



# 2011 ANNUAL SUMMARY



Dear Friends and Colleagues:

This was an exceptional 2011 for NYC & Company, with a record 50.5 million visitors from around the globe coming to explore our diverse range of neighborhoods, attractions, restaurants, shops and cultural institutions. Not only did we reach the Mayor's 50 million visitor goal, we did so a full year ahead of schedule, marking the continued growth of New York City's tourism industry and demonstrating the tremendous work being done by NYC & Company and our incomparable array of members. These visitors generated very strong revenues and economic impact during a critical time for the City's economy. Thanks to all of your hard work and dedication, tourism is finally being recognized as one of our strongest industries and, most importantly, a crucial jobs creator.

Of course, we are very fortunate to be able to work in and promote such an extraordinary City. All five boroughs have a unique character and spirit with something to offer everyone from all walks of life. For our part, we have worked diligently to highlight all the amazing things to see and do through vibrant and imaginative programs such as Restaurant Week, Broadway Week and Get More NYC. We also continue to make enhancements to our website, nycgo.com, to ensure visitors and residents have the freshest and most up-to-date information to navigate the City. With Broadway attendance strong and numerous cultural institutions reporting record attendance, it is clear our message is resonating and our efforts are being rewarded.

The support of our members has been instrumental to the success of the industry these past five years, and I want to personally thank all of you—it could not have been done without you. As we look to 2012 and beyond, we will once again be relying on our members and partners to build on the momentum and continue to elevate the City's tourism industry to new heights.

Sincerely,

A handwritten signature in black ink, appearing to read "Emily Rafferty", written in a cursive style.

Emily Rafferty  
Chairman, NYC & Company  
February 2012



Dear Friends and Colleagues:

Five and a half years ago, Mayor Bloomberg charged this organization with the task of welcoming 50 million annual visitors by 2012. I am proud to say this past year, with a record 50.5 million visitors including 10.3 million internationals, we reached the Mayor's goal one year early. Of course, our members and partners were instrumental to this success—your commitment and dedication helped this industry grow at a record pace despite the difficult economic climate. As the country's most visited city destination, New York City is now the undisputed standard-bearer for the tourism industry, and destinations around the world are looking to emulate our model.

Exemplary of our success, New York City was selected by President Obama to be the only city represented on the country's new 11-member national tourism board—a \$200 million campaign to drive international visitation to the United States. As the country's top overseas destination and number one port of entry, New York City will certainly receive its fair share—adding to the \$48 billion in economic impact and \$32 billion in direct visitor spend our tourism industry already generates for the five boroughs. Most importantly, this growth, particularly on the international front, has helped raise tourism jobs to 320,000 in the City, and we remain dedicated to keep this number climbing.

By working together, NYC & Company and our members have been able to turn the tide and elevate tourism to new heights. Our early investments in emerging international markets have yielded substantial returns—including a global market share increase from 28% to almost 33%. Since 2006, the City's hotel industry has experienced the most rapid and successful boom on record—reaching almost 90,000 rooms in active inventory, including many outside Manhattan. It is your hotels, your restaurants, attractions and cultural institutions that are bringing them here.

As we look ahead to 2012, there are clearly some hurdles but many, many more opportunities. We are confident this next year will only build on our past success and, through collaboration and partnership, tourism will continue to be key to the City's vibrancy and prosperity.

Sincerely,

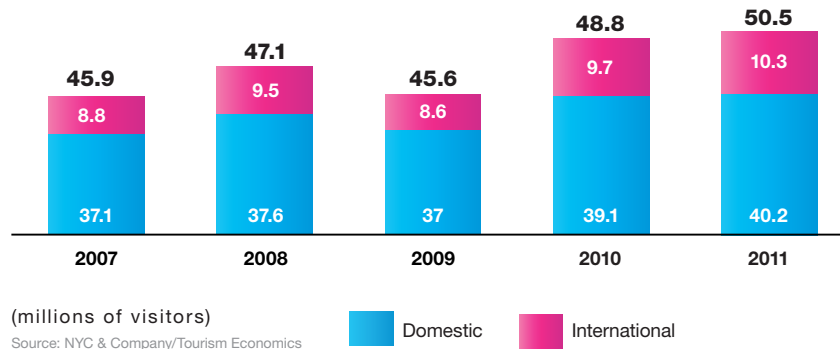
A handwritten signature in black ink, appearing to read "George Fertitta", written in a cursive style.

