER

LEVERAGING THE GMCVB'S TARGETED DEPARTMENTS

COMMUNICATIONS

The GMCVB's Communications team works with journalists from around the world to generate positive news coverage for Greater Miami and the Beaches with the goal of increasing visitation for both leisure and meetings & conventions. The Communications team works with 14 global PR agencies to ensure the destination's PR objectives are being communicated in a culturally sensitive manner and using native language in some of Miami's key international feeder markets. The team persuades journalists and influencers from all over the world to write informative and captivating stories about Greater Miami and the Beaches, thereby providing the public with compelling reasons to travel to the destination and support the tourism industry – the number one economic engine for Miami-Dade County.

In addition to destination branding efforts, the team is tasked with Community Relations efforts and educating residents and stakeholders about the value of the travel and tourism industry for Miami-Dade County.

The Communications team will continue working on trade and consumer public relations campaigns to support the "Meetings in Miami" message, utilizing the new MBCC and future headquarter hotel as the focal point, while leveraging destination attributes including: natural beauty of the beach, new hotel brands, notable chefs and dining options, arts and culture including museums and the New World Symphony, as well as world-renowned shopping and nightlife — all within walking distance to the Miami Beach Convention Center. The Communications team will expand on an awareness campaign with the goal of increasing long-term convention center bookings.

GOAL

Secure feature stories and earned placements for the Miami Beach Convention Center among the leading travel trade and meetings press.

STRATEGY 1

Leverage key spokespeople to tell the story of the MBCC.

TACTICS

- Create a special meetings-only editorial program during the New York City Media Mission and leverage the leadership team's time in the market for press interviews with leading trades.
- Develop a parallel media desk-sider program during major meetings, conventions and trade shows such as PCMA, IMEX, etc.

STRATEGY 2

A "behind the scenes" strategy will be deployed as the headquarter hotel construction is underway.

TACTIC

- Invite key editors and writers from meetings publications to visit Miami to meet one-on-one with identified spokespeople and visit the soon-to-be completed Convention Center package.

GOAL

Increase the relevance of the MBCC among target press and meeting planners while developing a constant flow of positive news stories.

STRATEGY 1

Direct a News Bureau program to generate a consistent stream of digital and print coverage within the meetings and conventions media segment.

TACTICS

- Design an editorial calendar that supports key strategic messages for the MBCC along with the headquarter hotel, which includes a strong “bleisure” message.
- Continue to drive traffic to MiamiMeetings.com and support lead generation.
- Develop advertorials upon request for key meetings trade magazines to be used to leverage additional publicity from advertising initiatives.
- Continuously update the MBCC Fact Sheet, Press Kit and photo library to include renderings and construction progress of the new headquarter hotel.
- Trade Press: Utilize GMCVB President & CEO William D. Talbert III, CDME to reach top trade outlets including: Convene Magazine, Trade Show Executive and Successful Meetings.
- Messaging angles include:
 - > Pride Park and Collins Canal Park
 - > Art in Public Spaces
 - > Starchitect angle
 - > Dining and chef engagement
 - > Environmental efforts and LEED
 - > New hotel inventory that will support MBCC business

STRATEGY 2

Leverage scheduled marquee events such as Art Basel, eMerge and others to ignite interest in creative use and citywide convention use of the MBCC.

TACTICS

- Photo captions and press release distribution.
- Invite key editors and writers from meetings publications to visit Miami and experience the MBCC.

GOAL

Highlight the importance of the “Meetings Means Business” angle among local media and stakeholders as a way to encourage the local business community to adopt the “Miami Magnet” program and bring convention business to the destination.

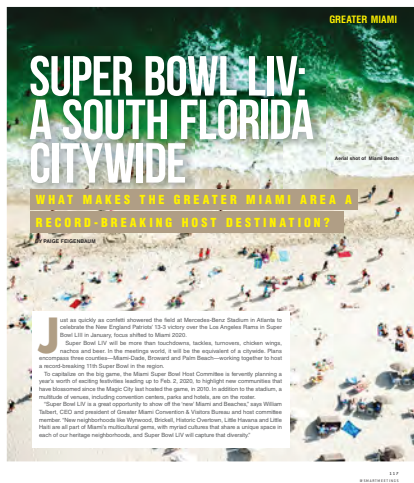
STRATEGY

- Gather economic impact from secured citywide convention business and relay through editorial pitches and local media interviews.
- Launch a paid and viral social media initiative to increase awareness of the economic impact meetings have in Miami.

KEY MEDIA TARGETS FOR MEETINGS AND MBCC MESSAGING



SAMPLE MEDIA CLIPPINGS



Examples of GMCVB-generated Earned Media with Meetings Trades

CONTENT & CREATIVE SERVICES

The Content & Creative Services Division is the driving force behind consumer-facing GMCVB social media accounts, website/digital editorial, print editorial and the year-long Miami Temptations programs. It also serves as the GMCVB's in-house creative agency, developing custom, targeted publications, collateral and sales materials for each of its departments. This includes promoting the destination at visitor centers throughout Greater Miami and the Beaches, Miami International Airport and PortMiami.

GOAL

Support the sales and marketing efforts of the Miami Beach Convention Center.

STRATEGY

Develop, monitor and track creative services' needs, print publications and other marketing materials for delegates, social media promotions and digital articles to promote the MBCC.

TACTICS

- Produce customized, high-quality printed, competitive graphic solutions and collateral materials to assist in the marketing of the Miami Beach Convention Center.
- Produce print publications that provide meeting planners and convention attendees with information about Miami and the Beaches.
- Produce collateral materials to support MBCC before, during and after citywide meetings and conventions.
- Promote the Miami Beach Convention Center through various social media channels including our new corporate Twitter account.
- Create new and update existing content for our website, to assist in promoting the MBCC and the MBCC district.

GOAL

Sell Miami Beach as the ideal destination and the Miami Beach Convention Center as its focal point for meeting planners.

STRATEGY

Arm meeting planners with information about the Miami Beach Convention Center and the destination so they can promote to their attendees.

TACTICS

- Produce a comprehensive Greater Miami & the Beaches Pocket Guide to serve as a valuable local resource for attendees and their travel companions visiting Miami.
- Produce a user-friendly Greater Miami & the Beaches Meeting Planner featuring details about the Miami Beach Convention Center and business resources available to meeting planners.
- Support the Meetings & Convention Sales & Services Division at trade shows with high-quality creative booth designs showcasing the MBCC and the MBCC district.
- Produce HD videos featuring the GMCVB's President & CEO welcoming upcoming meetings and conventions attendees to the destination.
- Produce HD videos showcasing the destination for individual meetings and conventions to entice future attendees to come to the MBCC.

GOAL

Position Miami Beach and the Miami Beach Convention Center as a year-round value proposition for meetings and conventions.

STRATEGY

Identify GMCVB partners such as restaurants, spas, retailers and attractions to obtain packages and offers.

TACTICS

- Develop and organize year-round marketing programs such as the money-saving Miami Temptations programs including Miami Spa Months and Miami Spice Months, which meeting planners can leverage and promote to their attendees and travel companions while in the destination.
- Design and periodically update marketing materials to promote savings at spas, restaurants and attractions for meetings and conventions attendees in and around the MBCC District.

CULTURAL TOURISM

Arts and Culture activities continue to be a strong driver for the decisions made by groups to hold meetings at the Miami Beach Convention Center. With world-renowned cultural institutions in walking proximity of the MBCC, Miami Beach offers a wealth of vibrant post-meeting activities for convention delegates.

The Miami Beach Convention Center has been home to our destination's premier cultural tourism event from its inception – Art Basel Miami Beach. Each December, more than 300+ leading galleries from North America, Europe, Asia and Africa show significant works by the masters of modern and contemporary art, as well as the new generations of emerging stars. Paintings, sculptures, installations, photographs, films and limited edition works of the highest quality are exhibited throughout the hall. In addition, lectures, discussions and meetings are held in the various meeting rooms – all drawing more than 80,000 visitors every year.

GOALS

- Attract arts industry conferences to the destination through recruitment and collaboration with local partners and the MBCC sales team.
- Build awareness and support of the internationally renowned public art installations at the MBCC.
- Promote the Miami Beach arts and culture offerings as a focal point for convening.
- Strengthen local partnerships with Art Basel Miami Beach to ensure long-standing commitments with the MBCC.

LGBTQ MARKETING

The LGBTQ Marketing Division will continue to showcase Greater Miami as a favored LGBTQ destination to visit and convene. It provides potential customers with information and resources with the purpose of highlighting the destination's ability to effectively host conferences and groups. The division will continue reaching out to the local LGBTQ community for ideas and will incorporate results-oriented programs that will grow the division and expand reach. General focus on enhancing marketing will continue to be a focus of the overall mission.

GOAL

Work with Convention Sales to attract LGBTQ-centric meetings and conventions such as: National Association of LGBTQ Journalists and National LGBT Chamber of Commerce.



