

SALT LAKE CUSTOMER ADVISORY BOARD

March 16 - 17, 2018 Meeting Minutes
Hilton Salt Lake City Center
Confidential



Opening Comments

Scott and David welcomed the Board and thanked them for their time and commitment to Salt Lake. The Board was asked to speak honestly and openly on behalf of the meetings and convention industry as well as their respective organizations. Salt Lake will listen and learn from the Board and appropriate action will be taken on its recommendations. Updates to the Action Items from the last meeting are posted to the CAB microsite

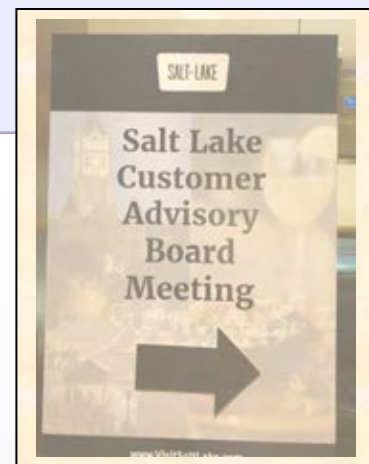
<https://www.visitsaltlake.com/cab/>



Welcome

Abby Murtagh, General Manager of the Hilton Salt Lake City Center welcomed the Board members and shared the following video <https://youtu.be/SlveDYOck6o>





Board Members (in Attendance)

Carrie Abernathy	Convenience Distribution Association
Angie Ahrens	Collinson Media / Connect Marketplace
Ramon Alvero	Solomon & Associates Event Management
R.J. Apana	Apogee Physicians
Scott Baum	National Association for Home Care & Hospice
Tamela Blalock	Section on Women's Health
Phil Andrews	USA Weightlifting
Betty Cartwright	AALAS
Jane Dahlroth	American College of Medical Genetics & Genomics
Melissa Ficek	American Association of Collegiate Registrars & Admissions Officers'
Diana Forbes	American Public Works Association
Cheryl Gallagher	American Headache Society and American Migraine Foundation
Kay Granath	Association Management Center
Bobby Heard	American College Emergency Physicians
Gary Thuro	Solar Energy Trade Shows
Kristen Yednock	National Communications Association

Salt Lake Leadership & Host Committee

Scott Beck	Visit Salt Lake
Dee Brewer	Chairman of the Board - Visit Salt Lake
Dan Hayes	Salt Lake Convention Center
Erin Litvack	Deputy Mayor of County Services & Chief Administrative Officer - Salt Lake County
Abby Murtagh	Hilton Salt Lake City Center
Mark White	Visit Salt Lake

Meeting Facilitator and Report Authored by:

David Kliman, CMP, CMM	The Kliman Group 415.339.0237 david@klimangroup.com
------------------------	------------------------------------------------------------------------------------------------------



Graphic Recorder

Sophia Liang	Graphic Footprints
--------------	--------------------

Gallery Attendees

Dusty Allred	Visit Salt Lake
Caryn Bradshaw	Visit Salt Lake
Peter Bray	Marriott Downtown at City Creek
Eddie Canaday	Visit Salt Lake
Carlton Christensen	Salt Lake County
Cliff Doner	Visit Salt Lake
Jeana Han	Salt Lake Plaza Hotel
Kristen Hiester	Visit Salt Lake
Pat Holmes	Visit Salt Lake
Tyson Lybbert	Visit Salt Lake
Todd Ness	Visit Salt Lake
Sally O'Neill	Visit Salt Lake

Gallery Attendees (continued)

Elke Opsahl	Visit Salt Lake
Chris Peterson	Visit Salt Lake
Erin Reardon	Visit Salt Lake
Julie Rhoads	Visit Salt Lake
Chris Robinson	Visit Salt Lake
Troy Rushton	Visit Salt Lake
Karen Staples	Visit Salt Lake
Tina Stark	Orchid Event Solutions
Diane Utley	Visit Salt Lake
Cannon Tarbet	Visit Salt Lake
Eric Thompson	Visit Salt Lake