George Fertitta  
CEO, NYC & Company  
February 2012

# THIS IS NYC & COMPANY.

For New York City and NYC & Company, 2011 saw records broken for the second year. The City welcomed an estimated 50.5 million visitors—a 4% increase over 2010—beating Mayor Michael R. Bloomberg’s goal a year early of attracting 50 million visitors.

## NYC Visitor Trends:



Tourism remains one of NYC’s largest and most vital industries, supporting over 320,000 jobs and generating \$32 billion in direct spending across the City’s five boroughs. In 2011 hotels booked more than 27 million room nights, restaurants experienced a surge in reservations, and many museums saw record attendance to their exhibitions. Hotel demand surged and helped absorb the addition of 20 new properties and over 2,500 new hotel rooms. These successes are all the more remarkable in light of the challenging global economic environment of the past few years.

NYC & Company played a key role in helping the City thrive by creating programs that conveyed New York City’s energy, excitement and diversity to a global audience. Our award-winning website, [nycgo.com](http://nycgo.com), social-media channels, mobile site and publications—including the *NYC Official Visitor Guide*, *NYC Official Travel Planner* and *NYC Official Meeting & Event Planner*—offered timely, useful information about events, offers and travel opportunities throughout the five boroughs. Domestic and international visitors, travel professionals, commuters and residents participated in initiatives that showcased and enhanced what makes New York City such an exceptional destination—programs such as NYC Restaurant Week, Fashion’s Night Out, Get More NYC, Broadway Week, Off-Broadway Week, Comedy Week

and Culture Spot. These programs and those we plan for the future would not be possible without such principal partners as American Express, American Airlines, Travelocity, Sony Pictures, OpenTable, *Time Out New York*, AARP and the Syfy Channel, whose outstanding products, services and attractions are crucial to our continued success.

Looking ahead to 2012, we are confident we can keep the momentum going strong with a range of new and returning campaigns and initiatives. We will continue to highlight deals on hotels, dining, shopping, entertainment and attractions as well as feature neighborhood events and itineraries, including a spotlight on Lower Manhattan to help people get more out of their experience in this thriving, revitalized area. The perennially popular NYC Restaurant Week—now in its 20th Anniversary year—will return in January and July of 2012, with more great prix-fixe deals for lunch and dinner at hundreds of the City's top restaurants.

In September Fashion's Night Out will come back even bigger than its previous three years. Also in fall 2012 we will welcome the return of Broadway Week and Off-Broadway Week—both of which will offer great deals on wonderful shows and performances. And our new program, called This is New York City—Save the Date, will offer a dynamic planning tool to highlight New York City's vibrancy and excitement and give visitors a reason to travel to all five boroughs of NYC every month of the year.

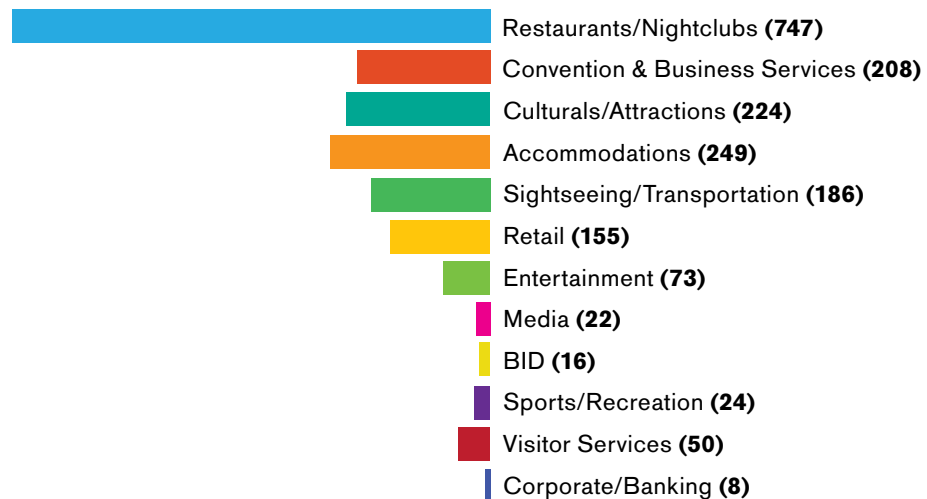
As always, we will look at new ways to extend our reach even further to connect with potential visitors from around the world. In January we will launch visitor guides on [nycgo.com](http://nycgo.com) that are translated into seven languages and targeted to eight markets. That month we will also expand our ambitious international social-media plan by launching additional international Facebook pages with translated visitor guides to reach a total of 13 markets. In March we will launch our first smartphone app in partnership with CityMaps. The free app is location-aware, utilizing nearby visual points of interest, and can be customized by the user.