MULTICULTURAL TOURISM & DEVELOPMENT

The Multicultural Tourism & Development Department will continue creating platforms to celebrate the diversity of Miami from a multicultural perspective. The word multicultural is defined as the mix of diverse ethnicities and cultures within our society; showcasing the places, food, history and activities that represent the stories of the people in the present day and their diaspora. The purpose of these efforts is to increase the visibility of Miami's multicultural neighborhoods and entice potential consumers to select Miami as a favored destination to visit and convene.

GOAL

Help secure multicultural conventions of all sizes, including small groups and leisure travel.

STRATEGY

Assist the Convention Sales & Services Department with sales-related initiatives.

TACTICS

- Work with the Convention Sales team to close business by promoting multicultural options to groups, offering staff support and providing additional convention incentives where needed.
- Attend industry shows with the Convention Sales team if applicable.
- Conduct local awareness programs in collaboration with the sales team for ethnic civic and service organizations located in Miami. Continue the Lunch & Learn awareness/education series, which is geared toward making community meeting influencers and stakeholders become Miami Magnets.
- Participate in or coordinate a Multicultural Convention Market FAM during a key event or multicultural program taking place in Miami.
- Participate in joint sales calls, FAM tours and convention promo trips.



PARTNERSHIP & BUSINESS DEVELOPMENT

The Partnership & Business Development Division will continue to expand GMCVB marketing platform opportunities during the 2019/2020 fiscal year, allowing for further creative expansion of private revenue opportunities using GMCVB collateral, digital platforms and communications tools to create customized partner and sponsor packages — while raising awareness of the GMCVB and the Miami brand.

GOAL

Establish and continue to increase a core base of GMCVB members/partners to provide visitors and convention attendees with a broad base of services and marketing tools. The GMCVB shares with its member institutions and our community, in general, the benefit and/or negative impact of the delivery of customer service and service employee attitude. To that end, the GMCVB will continue to engage with other partners as well as GMCVB staff to positively promote and support the continued commitment to excellence in customer service by expanding on the Miami Begins with Me initiative with further development of partner learning resources and training opportunities.

STRATEGY 1

Continue to grow the visibility of the Medical Tourism Program while attracting more medical meetings. Create more value and participation by existing Medical & Wellness partners. Increase number of partners while highlighting the MBCC as an ideal location to host Medical meetings and conferences.

TACTICS

- Have a presence at domestic medical trade shows, as well as regional health and medical related events.
- Increase the number of new and renewing Medical Tourism partner accounts by expanding target prospect lists to include more Wellness Category partners, while also expanding benefits and exposure opportunities online, in print, at medical industry trade shows and conferences and through social media.
- Continue to integrate medical tourism partner editorial into relevant GMCVB website articles.
- Continue to survey relevant hotel partners to provide their medical tourism amenities that can then be promoted through the medical tourism website, GMCVB official publications and medical tourism brochure.
- Work closely with the Convention Sales team to promote the medical and healthcare meeting message as part of the Miami Beach Convention Center offerings.
- Add a dedicated section to the monthly Partners e-Newsletter titled “Medical Minutes” to highlight our medical and healthcare partners and share newsworthy items.
- Execute a local annual Health & Wellness Expo to further showcase Miami’s health and wellness partners.

STRATEGY 2

Promote hosting events at the MBCC to our local GMCVB partners, including hotel partners, in order to help create strong local relationships, further growing meeting and event business at the MBCC.

TACTICS

- Continue to share regular updates on the MBCC along with sales tools resources with partners through partner newsletters, at networking events and at key GMCVB events.
- Highlight the MBCC in the Miami Begins with Me (MBWM) Customer Service Training program, including the economic impact of key events and conferences held, and its importance to ensure continued tourism and meetings growth for Miami.
- Work closely with consumer-facing shows taking place at the MBCC to promote sponsorship and attendance opportunities for GMCVB partners.

STRATEGY 3

Enhance MBCC staff training opportunities to ensure positive overall customer service experiences.

TACTICS

- Work closely with the Executive Team to provide MBWM training to all staff and in-house partners.
- Provide sensitivity training to all staff and in-house partners.
- Identify opportunities for potential visitor information kiosks or brochure rack areas to further service conference attendees.

SPORTS & ENTERTAINMENT TOURISM

The mission of the Sports & Entertainment Tourism Department is to attract, promote and retain sporting events, conferences, conventions and film and television productions for Miami-Dade County. As the premier destination for sporting events and leisure and entertainment, our goal is to foster positive growth and economic development for the local community through increased visitor stays and a more frequent visitor return rate. Additionally, promoting motion picture and television production in Miami-Dade County will further stimulate tourism by highlighting the community as a vibrant, seductive destination.

GOALS

- Attract new annual sporting events and conferences that can use the MBCC for offsite events (i.e., 2026 FIFA™ World Cup and the Super Bowl Media Center).
- Continue to work with Convention Sales to attract an increasing number of sports-related conferences and conventions.
- Join forces with Convention Sales on identifying and targeting selected entertainment industry conferences and conventions to bring these events to the destination.
- Continue to collaborate with our local film offices to educate the film/entertainment industry about local film incentives available to qualifying projects.

TRAVEL TRADE & INDUSTRY RELATIONSHIPS

Tourism is the number one activity in Miami-Dade County and the number one engine for the area's economy. The GMCVB undertakes various activities to stay engaged and relevant with all sectors of the tourism industry while continuing to capitalize on the destination's economic and hospitality related growth to generate increased room night sales.

GOAL

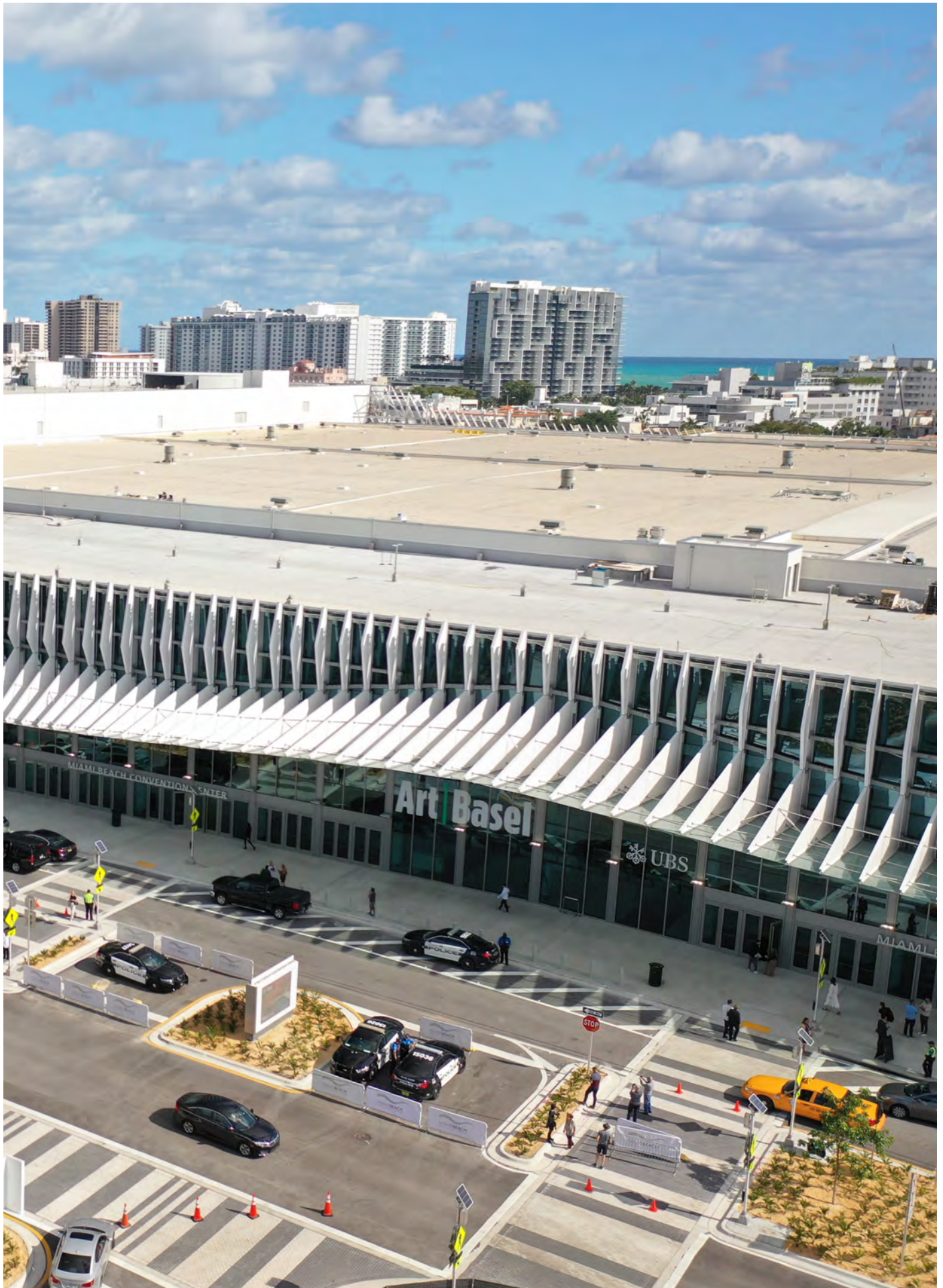
Contribute to the success of the MBCC by bringing leads from the travel industry.