Salt Lake Updates – Scott Beck

Scott outlined key issues impacting Salt Lake; the following summarizes his comments:

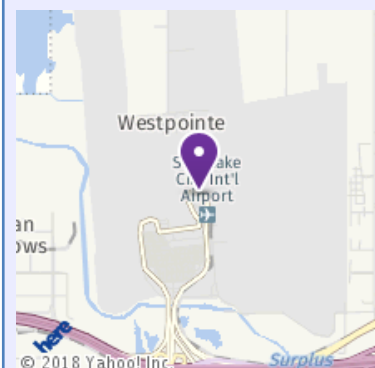
- The DMO is a regional organization responsible for selling and marketing 17 municipalities, each with unique perspectives and needs
<http://www.visitsaltlake.com>
- Recommendations and feedback from the CAB are institutionalized by Visit Salt Lake
 - Visit Salt Lake's (VSL) mission is to improve the area economy by attracting and providing support to conventions, leisure travelers and visitors to Salt Lake County

- **Action Item Updates from 2017 Meeting**

- Customized Tag Line Business Cards
 - 22 photos now available for employees to reflect their individual passion
- Street Ambassadors
 - Pending; program started January 2018, expect more details soon
- Train Hotel Sales to better define why business is declined
 - Hired Tyson Lybbert in new role at Visit Salt Lake, he is skilled in revenue management and is working to retool culture
- Higher caliber registration staff
 - Ongoing
- Ambassador Bloggers
 - New role in VSL org, working directly with in-coming groups to build attendance. In addition to using state of the art marketing tools we will also aggregate and curate various forms of social media to encourage better attendance, one very important aspect will be using blogs.
- VR attendance Building tool
 - Pending
- Onsite and Post Event Surveys
 - Ongoing
- Risk Management Protocols
 - Ongoing in cooperation with Salt Lake County, and SMG – the facility manager of the Salt Palace Convention Center



- Salt Lake Destination Update
 - Loss of Outdoor Retailer (Salt Lake's largest tradeshow) was a result of State and Federal policies and "weaponization" of travel
<http://archive.sltrib.com/article.php?id=4952414&itype=CMSID>
 - However, VSL team has been aggressive in booking business and January 2018 only 9% below in revenue vs. January 2017
 - Utah has the country's best performing economy. The greater Salt Lake region has received numerous accolades for the strength of the economy, as well as the best place for millennials to start a career and the best place to start a business per Forbes Magazine
<https://www.forbes.com/sites/samanthasharf/2017/05/22/americas-25-best-cities-for-young-professionals-in-2017/#7bd5a9b44563>
 - New hotels developments include:
 - AC Hotel <https://tinyurl.com/y9dz5j6h>
 - Town Place Suites Valley West <https://tinyurl.com/ya532qx9>
 - Embassy Suites Sandy <https://tinyurl.com/ybxzw64g>
 - Despite support from Visit Salt Lake and meeting customers for development of a new headquarters hotel at the Convention Center, there is no changes or movement in the potential project
 - Technology audit is underway at the Salt Palace
 - Restructure of the DMO created more customer focused roles and services
 - Salt Lake's luxury brand leader is The Grand America
<https://www.grandamerica.com/>
 - RevPAR leader is Hotel Monaco <http://www.monaco-saltlakecity.com/>
- Watkins Report <http://www.watkinsresearchgroup.com/>
 - Survey benchmarks destination appeal, hotel inventory, planner/attendee experiences and city's relative position against competitive set
 - Thousands of meeting professionals are surveyed, takes place every 2 years
 - Salt Lake 2016 results:
 - Ranked #1 for Safety and Security
 - Losing ground regarding hotel package
 - Services team rated very high
 - Destination appeal slipping
 - Air Service ranking slipped slightly (we think due to pricing)
- Salt Lake International Airport
 - New SLC Airport terminal under development in close partnership with Delta Air Lines which operates 80% of all flights
<https://www.slairport.com/thenewslc/>
 - First new major airport construction since new TSA protocols put in place
 - 8 new cities served by Alaska Airlines
 - Nonstop international service to CDG (Paris), AMS (Amsterdam), LHR (London) and numerous Mexican Cities
 - Potential for new service to Brazil