NYC & Company is proud to contribute positively to the prosperity of our members, to the tourism and hospitality industry and to the City of New York—and we will continue to work tirelessly to raise the bar even higher. New York City offers exceptional, unforgettable experiences to visitors, and we strive to remind people of why they need to return again and again. We want them to know what we've always known: that there is no other city like this in the world. This is New York City™.

# MEMBERSHIP

NYC & Company's membership spans the convention, tourism and hospitality industries. Dues-paying members in 2011 included more than 1,960 small, midsize and large businesses, major corporations and nonprofit organizations operating in all five boroughs of the City.

## NYC & Company's Membership Composition:



## [nycgo.com](http://nycgo.com)

NYC & Company's website, [nycgo.com](http://nycgo.com), is the official source of information for both residents and visitors on what to do and where to go in the City. Launched in January 2009, [nycgo.com](http://nycgo.com) is edited by seasoned journalists and written by a talented team of staff writers and freelance contributors. In 2011 the site was named a finalist in the Webby People's Choice Award in the Tourism category (an award it won in 2010) and has developed a rapidly growing and engaged social-media following and an increasingly popular mobile site. Every member has a customized venue page with an enhanced 100-word description plus photos, a map, special offers and a hyperlink to its own site. The members-only section on [nycgo.com](http://nycgo.com) has a searchable membership directory for connecting with other members, a convention calendar for targeting certain groups coming to NYC and a place for submitting special offers and calendar listings.

## Official NYC Information Centers

The Official NYC Information Center in Midtown Manhattan is the ultimate destination for visitors and residents to find all they need to know about what to see and where to go in NYC. Multilingual Information Specialists are ready to assist visitors to find and book tickets for attractions, cultural venues, restaurants and tourist passes. Only members are displayed on the Brochure Wall and featured on curated itineraries. Members are also showcased at our satellite locations in Times Square and The Studio Museum in Harlem, as well as at kiosks in City Hall Park and Chinatown.

### Official NYC Publications

NYC & Company publishes four targeted guides: *NYC Official Visitor Guide*, *NYC Official Visitor Map*, *NYC Official Travel Planner* and *NYC Official Meeting & Event Planner*. The visitor guide includes extensive listings of member businesses and organizations as well as essential visitor facts and transportation information. It is the only official guide that reaches international and domestic travelers by request in advance of traveling. A downloadable version of the visitor guide is available on nycgo.com.

The annual *NYC Official Travel Planner* is targeted to incentive planners, tour operators and retail travel consultants who are looking to craft customized trip itineraries for their clients. The extensive member listings of dining, shopping, museums and galleries, the performing arts and more offer diverse options for clients during their stay.

The *NYC Official Meeting & Event Planner* is a comprehensive resource for planners, whether they are organizing meetings, smaller trade shows or large-scale conventions and conferences. It features helpful information for every aspect of meeting and event planning, including extensive member listings of transportation, hotels, event venues, services, dining, shopping, the performing arts and other attractions.

### Networking Events

With our business card exchanges, member breakfasts, speed-networking events and business seminars, there are many opportunities throughout the year to meet and network with other local professionals. In 2011 there were business card exchanges held at the New York Stock Exchange, Bowlmor Times Square, S.O.B.'s, Heartland Brewery & Rotisserie at the Empire State Building, Sentry Centers and Copacabana. We had speed-networking events and new member orientations throughout the year.

### Marketing Programs

A key benefit for our members is participating in the wide array of marketing programs and platforms that support and promote the City and help drive visitors and locals to our member businesses. These programs, described in the Marketing and Partnerships section of this report, are promoted on nycgo.com and through other media outlets, both locally and internationally.