STRATEGY

Build relationships with international meeting planners or conference organizers to support the GMCVB's meetings and conventions group strategy with an emphasis on the Miami Beach Convention Center.

TACTICS

- On an ongoing basis, the local GMCVB in-market representative will undertake steps through sales calls and product updates to generate hotel leads and identify prospects for the Miami Beach Convention Center.
- Develop and organize Meeting Planner Sales Missions in key international markets including: Argentina, Brazil, Colombia, Germany, Mexico and the United Kingdom. These sales missions will create a week of networking where GMCVB members will have an opportunity to meet one-one-one with prospective clients, with the goal of generating group leads.
- Attend IBTM Barcelona, one of the leading global trade shows bringing together meeting planners, conference organizers and travel suppliers. This trade show will take place November 19-21, 2019 and the GMCVB will attend alongside a Miami Beach Convention Center sales representative and hotel partners. The Miami delegation will meet-one-on-one with more than 500 meeting planners and conference organizers during the three days of the show.
- Attend the GBTA (Global Business Travel Association) trade show to further build relationships with business and corporate travel buyers with the aim of generating group leads, enhancing destination knowledge and supporting our hotel partners.
- Attract new cruise industry meeting events to the MBCC such as Cruise360, Cruise World and others to help support cruise market growth in Greater Miami.



NON-CITYWIDE EVENTS (P3) SALES & MARKETING

SPECTRA STRATEGIC MARKETING PLAN FOR MIAMI BEACH CONVENTION CENTER FY 2019 - 2020

TARGET AUDIENCES FOR SPECTRA AT THE MBCC

In addition to creating positive brand awareness of the MBCC (locally, nationally and internationally), the Spectra Marketing Strategy functions as an extension of the sales efforts for the venue, driving lead generation and prospects to rent event space at the Center. The primary target audiences for Spectra at the MBCC are:

MEETING PLANNERS, SHORT TERM SALES (P3 CATEGORY)

- Local/Regional Event & Meeting Planners
 - > MICE (Meetings, Incentives, Conferences, Events)
 - > Corporate (medical, technology, financial)
 - > B2B (tradeshows, conventions, meetings)
 - > SMERF (Social Military Educational Religious Fraternal Events)
- Destination Management Companies
- Special event producers (film, TV, award shows, etc.)
- Hotel partnerships

SOCIAL BOOKINGS

- Social Event Planners
- Gala Chairs and Gala Planners
- Spectra & Centerplate collaborate to engage this target audience

When targeting meeting planners, MBCC takes a focused approach to prospect meeting planners seeking to book business with the short-term sales window. Defined as P3 events, these events take place 18 months out of the inquiry date and lack significant room night bookings (less than 500 room nights) with hotels

To maximize sales-driven marketing efforts while carefully managing resources, Spectra is guided by the principle that **“the riches are in the niches.”** There is an emphasis on data-driven decision making, leveraging audience behavior tracking tools in the digital space to drill down on potential prospects while developing customer profiles. Prospects are highly targeted and engaged through various mediums and storytelling tactics to keep the MBCC top of mind. The use of nontraditional digital mediums, audience segmentation tools via digital behavior tracking techniques, paid and earned media analytics has been verified by industry association PCMA whose latest initiatives encourage a nontraditional approach for convention center marketing.

The MBCC brand identity is primarily **B2B**, developed to attract event planners and show organizers that will positively impact bookings of the venue. The MBCC is not a consumer product, and it is not a lifestyle brand. Ticket sales and event driven marketing remain wholly the responsibility of each show taking place at the MBCC.

Spectra leverages the MBCC as the **“center of gravity,” where, art, culture and business collide.** Show organizers and customers are encouraged to engage and support campus partners in arts, business or wellness spheres, promoting a high-end, enrichment experience in the heart of Miami Beach. Target audiences are excited by the convenience of the location of the Miami Beach Convention Center at the heart of the City Center Campus to keep guests and attendees engaged.

Spectra works closely with Centerplate and the Greater Miami Conventions and Visitors Bureau to secure bookings of the venue. While each partner has a focal point and target audience, there is some audience overlap.

The GMCVB focuses on destination-driven, long-term bookings that use more than 500 hotel room nights and would take place at the Center more than 18 months in the future from the date of inquiry (described as P1 & P2 events). Meeting planners with a focus on events further than 18 months out are usually large scale national or international meeting planners. Spectra partners with Centerplate for social event bookings initiatives, working together on developing precise messaging, content creation, targeted digital campaigns and collateral.

Spectra focuses on short term bookings, taking place 18 months from the date of inquiry. Meeting and event planners with a focus on short term booking windows are usually local or regional planners. Within the meetings, conventions, incentives and events industry (MICE) there is an emphasis on attracting **corporate business**, particularly within the industry verticals of **medical, technology, and financial industries**. There is an emphasis on attracting planners from the **B2B sectors to develop tradeshow, conventions, and meetings** to take place at the Center. Local Destination Management Companies and special event producers (film, TV, award shows, etc.) are important target audiences to bolster nontraditional (or “unconventional”) events to take place at the Center. Hotel referrals are also an important stream of business for short term bookings.

Joint short-term sales campaigns focus on three audience verticals to support lead generation: short term event planners, social event planners and hotel partnerships. Spectra leverages audience segmentation and behavioral tracking tools offered by digital platforms to exactly target potential clients with advertising messages and begin to tie a prospects digital behavior to MBCC lead generation. Spectra leverages platform reporting mechanisms to evaluate and adjust advertising messages. Spectra leverages the nimbleness of digital mediums to adjust our advertising messages and content.

MARKETING STRATEGY: AUDIENCE JOURNEY

The Spectra Marketing Strategy is implemented in four stages which become part of the MBCC Audience Journey. The “audience journey” is different from the sales funnel which includes variables such as budget, space availability, evaluation criteria and appropriateness of the prospective event.

ENRICH & EDUCATE:

- Generate awareness of the MBCC, promoting values and differentiators to target audiences, highlighting service enhancements, City Center Campus opportunities and destination amenities.
- Highlight the MBCC’s rich history, educate audiences on values, offerings and flexibility of the newly re-imagined venue.
- Promote adjacent City Center Campus assets as extensions of the MBCC for additional activations and value offerings.

ENGAGE & INSPIRE:

- Generate curiosity in the venue and surrounding campus assets for prospective bookings amongst targeted meeting and event planner audiences.
- Promote a sense of pride and personal investment, demonstrating the benefits of the \$620 million investment to stakeholders, customers, residents and partners.

ACTIVATE & EXCITE:

- Generate leads for short-term bookings from targeted meeting and event planners.
- Consistently provide unique experiences, superior event services and excellent customer service
- Through site visits, traditional and non-traditional advertising, social media share-ability, and attendee reviews excite and intrigue target audiences
- Activate campus programming initiatives to drive audiences, organizers, and attendees from the MBCC to the surrounding City Center Campus

AMPLIFY & ADVOCATE:

- Achieve national and local recognition of the MBCC as a market leader within the industry
- Diversify venue and campus programming while attracting revenue generating events and activities
- Highlight the Center as an economic driver within the local community

Spectra’s strategy at the MBCC moves the client-customer through a marketing engagement funnel that incites curiosity (inviting prospects to learn more), facilitates assessment of the venue (demonstrating why we are a good fit for a short term booking and/or social event) and generates leads to allow the sales team to vet inquiries (engaging in early stages in the sales funnel process).