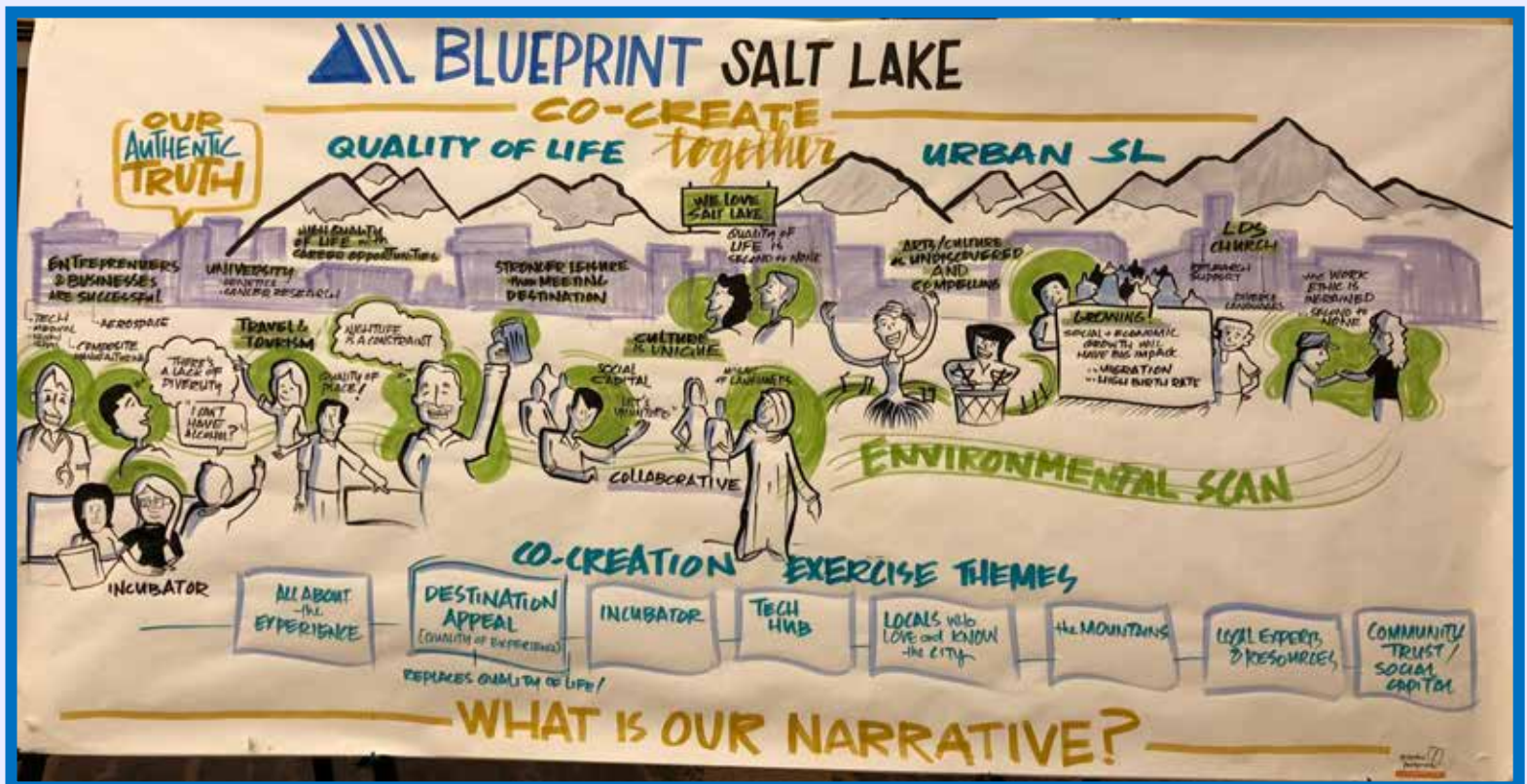


Delta Air Lines <http://www.delta.com>

Stacie Nerf was thanked for sponsoring attendees' airline tickets. She discussed airline issues and Delta innovations. Her presentation has been posted to the CAB microsite.

Blueprint Salt Lake <https://www.blueprintsaltlake.com/>

An overview of Blueprint Salt Lake was shared with the CAB and then they were asked to brainstorm and co-create ideas regarding two sample narratives ("Quality of Life and "Urban SL")



The following summarizes the CAB members' individual comments submitted on Post It notes during the brainstorming session; they should be viewed as individual opinions, not group consensus.

“Urban SL” Narrative

CORE TRUTH

- Salt Lake’s growth as an innovation hub coupled with its burgeoning food and cultural scene are recognized as compelling “untapped urban opportunities”. Global connections further contribute to a more diverse community social and commercial mosaic.

STRATEGY

- Define and introduce a uniquely compelling urban Utah narrative that draws from its unique culture and geography and one that differentiates Salt Lake’s urban lifestyle from its inter-mountain west comp set and beyond.

POT OF GOLD

- Defining a hip, new urban nexus worked for Austin and Portland.

PIT OF MISERY

- Can Salt Lake consistently deliver a uniquely Salt Lake urban experience beyond its competition?

TO BE DETERMINED

- Will hip urbanization corrupt/confuse Salt Lake’s outdoor recreation/quality of life reality?



"URBAN SL" CAB FEEDBACK

- Consider blending both narratives, it's the "best of both worlds"
- Incorporate outdoor recreation qualities into urban messages; those qualities could be used to attract attendees
- Urban SL defines quality of life and gives SL personality
- Innovation culture is as key to SL as music is to Austin & Nashville
- Create links to connect innovation culture into meetings
- How does polyglot culture help meetings?
- SL is a cradle of innovation
- Link learning culture & community to attendee experience
 - Tapping into University community & assets key for educationally focused groups
- Medical and STEM meeting seek ideation meetings with SL thought leaders