### Research

Another key membership benefit is access to our research information about who is visiting the City, including detailed international and domestic visitor information, demographics, length of stay and spending patterns. Members can use this data to their advantage to inform their own marketing strategies and initiatives.

### Looking Toward 2012

In 2012 the Membership department will continue its focus on new member acquisition and customer service. The team will continue to build on the array of marketing programs offered to members by adding new platforms to help the retail, nightlife and entertainment business sectors. We will continue to highlight Lower

Manhattan to drive additional traffic to our members in that revitalized part of the City. We look forward to adding to our roster of publications and maps to showcase our members and make it easier for our visitors to navigate the City.

# TOURISM DEVELOPMENT

Tourism Development is responsible for expanding the presence and reach of New York City around the world through an array of sales and marketing efforts. Initiatives begin with a network of 18 representative offices establishing trade relationships throughout the Americas, Europe and Asia-Pacific.

Throughout the year sales missions and trade shows are key initiatives for product development, giving priority positioning to member products and providing a relevant audience in market.

Annual sales missions and trade shows open to member participation (in chronological order):

## **Sales Missions**

California  
Australia/Visit USA  
Brazil  
Canada  
Italy/France/Belgium  
Japan/Korea  
UK/Ireland  
India  
Scandinavia/Netherlands or  
Germany/Switzerland  
China/CITM

## **Trade Shows**

FITUR (Spain)  
Holiday World (Ireland)  
ITB (Germany)  
MITT (Russia)  
Cruise3Sixty (US)  
Pow Wow (US)  
La Cumbre (US)  
TTG (Italy)  
ABAV (Brazil)  
FIT (Argentina)  
WTM (UK)

Education remains a strong focus as the team hosts trade familiarization trips throughout the year to enhance product knowledge of NYC. The online NYC Travel Training Academy at [nycgo.com/training](http://nycgo.com/training) provides member product knowledge in 10 languages across 27 markets worldwide, closing 2011 with more than 19,000 registered users. And product updates are provided to over 22,000 trade worldwide on a quarterly basis with the Travel Trade Newsletter.

Each year cooperative promotions are established in each market, focusing on tactical offers to drive travel to NYC. A few highlights from 2011 include expanding NYC & Company's Get More NYC campaign with travel partners into Brazil, Italy, Portugal and Spain; incorporating tactical consumer promotions into city-to-city agreements with São Paulo, Brazil, and Seoul, South Korea; and showcasing NYC products via TV programs in Ireland and the UK. We also



engaged travel agents in China with an incentive program that has led to a year-over-year increase of bookings into NYC hotels of over 42%.

### Looking Toward 2012

In 2012 Tourism Development will remain focused on promoting member products and increasing NYC's market share across the current represented markets. In addition, we will expand our market presence in Mexico and increase product presence in Brazil with an expanded sales mission and participation in Braztoa. We will also increase member knowledge of international markets through quarterly presentations from our market representation, and we will host quarterly one-day fams for domestic tour operators.

# CONVENTION DEVELOPMENT

Convention Development acts as a catalyst between the meetings industry and the NYC hospitality industry, driving meetings, conventions and trade shows to book groups into New York City. Sales efforts are primarily focused on industry trade shows and events, with a stronger focus internationally in 2011.

Annual trade shows and sales events open to member participation (in chronological order):

<b>HelmsBriscoe Partner Meeting</b> (US)	<b>ESSAE</b> (US)
<b>PCMA's Annual Meeting</b> (US)	<b>AIBTM</b> (US)
<b>MPI Northern California Chapter</b> (US)	<b>ASAE</b> (US)
<b>meetNY</b> (US)	<b>Incentive Works</b> (Canada)
<b>ConferenceDirect's Annual Partner Meeting</b> (US)	<b>HSMAI's Affordable Meetings</b> (US)
<b>MPI Southern California Chapter</b> (US)	<b>UK MICE Roadshow</b> (UK)
<b>Springtime Expo</b> (US)	<b>IMEX America</b> (US)
<b>IMEX</b> (Germany)	<b>EIBTM</b> (Spain)
	<b>IAEE</b> (US)
	<b>Holiday Showcase</b> (US)

An additional focus, NYC member product education, is realized through sales calls, events and familiarization tours. Member need periods, also a priority, are supported with programs like Meet Me on Sunday.