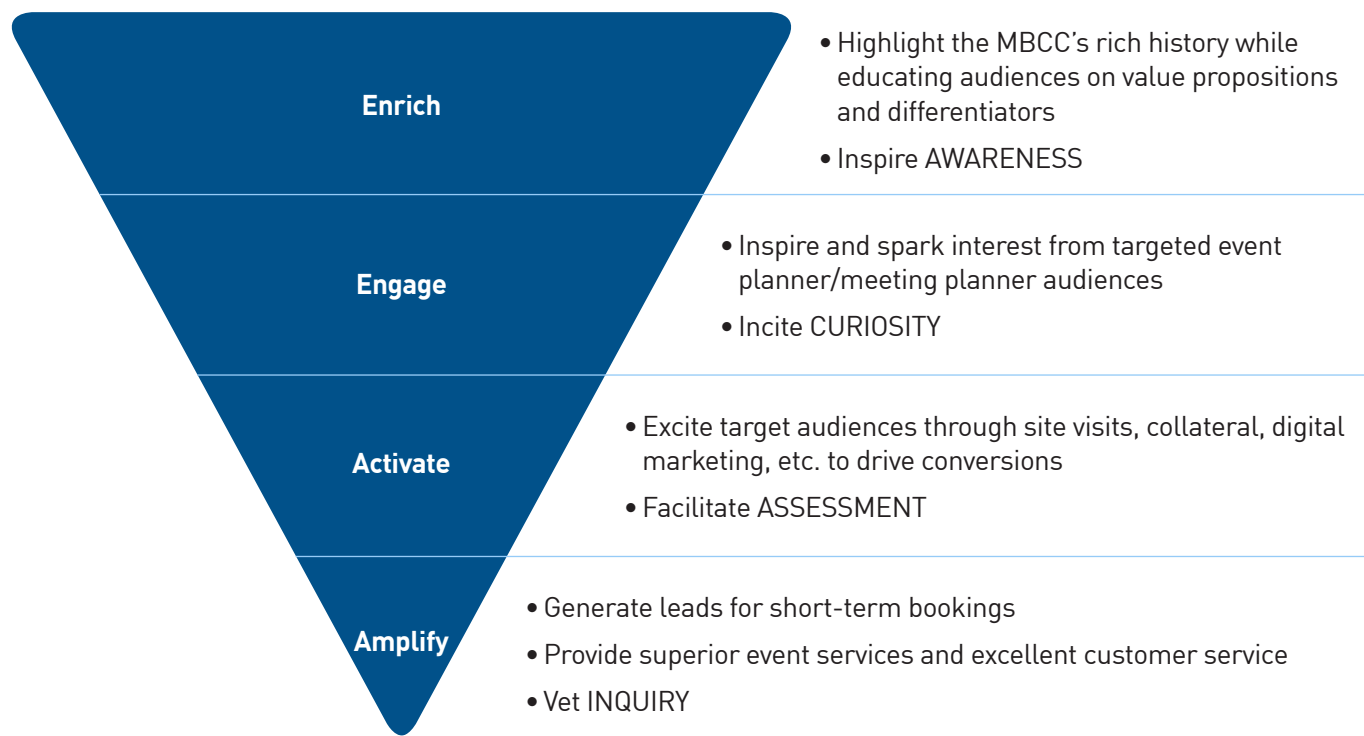


Figure 1: The Spectra P3 Customer Journey

VALUE PROPOSITIONS AND DIFFERENTIATION FOR THE MBCC

Venue Service Enhancements: *The Center’s superior business environment is a catalyst for creativity, while top-notch, luxury customer service to show management and attendees elevates the event experience.*

- MBCC emphasizes flexible, dynamic layouts, beautiful interiors, architectural characteristics, attractive native landscaping and outdoor spaces, natural light, organic meeting spaces, surrounded by inspiring art.
 - > Studies show that **beautiful spaces inspire higher productivity** and generate a creative approach to business negotiations.
- Drive activity into from the MBCC to the surrounding City Center Campus assets, leveraging the unique engagement opportunities embedded in the destination.
- In partnership with Centerplate, exclusive providers at the MBCC, emphasis on impeccable food and beverage service, from concept to execution, that is representative of the community’s diversity and comparable to the finest dining establishments in the area.
- Emphasis on event execution efficiencies, as detailed in Spectra’s operational plan and service enhancements offered to customers and clients.

City Center Campus & City Cultural Amenities: *The Center is an integral part of Miami Beach’s diverse cultural community, contributing to the City’s reputation as an international arts and entertainment destination.*

- The MBCC aligns with other anchor cultural organizations to set forth the Miami Beach Convention Center as

the hub of Miami Beach's City Center Campus, often referred to as the Convention Center Campus, **an arts, culture, entertainment and business destination at the heart of Miami Beach.**

- > Focus group research conducted by the GMCVB showed the majority of planners choose this destination because of multiculturalism. MBCC builds upon that desire in a cohesive, destination-driven fashion.
- > Show organizers and meeting planners prefer geographical proximity for off-site entertainment and enrichment of event attendees, which the MBCC can offer by leveraging the MBCC Campus assets.
- In partnership with the City of Miami Beach Arts in Public Places program, **emphasis on the Center's 7.1-million-dollar visual art assets**, one of the largest public art investments in the nation.
- The MBCC art installations are a unique and inspiring business motivator for show managers and attendees, inspiring creative negotiations and heightening productivity.

Enrichment: *The Center is a key economic driver providing positive impact on local businesses and residents. The Center contributes to tourism and generates tax-benefits, but also supports the City of Miami Beach through revenue generations while maintaining secure and efficient operations.*

- Emphasize developing engaging, educational, inspirational forward-facing content that **tells the MBCC story.**
- Leverage **surrounding City Center Campus assets** to drive engagement from customers and attendees.
- Educate the community on convention center industry issues, trends, challenges and market competition.
- Establish and maintain venue operating procedures, safety, security and response protocols.
- Emphasize the MBCC as **economic stimulus driver through partnerships with advocacy groups:** Chamber, GMBHA, etc.
- Emphasize environmental resiliency initiatives.

Technology: *The Center employs the latest event technologies to support efficient and consistent user experiences, providing a competitive industry edge.*

- > In partnership with telecommunications providers Smart City, MBCC emphasizes IT infrastructure, touch panels and smart boards, display and wayfinding, location services.

Acknowledging the complexity of the large-scale MBCC campus project (building, art, parks and cultural assets), the MBCC Marketing Strategy employs "**slow burn storytelling**" to maintain the MBCC top of mind while remaining sensitive to construction schedules. The MBCC commemorates milestone activations such as:

- AHIMA (first citywide destination)
- Auto Show (first consumer show)
- Art Basel 2018 (first Art Basel fair)
- Call of Duty World League (first e-sports/gaming event)

MBCC leverages digital assets, cultural assets and qualities unique to the destination to elevate the brand and evolve beyond the traditional convention center model to promote a modernized MBCC. The MBCC Marketing Strategy is "unconventional," placing the customer (show organizer, meeting planner and guests or attendees) experiences on the forefront. Positive experiences are transformative and begin to shape the perception of an important venue in our community worldwide.

MEDIUMS AND TACTICS: HOW WILL MBCC EXECUTE THE STRATEGY?

SOCIAL MEDIA:

- Leverage multi-channel attribute tracking to identify advocates and target prospective planners.
- Develop compelling, organic and authentic creative content that is unique to platforms, with the goal of increasing audience engagement.
 - > Dynamic, enriching, unique content that is solution-oriented while promoting the MBCC
 - > Content continually refers to value propositions and guiding principles
 - > Serve content that is educational, demonstrative, informational, and/or exciting
 - > Leverage audience segmentation tools to examine and develop followers of the MBCC on digital platforms

- > Adjust focus to quality of connections instead of volume
- > Develop online persona that promotes collaboration amongst stakeholders by sharing posts, likes, follows and other engagement techniques. Tag campus and stakeholder partners to facilitate live communication of social channel activities
- > Maintain organized content calendars for scheduling to plan and execute social media activities in line with partners

ADVERTISING (DIGITAL):

- Develop compelling, targeted, relevant online promotional opportunities.
 - > Leverage any co-ops through Spectra corporate or GMCVB to maximize resources/secure best pricing
 - > Align with preferred/exclusive contractors to partner on specific campaigns to maximize resources and exposure (Centerplate and social catering, Smart City and technology differentiation, for example)
 - > Leverage audience segmentation tools to surgically target desirable sales prospects for the MBCC on digital platforms
 - > Track audience behavior with digital tracking tools to refine campaigns
 - > Report activity to partners to shape future marketing strategies
 - > Leverage Google Ad Words, social media ads, industry related digital outlets (PCMA, BizBash)
 - > Share media plans with the GMCVB and the City of Miami Beach Office of Communications to amplify and activate MBCC messaging with complimentary placements by partner organizations.

ADVERTISING (TRADITIONAL COLLATERAL):

- Leverage traditional advertising opportunities.
 - > Dialogue with partners to avoid duplication of efforts while remaining selective with traditional advertising mediums
 - > Partner with GMCVB (and City of Miami Beach Office of Communications as appropriate) to develop creative ad materials that feature the MBCC (pictures, creative services)
 - > Focus on distributions that include a conference component for in-person activation or a digital component to take advantage of digital analytics
 - > Share media plans with the GMCVB and the City of Miami Beach Office of Communications to amplify and activate MBCC messaging with complimentary placements by partner organizations.

MEDIA RELATIONS:

- Manage press inquiries from local, national and international sources, while developing story ideas and potential distribution outlets that promote the MBCC.
 - > GMCVB focus on national trades; international trades on occasion appropriate
 - > City of Miami Beach focus on local publications
 - > Spectra focus on specialty stories such as staff announcements; can be national, regional or local, dependent on coordination with City of Miami Beach Office of Communications and GMCVB
- Achieve cohesion through ongoing communications with CVB and CoMB Comm. noting GMCVB & City of Miami Beach Office of Communications are part of the development and approval process.
- MBCC story ideas, pitch opportunities and press releases continually loop back to value propositions and guiding principles.

PUBLIC RELATIONS:

- Tailor communications to refer to value propositions while leveraging guiding principles to maximize resources and position the MBCC as a market leader.
- Coordinate with GMCVB partners and City of Miami Beach Office of Communications to present cohesive forward-facing announcements.
 - > Refine and build MBCC image bank of dynamic compelling visuals with contributions by the GMCVB, City of Miami Beach Office of Communications, Spectra and other valuable partners such as show management.