- Create link between SL innovation culture and attendee experience
- Powered by SL:
 - Festivals-Partnerships-Legislation-Technology-Design-Tradeshows-Universities-Restaurants-Hotels-Start-Ups-SL DNA-Design-Neighborhoods
- Changes over last 10+ years indicate willingness of SL to adapt, grow and innovate
- "Urban" resonates with many attendees
- Link LDS Genealogy Library & assets; create storytelling opportunities for attendees
- Create downtown zones (boroughs) highlighting arts, culinary experiences
- Fun bars are important for attendees
- Be "more than just an event" destination
- Share case studies regarding innovation incubators and universities' research developments with associations
- "Sexy" sells i.e. Austin, Nashville, Portland, Denver = Hip & Good Food
- Brand Management is key
- Don't ignore the majesty of surrounding landscape (mountains), it's integral to Urban SL's uniqueness ("Wizard of Oz" feeling) and not found anywhere else
- Embrace historic culture, mountain views with food & innovation
- Use CAB members' meetings & events as economic impact examples and share with SL business owners, politicians, city stakeholders; draw correlation between those meetings and SL economy. Use CAB as a "voice" to articulate positive impact of meetings
- Is "new & hip" sustainable or will it eventually fizzle out?
- Connect areas outside downtown to guest experiences
- Urban and "City Engagement" must be authentic
- Harness the urban "vibe"
- Define and share cool, unique urban experiences with planners and attendees
- Focus on social justice, LGBTQ and other communities that thrive in SL and that counter misperceptions and stereotypes
- Can't hide that most things are closed on Sunday; "bad" experience for groups, especially sports market (also "bad" for leisure travelers)
- "Hip" to one person is not "hip" to someone else; variety is key





“Quality of Life” Narrative

CORE TRUTH

- Salt Lake has received countless accolades for its “quality of life”. It is consistently ranked amongst the top ten cities for livability and career development opportunities. Primary pitch for investment/talent attraction.