The convention and meetings segment remains an important foundation of the City's market mix and continues to serve as a hedge against fluctuations in leisure and transient business. In 2011 the team generated 794 qualified leads which resulted in 342 meetings booked, a 43% conversion rate directly resulting in over 152,000 room nights and more than \$113 million in economic impact.

Thirty-three percent of bookings in 2011, or 51,000 room nights, will directly affect 2011 and 2012; 81% of bookings are 100 rooms on peak or below. Both are a reflection of our increased efforts on shorter term and self-contained pieces of business. An additional 1.2 million room nights were either lost or turned down due to availability, rate or increased competition from other destinations.

#### Looking Toward 2012

In response to industry trends, the Convention Development team will continue its focus on small and midsize meetings, as well as the international and domestic incentive market.

We'll also enhance our focus on the major third parties, like HelmsBriscoe and ConferenceDirect. We have partnerships with each, which allow us direct access to their wide-reaching sales force thereby increasing our market solicitation.

Need periods will remain a priority, and efforts will continue to promote all five boroughs, along with Lower Manhattan, for meetings.

# MARKETING AND PARTNERSHIPS

NYC & Company's Marketing and Partnerships team promotes the dynamic New York City brand worldwide, highlighting its unparalleled dining, shopping, entertainment and cultural offerings. The impact of the marketing programs is amplified through collaboration with other NYC & Company departments, including Arts & Culture, Communications, Creative Services, Entertainment, Interactive, Media, Membership, Tourism and Sports Marketing. These marketing campaigns—supported by valuable partners such as American Express, American Airlines, Travelocity, Sony Pictures, OpenTable, *Time Out New York* and the Syfy Channel—position NYC as a must-see-now destination while offering locals and visitors alike the tools to experience the City in the most accessible and fulfilling manner. As a result, 2011 was another record year for both international and domestic tourism, as well as for local economic development. Following is a summary of just a few of the key 2011 programs.

#### Get More NYC

The Get More NYC campaign, originally conceived in spring 2010, is a year-round local, domestic and international program that fully integrates the key verticals of dining, shopping, arts, culture, museums, entertainment, hotels, Broadway, Off-Broadway, transportation and attractions. Get More NYC returned in winter and summer 2011 and was supported by an integrated marketing campaign consisting of print, interactive banners and OOH (taxi videos, bus shelters, street pole banners), as well as comprehensive social-media efforts (Facebook, Twitter) that in total delivered over 5 billion impressions worldwide in 2011. Promoted locally, domestically (Boston, Chicago, Dallas, Los Angeles, Miami and elsewhere) and internationally (Brazil, France, Italy, Spain and the UK), the campaign showcases all there is to do and see in the City. Our partners at American Express incentivized travel and spending for both winter

and summer Get More NYC programs. During the typically slow travel periods, Cardmembers received three times their Membership Rewards Points when they used their registered American Express Card at more than 300 merchants.

To support the Get More NYC objective, the Live More Tour was developed with partner American Airlines promoting travel to NYC from Chicago, Los Angeles and Miami during Q1 2011. Special limited-time flight offers on American Airlines incentivized travelers from key visiting markets. The tremendously successful initiative garnered approximately \$1 million in earned media value and helped to cement strong partnerships with sister cities.

#### Broadway Week

Broadway has been an iconic pillar of American culture for over 100 years. Its appeal crosses over from native New Yorkers to long-haul travelers, from suburbanites to international tourists. For the first time ever, as part of the Get More NYC umbrella campaign, NYC & Company launched Broadway Week in January 2011 with the assistance of The Broadway League and with AT&T as a sponsor. The program gave Broadway fans the chance to purchase two-for-one tickets to 18 of Broadway's hottest shows. AT&T subscribers were rewarded with a special pre-sale offer to buy tickets before the general public. Following the success of the winter program, Broadway Week returned in September to support the traditionally slower theater period. NYC & Company partnered with Amtrak, NBC 4 New York, The Broadway League, *The New York Times* and AARP. Members of AARP received an exclusive pre-sale to reach a new segment of traditional Broadway fans for 16 participating shows. The inaugural year provided outstanding results with over 80,000 tickets sold in total, generating close to \$5 million in ticket sales. Broadway Week is already on the calendar for 2012 and growing, with 22 participating shows featuring some of Broadway's biggest stars like Alan Rickman and Cynthia Nixon.