- > Develop and refine the MBCC website, leveraging audience behavior tracking modules to shape decision-making. Share audience behavioral data with GMCVB and CoMB Comm. partners as appropriate.
- > Share research and activities with partners to maintain cohesive forward-facing communications.
- > Develop on-site special events and experiences that introduce the new MBCC to area prospects (FAM site tours, special events, networking events for planners, gala chairs, etc.). Partner with the GMCVB to include national and large-scale planners as appropriate.

Synergy across stakeholders is an important component of the MBCC Spectra Marketing strategy. Through meticulous project management, Spectra aims to reduce costs, increase efficiency, and maximize exposure. It is incumbent to leverage resources made available to MBCC from City of Miami Beach and GMCVB in taking advantage of advertising co-ops as appropriate, when managing the media relations playing field, and to cross promote other city assets as appropriate. Constant communication with the GMCVB and the City of Miami Beach Office of Communications support this synergy. Teams talk almost every day, exchanging daily emails across departments with regards to advertising, public relations, and content creation. Teams also communicate regularly in regard to media relations (to share media inquiries and strategies for media responses). Teams ask the question “What do you think?” with respect to strategies and tactics, treating input and feedback as part of a refinement process. Interdepartmental communication supports a uniform voice and brand development for the MBCC. Examples of collaboration between GMCVB, the City of Miami Beach Office of Communications include: sourcing media (who manages what story), developing talking points, art development for ads, contributing photography into a shared venue image bank, developing content that highlights the Art is Public Places programs at the MBCC, developing content that highlights the MBCC as the hub of the City Center Campus, developing content that highlights the elevated food and beverage service helmed by Centerplate at the MBCC, developing content that is event driven to be shared with the GMCVB, the City and show organizers.



STRATEGIC GOALS & OBJECTIVES

GOAL

Generate awareness of the MBCC, promoting values and differentiators to target audiences, including service enhancements and destination amenities. Achieve national and local recognition of the MBCC as a market leader within the industry.

OBJECTIVE

Continue to tell the MBCC story through compelling, unique, content that personalizes the product while surprising and delighting audiences.

TACTICS

- Develop and distribute MBCC Venue Brand video, Arts in Public Places videos, Resiliency Videos, Technology Video, Event Recap videos, and MBCC Campus videos, among others.
- Continue to build the MBCC image library. Share content with show organizers and partners to present a cohesive brand identity.

OBJECTIVE

Increase social media engagements.

TACTICS

- Reach 5000 Instagram Follows, 19,000 Facebook Page Likes, double current Twitter following, double LinkedIn Following. Increase YouTube subscriptions.
- Leverage a variety of social media channel tools and platforms to diversify and train the platform algorithms for high rankings of the MBCC (livestream, IGTV, IG Story, FB Story, etc.)

OBJECTIVE

Leverage industry award opportunities.

TACTIC

- Buy Prime Site Award advertising as facilitated by Spectra, submit to local award opportunities presented by the Miami Beach Chamber and the GMBHA, submit to IAVM award opportunities such as their marketing competitions, among others.

OBJECTIVE

Increase positive press coverage specific to the MBCC and the campus assets.

TACTICS

- Pitch stories in industry publications that focus on the MBCC, highlight service enhancements, MBCC technology, ballroom assets, and resiliency efforts.
- Host “Unconventional Cuisine Media Dinners” to exclusive industry press, in partnership with Centerplate and the GMCVB.

OBJECTIVE

Generate awareness of the MBCC to local industry association chapters.

TACTICS

- Host general service contractors meetings to engage vendor partners. Produce content that highlights these partnerships.
- Host the local chapters of PCMA, IAVM, and other venue or planner related industry associations for FAMs and onsite experiences.

GOAL

Highlight the Center as an economic driver for the local community.

OBJECTIVE

Promote the MBCC as the hub for the surrounding City Center Campus.

TACTICS

- Share content on social media channels promoting campus partners and program activities.
- Explore joint programming or co-op marketing with campus partners, especially with regards to park assets.
- Promote campus assets to prospective event planners for off-site activities.
- Accommodate campus partner messaging on digital signage and website to drive attendee activity into surrounding campus assets
- Promote the City's Arts in Public Places assets at the MBCC. Amplify City messaging and support the AiPP initiatives (tours, content creation, etc.)
- Develop and distribute the weekly MBCC internal newsletter to Spectra and partners (Centerplate, Smart City, etc.) to engage and educate the staff on industry successes, issues and challenges.
- Develop testimonials from sponsors and campus partners that position the MBCC as an important economic driver for Miami Beach.
- Develop engaging digital map of the campus and assets.

OBJECTIVE

Build local advocacy in hospitality organizations such as GMHBA, MB Chamber, Focus Miami.

TACTICS

- Host FAM tours for hospitality organizations such as GMHBA, MB Chamber, Focus Miami 3 – 4 times a year
- Attend events and networkers for of hospitality organizations such as GMHBA, MB Chamber, Focus Miami. Participate as Spectra/MBCC representative on appropriate committees and boards.
- Include relevant statistics on Event Recap videos.

GOAL

Generate prospective bookings amongst targeted meeting planner audiences for the venue; generate leads for short-term bookings from targeted meeting planners.

OBJECTIVE

Engage meeting and event planners, positioning the MBCC as South Florida's premiere meetings and events destination.

TACTICS

- Host FAM activities at the MBCC for area meeting planners (yoga, dance, etc.). Collaborate with the GMCVB when appropriate.
- Produce content that is relevant to event planners (time-lapse videos of ballroom set up, Chef recipes, etc.)
- Attend industry booking conferences to engage planners directly for potential bookings. Partner with GMCVB to maximize impact. Refer to Spectra Sales Conference Schedule for a full list of activities.
 - > IMEX, ASAE, IAEE, PCMA, etc.
- Develop custom audiences on social media channels based on MBCC's event planner database; track and report online activities to maximize content creation, relevancy and engagements
- Develop email campaigns targeted to area event planners (holiday receptions, meetings packages, etc.)
- Cultivate relationships with area hotels for referral/overflow business.
- Provide content to show organizers and meeting planners as an added value service enhancement.
- Place advertising in targeted meeting and event planner outlets: PCMA, BizBash, *Convention South*. Leverage issues that include added value.
- Continue to develop search parameters for the MBCC, cultivating search engine optimization efforts to improve Google rankings (while leveraging GMCVB's efforts and presence on Google rankings).
- Manage and maintain the MBCC website with current video and photo galleries and relevant reference materials for event planners. Streamline the website RFP submittal process. Publish blog posts that are relevant to the planner community.

- Develop and distribute elegant promotional gifts to support sales efforts at on-site and offsite FAMs. Gifts should be practical, sustainable, tech-friendly and beautiful while referencing the destination and including MBCC branding
 - > Highlight the destination: flip flops, sunglasses, beach towels, etc.
 - > Sustainable: water bottles, metal straws, etc.
 - > Tech friendly: portable chargers, Bluetooth speakers, USB drives
 - > Practical: journals, pens, pads and pencils
- Develop and produce engaging MBCC sales kit. Distribute at on-site and offsite FAMs for prospective planners.
- Attend targeted sales prospecting conferences. Leverage appointment opportunities to target planners relevant to the Spectra verticals.
- Emphasize service enhancements and excellence in event execution efficiencies in communications to customers and planners. Highlight service enhancements in content creation, email campaigns, collateral, etc.
- In partnership with Centerplate, emphasize impeccable food and beverage service, from concept to execution, that is representative of the community's diversity and comparable to the finest dining establishments in the area (in content creation, collateral, media experiences, FAMs, etc.)
- Support Centerplate's social catering advertising and promotional initiatives
- In partnership with Smart City, emphasize MBCC's technology upgrades (in content creation, messaging, etc.)
- Develop the MBCC app, highlighting customer service opportunities, wayfinding and service requests.
- Develop value driven videos to custom event and meeting planner audiences in partnership with Centerplate



SPECTRA SALES CONFERENCE SCHEDULE 2019-2020

PCMA Convening Leaders

January 5-8, 2020
San Francisco, California
<https://conveningleaders.org/>

Destination Showcase

February 5, 2020
Washington, D.C.
<https://destinationsinternational.org/showcase>

SISO CEO Summit

March 30-April 2, 2020
Dallas, TX
<https://www.siso.org/ceo>

Conference Direct – Annual Partners Meeting & Trade Show (APM 2020)

May 3-7, 2020
Las Vegas, NV
<https://conferencedirect.com/cd-events-media/>

IMEX – Frankfurt, Germany

May 12-14, 2020
Frankfurt, Germany
<https://www.imex-frankfurt.com/>

Helms Briscoe Annual Conference

May 18-19, 2020
Las Vegas, NV
<https://www.helmsbriscoe.com/industry-partners.html>

Xperience Design Project

May 19-20, 2020
Fort Washington, Maryland
<https://xdp.asaecenter.org/index.cfm>

Meeting Professionals International (MPI) World Education Congress

June 6-9, 2020
Grapevine, TX
<https://www.mpi.org/events/wec-grapevine>

CVENT Connect

June 15-18, 2020
Las Vegas, NV
<https://web.cvent.com/event/37cf15b7-bbc6-40a2-8a8d-f83982051a6d/summary>