STRATEGY

- Leverage government policy and extend Salt Lake’s established quality of life DNA to drive talent attraction that supports business growth and also enhanced business opportunity appeal for meeting/business professionals.

POT OF GOLD

- Quality of life is a successfully proven economic development and talent attraction narrative. Can it be further extended for meeting/business professionals?

PIT OF MISERY

- Is “quality of life” boring?

TO BE DETERMINED

- Can “quality of life” be compellingly defined and projected to create a unique and magnetic Salt Lake “mind space” for key audiences?

Advertising Feedback:

The CAB was asked to provide their opinions regarding recent ads from other DMOs placed in meeting industry publications. The following photo provides an overview of their feedback:
Notes:

- **Green dots** indicate positive feedback, **red dots** indicate negative feedback
- Left column represents feedback regarding *design layout*, right column represents feedback regarding *content, copy & offer*



CAB Feedback – “Quality of Life” Narrative

- Quality of life is not “driving factor” for attendees or a decision maker for meeting professionals
 - Best attendance can take place in worst places to live (New Orleans)
 - Being in a city for 4 days is “different” from living there
 - Can attendees even understand “Quality of Life in 2 or 4 days?”
 - Many unclear how Quality of Life equates to a successful meeting
 - It “means nothing to me and my meetings”
- Communication of business incubator/innovation culture would help attendees understand that SL can offer meaningful experiences outside the meeting
- Visitors seek comfortable experiential habits (i.e. “my coffee shop”)
- Original pioneer spirit creates environment for dreamers, “vast spaces for creativity and innovation”. Natural beauty inspires manufactured beauty and a sense of pride of “home”
- The innovation hub
- Use the University to develop Innovation Think Tank
- Characteristics of the narrative must be obvious and evident within 3 blocks of the Salt Palace
- Create “good vibes” for visitors; create a buzz
- Airport so close to downtown is great (“location, location, location”)
- While not considered central location for east coast attendees, SL goes “extra mile” and impresses attendees despite perceived distance
- Identify what’s different in SL (incubator culture, polyglot community etc.) and focus on those assets
- Affordable, attractive for millennials seeking jobs
- Keep innovative companies in SL
- Excellent quality of life = less attendee risk; “safe and appealing” attracts attendees
- Fair labor employee practices
- Create strong links which attract meeting attendees to return as leisure travelers
- Embrace experiences driven by hotels and other venues vs business convenience
- No other cities have what SL can offer
- SL reality contradicts what many people think outside Utah
- Iconic outdoor lifestyle
- Unique volunteer culture is good link to meetings
- Does “Quality of Life” have longer lasting impact vs. “Urban SL” – unsure
- Scientific community plus “Quality of Life” = creativity and creative culture
- “Preserved by SL”
- “I can be anyone and do anything in SL”
- “It would be boring to be and live anywhere else”
- “I feel good when I’m in SL”
- THE VIEWS!
- Define SL assets as “Natural Resources”
 - Quality of Life – Culture – Universities – Technology – Innovation – Incubators
- Proud Sports History; SL is sports hub and one of 6 US Olympics cities

Salt Lake Customer Advisory Board

CAB Feedback - New Ideas

- Embrace Incubators, Think Tanks etc.; incorporate and cultivate them as unique SL assets
- Promote theatre and opera
- "Work hard, play hard in SL"
- "Delivers on meetings inside the City, delivers on experiences outside the City"
- Use Bloggers, promote case study realities of millennial planners using SL
- SL's vibrant millennials are a great asset
- Create a mosaic of SL facts; "Did You Know"?