#### On the House and Off-Broadway Week

NYC & Company extended the growing support for the On the House program, a two-for-one ticket offer to promote New York City's thriving Off-Broadway theater community, with two separate promotions in 2011. Off-Broadway theaters have 100–499 seats and are located throughout Manhattan. A limited-time offer, On the House was established in 2009 to encourage a sense of urgency among NYC theatergoers to attend Off-Broadway shows and discover the unique neighborhoods where the theaters are located. The winter 2011 promotion ran for three weeks, from January 24 to February 13, with over 30 shows participating and more than 3,000 tickets sold. NYC & Company spiced up the program by working with more than a dozen nightlife venues to offer special deals for participating consumers. In the fall, the program was renamed Off-Broadway Week but kept the same great ticket offer. Twenty-eight shows participated, selling a record 6,700 tickets and generating an estimated \$400,000 in total ticket sales for both programs.

#### Comedy Week

For the past eight years, the New York Comedy Festival (NYCF) has celebrated the City's centrality in the comedy universe by bringing the top comedy talent to NYC for a week of performances in November. In 2011 the City looked to recognize and celebrate the contributions that the comedy community makes to the City's vibrancy.

NYC & Company partnered with the NYCF, Comedy Central and the legendary Carolines on Broadway to create the first-ever Get More NYC: Comedy Week. The program highlighted key comedy events, venues and resources throughout the City and culminated in the first-ever Laugh More NYC event at the Tribeca Performing Arts Center, which was attended by hundreds of comedy fans. Comedy Week helped to raise the profile and elevate the significance of comedy in New York City, which contributed to the resounding success of the 2011 NY Comedy Festival. And to formally cement the importance of comedy to the City, Mayor Michael Bloomberg issued a proclamation declaring November 9 to 13 “Comedy Week” in NYC.

#### NYC Restaurant Week

NYC Restaurant Week continued its growth in 2011 as the City’s original culinary celebration and world’s first-ever Restaurant Week. Surpassing previous records for diners seated, restaurant revenue and web traffic, the semiannual prix-fixe dining promotion remains one of the most highly anticipated events in NYC. Designed to increase traffic during traditionally slow periods for the industry, NYC Restaurant Week also provides a tremendous value to consumers: the cost for the program’s iconic three-course menus has remained the same for more than 10 consecutive seasons: \$24.07 for lunch and \$35 for dinner. With the help of Founding Sponsor American Express and Participating Sponsor Travelocity, the 2011 programs saw over 390,000 covers, which generated an estimated \$12 million in revenue for participating restaurants from online reservations alone. We look forward to 2012, which will mark the 20th Anniversary of the program.

#### Fashion’s Night Out

For the third straight year, Fashion’s Night Out (FNO) has increased in stature to become a fixture on the global stage. Developed by *Vogue*, the Council of Fashion Designers of America, NYC & Company and the City of New York, FNO was created to restore consumer confidence, boost the industry’s economy and put the fun back in shopping. Retailers remained open until 11pm on September 8 providing appearances by designers, celebrities and models, in addition to offering entertainment, limited-edition merchandise and special incentives. The incredible success of FNO in its third year was exemplified by 1,225 retailers participating throughout the five boroughs (up from 800 in 2009). More than 300 online retailers participated as well, while nearly 3,000 events across the country celebrated FNO and its mission. With the aid of partners Maybelline, QVC, Volkswagen and Mattel, FNO received 3.4 billion impressions from the March registration announcement through the big event, with a major push from nationally broadcast PSAs on August 24 featuring the cast of *Glee*. NYC & Company provided significant citywide media assets to promote the event, in addition to taxi videos, logistics coordination, communications support, hotel promotions and securing broadcast of the PSA. In addition, over \$550,000 was raised through the sale of FNO merchandise for the New York City AIDS Fund, in the New York Community Trust.