Florida Society of Association Executives Annual Conference

July 15-17, 2020
Orlando, FL
<https://www.fsae.org/past-and-future-conferences>

American Society of Association Executives Annual Meeting & Exposition (ASAE)

August 8-11, 2020
Las Vegas, NV
<https://annual.asaecenter.org/>

IMEX – America

September 15-17, 2020
Las Vegas, NV
<https://www.imexamerica.com/>

International Association of Exhibitions & Events Expo (IAEE) Annual Meeting & Exhibition

December 8-10, 2020
Louisville, KY
<https://www.iaee.com/events/expo-expo-iae-es-annual-meeting-exhibition-2020/>

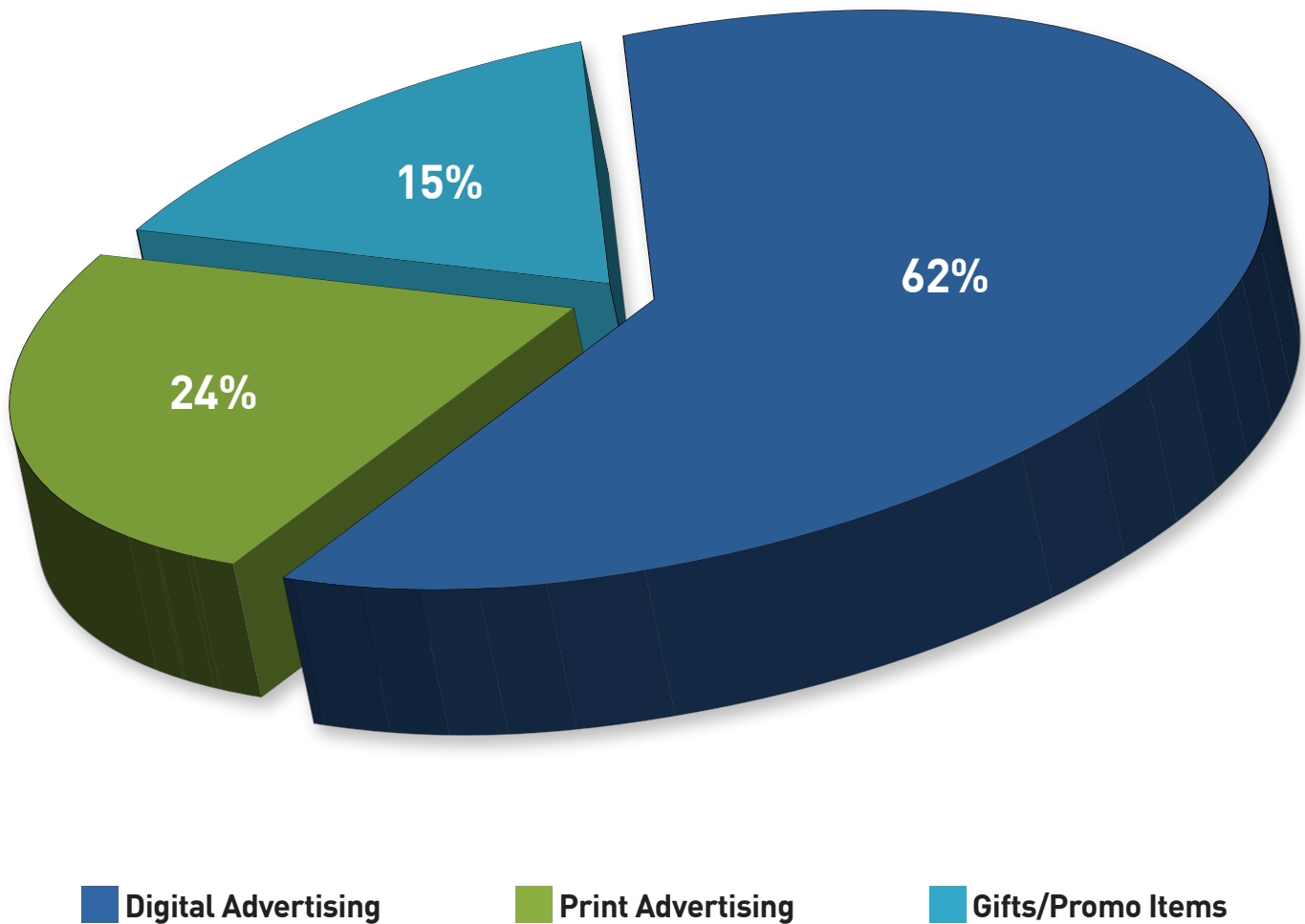
Chicago, New York and Washington, D.C. Sales Blitz

In conjunction with GMCVB (dates vary)

MARKETING MIX: SPECTRA ADVERTISING INVESTMENTS

In an effort to diversify advertising mix, marketing investments are heavy in digital but still continue a presence in traditional print advertising, printed collateral and promotional gift items.

FY 2019-2020 SPECTRA MARKETING INVESTMENT ALLOCATIONS



METRICS & KEY PERFORMANCE INDICATORS

Measurability of marketing tactics and strategies is paramount. Metrics guide decision-making, not instinct. Metrics inform us on who we should be pitching and who is looking at us. KPI's vary based on application, audiences, and campaign. Some KPI's we examine include:

- **Website Optimization**
 - > Evaluate site traffic and keywords, evaluate direct site traffic, referral site traffic, and social traffic yields.
- **Search Engine Optimization**
 - > Evaluate search visits (paid/unpaid), site bounce rate, new visits, bounce rates, average page visits, visit duration, conversions and unique search engine yields
- **Social Media Channels**
 - > Evaluate and grow followers, likes, engagements, impressions, performance and conversions on Facebook, Instagram, Linked In, Twitter and YouTube
- **Paid Media Metrics**
 - > Google Ads (impressions, clicks), Facebook/Instagram Ads (engagements, impressions, clicks), Twitter ads (engagements, impressions) and Linked In (engagements, impressions, clicks)
- **Earned Media Metrics**
 - > Search values, new users, pages per visit, visit duration, bounce, leads, conversions, video views, followers, likes and shares
- **Revenue Metrics**
 - > Sponsorship increases, booking lead generation increases, event type diversity.
- **Satisfaction Survey Methodology**
 - > Primarily via digital distribution, analytics, reporting inform and shape re-targeting.
- **Database Development**

For more information, contact Sabrina Anico, Director of Marketing & External Relations at sabrina_anico@miamibeachconvention.com.



SPECTRA MATRIX OF ACTIVITY

Application	Campaign	October	November	December	January	February
Content Creation	Campus	Building Brand Video		Economic Impact	CoMB	Headquarter Hotel
Content Creation	Campus	Campus Partners Highlights	Education Fund- Event Donations	Event Unsung Heroes	Campus Map	Food & Wine Festival
Content Creation	Spotlights		Spotlight Auto Show (EM)	Spotlight AGT (EM) AND Holiday Campaigns	Spotlight GM	Spotlight SuperBowl (EM)
Content Creation	F&B, Unconventional Cuisine	Fall Flavors	FriendsGiving	Holiday Meals Cocktails Event Planner	New Year New You	New Year New You
Content Creation	AiPP	Sarah Morris	Dragnet & Elmstreet/Bent Pool AND Kosuth	Collector Testimonials	AiPP Leadership	
Content Creation	Event Driven Marketing	Amer F&B Event Recap	Auto Show Event Recap	Art Basel Event Recap	Antique Show Event Recap	Super Bowl Event Recap
Content Creation	Event Driven Marketing	FIBO Event Recap	Blue Gala Event Recap	AGT Event Recap	Future of Education Tech Event Recap	Franchise Expo Event Recap
Content Creation	Event Driven Marketing	RBI Event Recap				
Content Creation	Event Driven Marketing	Miami Woman's Summit				
Content Creation	Event Driven Marketing	CoMB Health & Wellness				
Content Creation	Brand Development	Strategic Planning	Campus	Economic Impact	MBCC Campus (Parks)	MBCC F&B
Digital Advertising	Eblast, Planner list	GMCVB 360 Tour	Building Brand Video	Holiday Greetings	New Year New You	What's New at MBCC
Digital Advertising	Eblast, Planner list	Holiday Reception Spaces	Meeting Packages	Social Spaces	Join Our YouTube	Building Brand Video
Digital Advertising	Eblast, Internal	News You Can Use	News You Can Use	News You Can Use	News You Can Use	News You Can Use
Digital Advertising	Eblast, Campus	Upcoming Events at MBCC	Upcoming Events at MBCC	Upcoming Events at MBCC	Upcoming Events at MBCC	Upcoming Events at MBCC
Digital Advertising	Planner Audiences Platforms Vary	MBCC UnConv Spaces	MBCC Ballroom Spaces	Unconv EVENTS	MBCC Technology	MBCC F&B
Digital Advertising	Google Planner Audience (regional)	MBCC UnConv Spaces	MBCC Ballroom Spaces	Unconv EVENTS	MBCC Technology	MBCC F&B
Digital Advertising	Regional Audiences	MBCC UnConv Spaces	MBCC Ballroom Spaces	Unconv EVENTS	MBCC Technology	MBCC F&B
Digital Advertising	PCMA Engage				PCMA Engage: AiPP	PCMA Engage: Campus
Digital Advertising	Listing	CVENT/Bizbash/Convention South	CVENT/Bizbash/Convention South	CVENT/Bizbash/Convention South	CVENT/Bizbash/Convention South	CVENT/Bizbash/Convention South
Digital Advertising	Connect Meetings				Building Brand Video	
Digital Advertising	So FL Business Journal				Building Brand Video	Meetings Packages
Print Advertising	Unconv. Spaces, Sales Ad				So FL Business Journal	Convention South
Print Advertising	Collateral	MBCC Sales Kit	AiPP Map		Campus Map	
Sales Prospecting Events	Full Planner Audience		Yoga Mixer	MPI & Other Chapters		Zoomba Mixer
Sales Prospecting Events	Hotel Vertical	GMBHA Tour			Lincoln Rd BID Tour	Chamber Tour
Sales Prospecting Events	Campus		Campus Mixer			
Website Development			GDPR	Translations	Site Map	Campus
Website Development		Calendar/Video/Photo Updates	Calendar/Video/Photo Updates	Calendar/Video/Photo Updates	Calendar/Video/Photo Updates	Calendar/Video/Photo Updates
Sponsorship Prospecting	Membership Renewals	GMBHA	MDGLCC	MPI	MBCC	BIDs
Promotional Items	Sales, FAMs & Conferences			IAEE	PCMA	Destination Showcase
Promotional Items	Sales, FAMs	Inventory	Office Kits	Beach Kit	Music Kit	
Media Relations/PR	General Story Pitches	Patricia Rios HR	Dir. Sales/Public Safety	Social Spaces (Blue Gala)	AiPP (in tandem to CoMB)	Campus
Media Relations/PR	Unconv. Cuisine			Unconv. Cuisine Cocktails	New Year, New You	Unconv. Cuisine, Event Planner Meals
Corporate Social Responsibility	Campus, Internal & External	Breast Cancer Awareness	Miami Heart Walk	Toys for Tots		Black History Month