Overnight Room Demand Analyzer

<https://destinationsinternational.org/overnight-room-demand-analyzer-orda>

Destinations International new tool was outlined; the following summarized the conversation:

- The number of sleeping rooms used by convention is typically unknown or not well documented. One of every three hotel room nights are booked outside the contracted room block. For citywide events, the ratio approaches one out of every two. Relying solely on room block data can mean greatly underestimating the value of a meeting.
- Overnight Room Demand Analyzer (ORDA) takes into account:
 - Event specific parameters including attendees zip/postal code data
 - Developed in conjunction with Destination Next
<https://destinationsinternational.org/sites/default/master/files/DestinationNEX%20Futures%20Study%20Update.pdf>
 - Now being adopted in some markets
 - Visit Salt Lake bases its evaluation of groups' economic impact on overall attendance, not projected room nights

Watkins Report <http://www.watkinsresearchgroup.com/>

The report outlines findings from the 11th survey of meeting professionals and evaluates their perceptions of 40 North American meeting and convention destinations. The report:

- Analyzes which cities provide the best destination experience
 - Based on planners' most recent 8 cities used for citywide meetings
- The study asks numerous questions including:
 - Which cities were eliminated due to labor issues and or labor costs?
 - Which cities were eliminated due to social and political issues?
 - Which cities are already contracted for largest convention?
 - Which cities are best fit selection criteria for largest meeting?
 - Which cities are easy to get to?
- The CAB asked:
 - Are responses based on experience or perception?
 - Only respondents who noted they had been to a city participated in the city specific responses. All participants were shown the industry/trend questions.
- Net Promoter Scores (NPS) were discussed, <http://www.ufi.org/> was cited as providing NPS for the convention industry

ASAE August 2016 Annual Meeting Salt Lake Feedback

CAB members asked whether any new groups had booked based on attendee experiences during ASAE's 2016 annual meeting in Salt Lake; the following feedback was provided:

- Visit Salt Lake worked very closely with ASAE and identified 150 potential clients, VSL has been successful in positioning Salt Lake into those potential clients' bid cycles which are now in the beginning phases (these meetings are traditionally booked 5+ years out)
- ASAE also offered the opportunity for VSL to show the community that Salt Lake can manage this type of event really well
- Lack of convention center headquarter hotel remains an inhibiting factor for groups



Destination Site Selection Tools

Cvent and other tools were discussed; CAB members were asked to talk about site selection methods, the following summarizes their comments:

- Trusted relationships are key (strong planner/supplier relationship) are the best method for VSL and hoteliers to cut through the avalanche of on-line leads
- Most CAB members favor the development of an effective ranking protocol which would help hoteliers qualify on-line leads
- No CAB members use DMO's on-line RFP portals; instead, they send their meeting specs to their DMO trusted contacts, use a Third Party or Hotel NSOs/GSOs
- Other tools used by CAB members include:
 - <http://www.conventionplanit.com/>
 - <https://www.sportscommissions.org/> (used by Sports Market planners)
- Desired expressed for an offsite venue selection tool

Meeting & Travel Boycotts

Weaponization of meeting and travel was discussed; CAB members agreed that:

- Most agree that boycotts are only considered relevant if the political issue is specifically linked to the organization's mission and/or vision. If the issue is not linked, then there's usually no interest in taking part in a boycott or taking political action