#### LGBT

In June NYC once again welcomed visitation by the global LGBT market to Pride Week in New York City, home of the modern gay liberation movement. NYC & Company was the go-to resource for learning all there is to see and do in the City during Pride Week and helped promote visitation during this period. The celebrations continued in July when New York became the sixth state in the US to legalize same-sex marriage.

NYC & Company created NYC I DO as the campaign umbrella to position NYC as a one-of-a-kind wedding destination and to encourage more people to get married and honeymoon in the City. NYC & Company reached out to member hotels, which developed special packages, and listed members that provided wedding-related resources—from event spaces to florists and limousine services—and compiled them on the dedicated website [nycgo.com/ido](http://nycgo.com/ido). NYC I DO launched targeting the LGBT community within hours of the new law passing.

#### Syfy Channel

New York City came alive for Halloween with festive activities throughout October, engaging New Yorkers and visitors alike in all five boroughs. NYC & Company captured the imagination of New Yorkers and brought Syfy's 31 Days of Halloween programming to life through a series of events and partnerships to further enhance awareness of the brand. NYC & Company transformed a shipping container into a mobile experiential destination for Syfy's target audience. By leveraging NYC & Company's many assets from media to membership, the campaign focused on the consumer experience with buzz-worthy, impactful, experiential events that were further enhanced by a five-borough integrated marketing campaign. NYC & Company delivered ownership of the Halloween experience to Syfy by blanketing the City through traditional media, press coverage, experiential events and more under the 31 Days of Halloween NYC campaign umbrella.

#### The Smurfs

In 2011 New York City was the summer home for everyone's favorite blue creatures that are only three apples tall: The Smurfs. NYC & Company, Columbia Pictures and Sony Pictures Animation partnered to create Smurfs Week NYC for New Yorkers and visitors alike and to encourage families to travel to the City. The Smurfs were 2011's Get More NYC Family Ambassadors, highlighting New York City as a family-friendly destination, complete with a special itinerary of things to do and see in the City on our website, [nycgo.com](http://nycgo.com), all in promotion of the release of *The Smurfs* on the big screen. Smurf Week NYC kicked off on July 25 with Columbus Circle transformed into a Smurf Village with mushroom houses and a 40-foot-tall inflatable Smurf. Families were invited to participate in free activities like face painting, green-screen photos and coloring books. The event also featured a sing-along with children from the 92nd Street Y and a press announcement attended by the movie's stars Neil Patrick Harris and Jayma Mays. Citywide events continued throughout the week, with an unveiling ceremony at FAO Schwarz, a character meet-and-greet at Build-A-Bear Workshop and many others.

#### Looking Toward 2012

After reaching our goal of 50 million annual tourists in 2011, a year earlier than projected, we will look to continue the momentum and raise the bar again in 2012. We will kick off the year by continuing to support the January and February need periods with our signature programs—Broadway Week, Off-Broadway Week and NYC Restaurant Week. And we will look to evolve this strategy throughout the year to dig deeper into need gaps. With a refocus on a powerful deal/value message, we will give visitors a reason to travel to all five boroughs of New York City every month of the year, with our new This is New York City—Save the Date planning tool.

# COMMUNICATIONS AND GOVERNMENT AFFAIRS

NYC & Company's Communications and Government Affairs team launched several domestic and international initiatives in 2011, all while continuing to promote and protect the positive image of New York City.

One major initiative in 2011 was working to manage communications and the conversation within the tourism industry surrounding the 10th anniversary of September 11. In May the team launched the first phase of the Get More NYC: Lower Manhattan program, with Mayor Bloomberg and other elected officials representing Lower Manhattan. With the world once again focusing on Lower Manhattan in the months leading up to the anniversary, the campaign and the media efforts surrounding it helped to showcase the resurgence of the neighborhood in the last decade, including the area's waterfront and new-hotel development, and new shopping, dining and cultural attractions. Most importantly, the campaign complemented the anticipated opening of the new 9/11 Memorial. Following the Mayor's press conference, NYC & Company was joined by 9/11 Memorial President Joe Daniels at the International Pow Wow trade show in San Francisco to highlight the revival of Lower Manhattan to domestic and international travel trade audiences. The Pow Wow press event created significant global media attention for the "new" Lower Manhattan—showcasing the area's vibrancy and accessibility.