March	April	May	June	July	August	September
Collins Canal Park & Pride Park	First Class Valet	Transportation Options				
Women's Month	Miami Beach Pride	SuperCon		Swim Week	Blue Gala	JIS
Spotlight Sponsors		Spotlight AiPP	Spotlight Event Services		Spotlight Pods	
MCB Gala		Summer Menu Recipe	Summer Menu	Centerplate Plastic Free	Spotlight Social Events	Farm to Table
	AiPP Mini Tour		AiPP Tours (ongoing)		Art & Productivity	
Zen Desk Event recap	IndEx Event Recap	Connectivity Expo Event Recap	World Perfumary Congress Event Recap	Internal Auditors Event Recap	Blue Gala Event Recap	Cardiovascular Event Recap
Tissue World Event Recap			Floriculture Event Recap	Neuro Surgeons Event Recap		CNS Event Recap
MAPS Event Recap			AHIP Event Recap			
MCB Gala Event Recap			FIME Event Recap			
PB Expo Event Recap			LE Event Recap			
Unconv. Cuisine Media Event w GMCVB	AiPP	Economic Impact	MBCC Technology	MBCC F&B	Ballroom Spaces	Campus
Social Events at MBCC	Meeting Packages	Video Gallery Page	Virtual Site Tours	Campus	F&B	UnConv Spaces/Ballroom Spaces
Technology at MBCC	MBCC Campus	What's New at MBCC	Follow Us On Social	F&B	MBCC Campus	Follow Us On Social
News You Can Use	News You Can Use	News You Can Use	News You Can Use	News You Can Use	News You Can Use	News You Can Use
Upcoming Events at MBCC	Upcoming Events at MBCC	Upcoming Events at MBCC	Upcoming Events at MBCC	Upcoming Events at MBCC	Upcoming Events at MBCC	Upcoming Events at MBCC
MBCC UnConv Spaces	MBCC Ballroom Spaces	Unconv EVENTS	MBCC F&B	MBCC Campus	MBCC Ballroom Spaces	Unconv EVENTS
MBCC UnConv Spaces	MBCC Ballroom Spaces	Unconv EVENTS	MBCC F&B	MBCC Campus	MBCC Ballroom Spaces	Unconv EVENTS
MBCC UnConv Spaces	MBCC Ballroom Spaces	Unconv EVENTS	MBCC F&B	MBCC Campus	MBCC Ballroom Spaces	Unconv EVENTS
	PCMA Engage: Building					
CVENT/Bizbash/Convention South	CVENT/Bizbash/Convention South	CVENT/Bizbash/Convention South	CVENT/Bizbash/Convention South	CVENT/Bizbash/Convention South	CVENT/Bizbash/Convention South	CVENT/Bizbash/Convention South
MBCC F&B						
Social Events						
PCMA Convene	Convention South	BizBash	F&D Mag Prime Site			
					MBCC Sales Kit	
	Tango Mixer		Summer Fling at MBCC		Run in the Sun In the AC	
Wash Ave BID Tour	GMBHA Tour	MDGLCC Tour				GMBHA Tour
Campus Map				Campus Mixer		
Blog Page	Blog Posts	Blog Posts	Blog Posts	Blog Posts	Blog Posts	Blog Posts
Calendar/Video/Photo Updates	Calendar/Video/Photo Updates	Calendar/Video/Photo Updates	Calendar/Video/Photo Updates	Calendar/Video/Photo Updates	Calendar/Video/Photo Updates	Calendar/Video/Photo Updates
Assoc.	GMBHA	MDGLCC	MPI	MBCC	BIDs	
SISO	Conference Direct	IMEX/Helms Briscoe/Xperience	MPI/CVENT	FSAE	ASAE	IMEX
Sustainability Kits		Beach Kit	Music Kit	Sustainability Kits		Office Kits
Green Spaces	Productivity and Workspace		Resiliency			CSR
Unconv. Cuisine Media Dine		Summer Menus			Farm to Table	
Womens Months	Choose your Cause: AIDSWalk, Autism Aware, March of Dimes	Resiliency		Runner's Club		

MBCC BOOKING POLICY AND PRIORITIZATION OF CONVENTION BUSINESS

The process of generating long-term business (beyond 24 months, and when appropriate, within the 2-year window) for the Miami Beach Convention Center is the responsibility of the Greater Miami Convention & Visitors Bureau. The process has been vetted over the last three years and groundwork has been laid in generating prospects for the GMCVB sales managers to pursue. The Center's amended booking policies are described below.

MIAMI BEACH CONVENTION CENTER AMENDED AND RESTATED BOOKING POLICY GUIDELINES

I. STATEMENT OF PURPOSE:

The Miami Beach Convention Center (the "MBCC" or the "Center") is a national and international convention, trade show, and multi-purpose facility owned by the City of Miami Beach. One of the MBCC's primary objectives is to promote and facilitate events and activities which have a significant impact in terms of Convention Development Tax ("CDT") generated.

When booking the MBCC, consideration shall be given to the following factors:

- i. significant impact in terms of CDT generated;
- ii. total number of hotel rooms required;
- iii. projected revenue to the MBCC, both in terms of direct space rental revenue, as well as projected revenue from concessions and other building services;
- iv. time of year;
- v. number of move-in and move-out dates required for the event;
- vi. potential for repeat booking; and
- vii. previous history and experience of the potential user with respect to use of similar facilities.

II. BOOKING PRIORITIES:

A. First Priority Events (P1): Generally speaking, first priority for scheduling events in the MBCC is available to regional, national, and international conventions, trade shows (open to the trade only), cultural shows, corporate meetings, and other events which have a significant impact in terms of CDT generated. In order to be considered for a First Priority designation, an event shall:

- i. require in excess of 115,000 gross square feet of exhibit space in the MBCC;
- ii. require a minimum of three (3) nights in Miami-Dade County, with 1,500 hotel rooms occupied on the peak night; and
- iii. generate over 4,000 room nights in Miami-Dade County in total.

CDT impact and room count calculations are based on contracted hotel room nights, as demonstrated by room block agreements with hotels in Miami-Dade County. CDT impact and room count calculations are subject to verification by the City. In order to be considered for First Priority designation, an event shall demonstrate the hotel room count history during presentation of the identical event either (1) in Miami-Dade County; or (2) in the case of events which move from city to city on a rotational basis or are relocating from another location, the hotel room count history of the identical event shall be verified by the Greater Miami Convention & Visitors Bureau ("GMCVB") using generally accepted industry standards, (i.e., DMAI MINT system or written verification from a prior location CVB).

Alternatively, for an event that is booked in the future, First Priority designation may also be determined based on CDT generated by looking at the prior history of the event; subject to (1) verification by the City; and (2) at user's expense, a qualified independent auditor licensed to perform audits within the State of Florida. Within the First Priority category, the City will give preference to the event with the most significant impact in terms of Convention Development Tax generated.