Changing Dynamics Events

C2Montreal, Ted and TedX, SWSW

- Many associations are traditional and conservative by nature and are reluctant to make changes
- Long term employee base with embedded systems and timelines, “it’s so easy not to change anything”
- However, the use of meetings as an incubator of new ideas was cited as very effective
 - Some groups use Shark Tank model, bring in venture capital firms for funding of new ideas, especially in health care segment
- Some groups cite changes in format of education delivery; some groups using rapid fire 10 to 20-minute session
- Change is not an operational issue for venues, it’s a psychological change
- Communication in the RFP process regarding changing dynamics of events is essential
- Collaborative change is required on all sides
- Utah is a Right to Work State which allows flexibility of workforce
- Planners always seeking new nuggets of ideas and look to the DMO for inspiration
- DMOs that successfully provide thought leadership instead of just traditional concessions will prevail and succeed
 - Provide access to thought leader early in the relationship will help create strong bonds
 - Focus on changing the stimuli that gets a positive reaction
- Providing thought leaders and inspiration isn’t expensive, even if the ideas to execute the inspiration might be expensive
- Peer engagement / experience vs. talking heads
- How to scale C2 style innovation to your meeting
- Challenged by attendees who say they want change but also want consistency
- Fear holds groups back from changing
- Value failure, we learn from that
- SL should bring innovators and get them in front of planners to talk about learning from failure and successes
- Develop new ways to present Salt Lake at prior year events, consider ways to reinvent traditional 10 x10 attendance building booth

ASAE Innovation LAB

- Potential partnership between Visit Salt Lake and ASAE is under consideration, additional information to follow pending announcement from ASAE

Advertising

- Affinity to and involvement with organizations such as ASAE, PCMA etc. impact the way planners connect to an ad
- Some planners express an affinity to advertisers that support issues and causes that are supported by the reader

Effective Use of Technology

- Most planners and suppliers experience an “avalanche of email” on daily basis
- Increased use of shared file platforms to address email overload include:
 - Asana www.asana.com
 - Slack www.slack.com
 - WeChat <https://web.wechat.com/>
 - Dropbox <https://www.dropbox.com>
 - EverNote <https://evernote.com/>
 - Front <https://frontapp.com/>
 - EverNote <https://evernote.com/>
 - Lenos <https://www.lenos.com/>
- SMG, manager of the Salt Palace Convention Center is using Smart Sheet for document task management and operational progress <https://www.smartsheet.com/apps/g-suite>
- SaneBox was cited as a very effective tool that analyzes email use and creates folders <https://www.sanebox.com/>
- Planners discard unsolicited USBs, they are “unacceptable” due to security risks

Sharing Economy

- AirBnb successful entry into the group housing market was discussed, including potential duty of care and risk management concerns cited by meeting professionals
- Lyft uses geotagging to manage traffic proactively
- Some groups use Uber Events effectively to replace shuttle bussing <https://www.uber.com/events/>

The CAB Meeting

- Members felt prepared to attend; advance communications were cited as effective
- One member (not a Salt Lake user) felt they didn’t provide enough feedback and their resources may have been untapped
- Request for breakout groups at future meeting was shared



Wrap Up

The Board was thanked for their commitment to the process of continuous improvement for Salt Lake. Their feedback is tremendously helpful; their recommendations and comments will be put to good use.

The meeting was adjourned. Recommendations and Actions Items are found below.

ACTION ITEMS

- Develop and publish heat map indicating destination availability, providing forecast for planners and suppliers, use red, yellow and green visuals with a legend indicating parameters
- Provide planners with access to thought leadership and connections to local intellectual capital (entrepreneurs, academics, medical, technology etc.)
- Continue to use the CAB to advocate for legislative lobbying and hotel development
- Bring CAB to the Salt Palace during future CAB meetings when there's a group in house (show the Center in action)
- Ask Watkins Research to cross-tab markets by segment to obtain sports market data
- Create a competition to develop a trade show with no traditional booths
 - Prototype at Salt Palace during 2019 CAB meeting with local hoteliers and suppliers
- Develop new ways to present Salt Lake at prior year events, consider ways to reinvent traditional 10 x10 attendance building booth
- Include topic specific breakout session during 2019 CAB meeting