B. Marquee Events: Notwithstanding the above, the City Commission may also, upon the written recommendation of the City Manager and a 5/7ths vote of the City Commission, grant First Priority status to unique, high-profile events that the City determines will bring significant benefit to the City and/or Miami-Dade County in terms of overall economic impact.

An Event is defined as regional, national, and international conventions, trade shows (open to the trade only), cultural shows, corporate meetings and other events which have a significant impact in terms of CDT generated.

C. Second Priority Events (P2): Second Priority Events will have similar characteristics as First Priority events.

The room block requirement will be for a minimum of two (2) nights in Miami-Dade County, with one (1) peak night ranging from 500 to 1,499 rooms occupied on the peak night. A Second Priority event will utilize 1,500 to 3,999 room nights in total.

D. Third Priority Events (P3): Third Priority for scheduling facilities and dates in the MBCC is available to all other events. Third Priority Events do not have a peak room night requirement. MBCC revenue and community impact will be important characteristics in securing Third Priority Events.

E. Subject to the scheduling priorities set forth in this Section II, the MBCC General Manager may exercise his/her discretion as to the issuance, modification, or termination of scheduling reservations.

III. BOOKING PROCEDURES:

A. Reservations more than twenty-four (24) months before an event are normally handled through the GMCVB, subject to approval of the General Manager, and are subject to the guidelines of Section II herein.

B. Facility and space scheduling commitments for First Priority Events may be made as far in advance as is necessary or appropriate and may supersede requests for other events, unless a License Agreement has been previously executed between the MBCC and the user for such other event. License Agreements for First Priority Events may be entered into as far in advance as necessary or appropriate, at the discretion of the General Manager. A License Agreement will be presented to the user by the General Manager no later than 60 days from the date the event commits to the MBCC. Provided that the event is committed at least 24 months in advance of the first move-in date, the user will be allowed 90 days from the receipt of the License Agreement from the General Manager to execute and return it to the General Manager, along with the required deposit. In the event the License Agreement is not executed, or the deposit is not received, within 90 days, the event will lose its First Priority status and another event can secure the requested dates and space. For events that commit to the MBCC fewer than 24 months in advance of the first move-in date, the General Manager will determine an appropriate period of time for executing the License Agreement and payment of the required deposit.

C. Facility and space scheduling commitments for Second Priority Events cannot be secured more than 24 months in advance of the first move-in date, and are subject to change to accommodate First Priority Events, prior to a License Agreement being executed by the General Manager and user for such event. License Agreements for Second Priority Events may be issued to the user by the General Manager twenty-four (24) months prior to the first move-in date of the event.

D. Facility and space scheduling commitments for Third Priority Events cannot be secured more than 13 months in advance of the first move-in date. License Agreements will not be finalized prior to 13 months in advance.

E. Facilities and dates will be tentatively held pending notification to the contrary by either party. In the event a tentative commitment is released by the MBCC, the requesting party will be notified the facilities and/or dates have been released.

i. First Option — Facilities and dates reserved on First Option are reserved tentatively, but a conflicting commitment for the facilities and dates generally will not be made in favor of a second requesting party within the same scheduling priority without the party holding a First Option having the opportunity to execute a License Agreement within the timeline specified or release its reservation. A First Option held by a Second or Third Priority Event can always be superseded by, respectively, a First or Second Priority Event, unless a License Agreement has been previously executed. At the discretion of the General Manager, a party with a First Priority Event holding a First Option may be required, within seven (7) days of written notice, to execute a License Agreement and post a deposit at any time that the General Manager has a good faith request in writing from another First Priority Event for the same dates.

ii. Second Option — Facilities and dates reserved on a Second Option basis will be reserved tentatively, and the absence of a valid First Option hold for the same space and time shall not guarantee the elevation of a Second Option hold to a First Option hold.

iii. Definite Booking — Events are considered a Definite Booking (under contractual commitment) only upon execution of a License Agreement by the user and the General Manager, and which is accompanied by the required initial deposit.

F. Definite 1 Status — In the case of extraordinarily large, citywide conventions, an event may qualify for Definite 1 Status. Definite 1 Status commits the agreed upon space until five (5) years from the date of the first move in date, contingent on no other interest in the space. If another user expresses an interest in the space and a commitment to sign a License Agreement, the user with Definite 1 Status will have first right to confirm the space within 60 days of being notified of the other interest. Upon return of the executed License Agreement accompanied by the agreed upon additional non-refundable deposits, the space will be held without any other contingency as a Definite Booking (as defined above). For an event to qualify for Definite 1 Status, it must satisfy

all of the following criteria:

- i. use of all four (4) Exhibition Halls at the MBCC; and
- ii. utilize a minimum of 3,500 hotel rooms in Miami-Dade County on the peak night; and
- iii. the first move-in date is more than five (5) years in the future; and
- iv. the user is unable to execute a formal License Agreement more than five (5) years in advance of the event; and
- v. a Letter of Intent, in the standard form used by the GMCVB and subject to prior written approval by the City Manager, is executed by and among the user, the GMCVB, the General Manager and, if the event will take place outside the term of the MBCC Management Agreement, the City Manager, and shall, at minimum:
 - be accompanied by an initial, non-refundable deposit, payable to the MBCC, of not less than \$1,000; and
 - establish a schedule of additional annual, non-refundable deposits, payable to the MBCC, of not less than \$1,000 per year; and
 - provide evidence of a room block(s) including specific documentation from the headquarter hotel and supporting hotels totaling no fewer than 8,000 committed room nights; and
 - commit user to executing a License Agreement no later than five (5) years prior to the first move-in day of the event.

IV. PROTECTION CLAUSE: REPEAT BUSINESS

A Protection Clause shall, upon the recommendation of the General Manager, and subject to the approval of the City Manager, be granted to recurring events with a proven record of success, defined as the successful completion of, at minimum, two (2) consecutive shows in two (2) years, which have produced significant revenue to the MBCC or significant impact in terms of Convention Development Tax generated. First Priority users will be required to furnish the required room nights and economic impact results within 90 days of the event's final event day. If the room nights fall below the agreed upon First Priority threshold, the user may lose First Priority status. If granted, such Protection Clause will be included in the License Agreement and, thereafter re-reviewed (at minimum) every three (3) years by the General Manager, and subject to the approval of the City

Manager, in future License Agreements. Notwithstanding the foregoing, the granting of a Protection Clause in a License Agreement shall not vest any right(s) or reliance on the part of the Licensee as to the granting of said clause in subsequent or future License Agreements, but shall at all times be subject to the review and approval procedures set forth above. The Protection Period shall not exceed a total of sixty (60) days, plus the show days. The number of days prior to and after the event shall be the subject of agreement between the Licensee and the General Manager, but a minimum of fifteen (15) days shall be required on each side of the event.

If a Protection Clause is granted, it will read as follows:

PROTECTION CLAUSE:

Licensors agrees that it will not license any portion of the Convention Center facility to any Competing Event for the period commencing 30 days before Licensee's first show day, and concluding 30 days after Licensee's last show day (the "Protection Period"). A "Competing Event" is hereby defined as an event which has thirty percent (30%) or more of the total number of exhibitors/booths in the same event showing/selling product lines in the Licensee's event; provided, however, that a show that is open to the public shall never be deemed a Competing Event with a show open only to the trade, and vice versa. The determination of whether or not an event is a "Competing Event" shall be solely within the discretion of the General Manager, and shall be based upon the product lines in the proposed event's prior shows.

V. DEPOSIT SCHEDULES:

Deposits are required for all activities upon execution of an MBCC License Agreement.

A. First Priority Events: A non-refundable deposit, in the amount of one day's minimum guaranteed rental per hall, or such other deposit as the General Manager may authorize, is required upon execution of the License Agreement. For events licensed five (5) years or more in advance, special arrangements may be negotiated, at the General Manager's option, for a lesser deposit upon License Agreement execution and a defined schedule for intermediate deposit payments, with the balance of all estimated charges being due and payable thirty (30)

days in advance of the event.

B. Second Priority Events: A minimum, non-refundable deposit will be required upon execution of the License Agreement as follows: one day's minimum guaranteed rental for the first hall, and an additional 33 1/3% of one day's minimum guaranteed rental for each additional hall. However, first-time events without a past history of success, and users with inadequate references, or prior event sponsorships, a record of slow payment, etc., may be required, at the General Manager's option, to remit up to one hundred percent (100%) of anticipated rental and related expenses upon execution of License Agreement, with the balance of all estimated charges being due and payable thirty (30) days in advance of the event.

C. Third Priority Events: A minimum non-refundable deposit of 100% of one day's minimum guaranteed rent for all MBCC secured space will be required, with the balance of all estimated charges being due and payable thirty (30) days in advance of the event.

VI. MOVE IN/MOVE OUT GUIDELINES:

MBCC will offer one (1) complimentary move-in or move-out day for every show day (open to attendees or public). MBCC will charge the standard rental rates with any additional service charges for days needed beyond the stated allocation. MBCC may ask for paid move-in and/or move-out days to be released based on other group needs for that timeframe.





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