Other key media moments in 2011 included a joint announcement with Disney Cruise Line to highlight the City's growing popularity as a cruise destination; the NYC I Do communications campaign supporting the passage of same-sex marriage by the New York State Legislature in June; and celebrating the milestone of reaching 90,000 hotel rooms across the five boroughs at a press event in Long Island City, Queens. The year's crowning achievement, however, came in December when NYC & Company was joined by Mayor Bloomberg and more than 100 tourism industry partners to announce New York City would reach its goal of attracting 50 million annual visitors—one year ahead of schedule. The celebratory occasion was marked by crowning the honorary 50 millionth visitor—a couple from the United Kingdom, which continues to be the City's number one source of international visitors. In January 2012, however, the team worked once again with Mayor Bloomberg's office to further highlight this milestone by announcing that the City would end the year with 50.5 million visitors in 2011—higher than the 50.2 million original estimate.

Throughout the year NYC & Company's press team amplified the organization's marketing initiatives, including Broadway Week, Off-Broadway Week, the City's first-ever Comedy Week, NYC Restaurant Week, the Signature Collection Third Night promotion and the third installment of the annual Fashion's Night Out in partnership with *Vogue* and the Council of Fashion Designers of America. The team also worked to

engage the family travel demographic with Sony Pictures Animation by creating a full communications campaign around Smurfs Week NYC, and worked to developed new audiences through media outreach to support the NYC Mayor's Cup series.

Internationally, NYC & Company created city-to-city partnerships for the first time in South America and Asia with agreements between New York City and the cities of São Paulo and Seoul. In Brazil, NYC & Company collaborated with corporate partner American Airlines, and in South Korea, the organization partnered with national carrier Korean Air to offer limited-time reciprocal airfare deals in order to create a sense of urgency and directly encourage travel between the two cities. Both announcements generated significant media exposure (media valued at \$1.1 million in Brazil and \$3.2 million in South Korea) and helped raise awareness of the destination in the markets to potential and repeat visitors. And working directly with the travel trade, NYC & Company's Communications team participated in sales and media missions in Australia and China for the first time, as well as in key travel trade shows including ITB Berlin and World Travel Market in London.

The Government Affairs team continued to work with legislative and community stakeholders on issues affecting the tourism industry. Some of the year's major policies and issues included creating a plan to address bus congestion in Lower Manhattan with the City's Department of Transportation, working with community boards to address concerns over illegal bike rentals, and supporting enforcement of regulations against illegal street vendors. In addition, the team testified before the New York City Council on matters ranging from convention center development to promotion for the boroughs outside Manhattan. The group also jointly led the internal review task force addressing issues surrounding the increase of visitors to Lower Manhattan following the opening of the 9/11 Memorial—preliminary findings and recommendations will be implemented in early 2012.

At the state level, the team represented the City's tourism interests among key tourism groups—even leading the communications efforts for statewide events such as the annual Tourism Lobbying Day in Albany. This fall the group also testified before the state tourism committee—calling for more tourism funding so the state could remain competitive against multimillion dollar budgets in Florida and California. At the federal level, the group successfully lobbied the New York State congressional delegation to join the National Tourism Caucus—making New York the most represented state. The team also made substantial progress in raising awareness for the need for visa-processing reform and will remain at the forefront in supporting President Obama's Executive Order calling for shorter visa-processing wait times and greater investment in emerging markets such as Brazil, China and India.

The Communications and Government Affairs teams work around the clock—often across many times zones—to promote and protect the brand of New York City. Through our network of international press representatives in 25 markets, the department monitors and manages media coverage and the political landscape that impacts the image and reputation of the City. Through a continuous dialogue with elected officials, the media and industry, the team conveys the importance of tourism across both the country and the five boroughs.

### Looking Toward 2012

Given the global economic situation, we expect a shift in growth patterns within our traditional core markets in Europe. We are optimistic, however, that we can continue to create growth in emerging markets, particularly Latin America, Canada and Asia-Pacific. The Communications and Government Affairs team will look to create opportunities such as renewing and developing new city-to-city partnerships and to create even-greater awareness of our travel trade missions and other efforts. In addition, social media and digital initiatives will be enhanced to better speak directly to consumers, journalists and other stakeholders with of-the-moment information about NYC & Company, its initiatives and events and activities across the five boroughs. Finally, with President Obama's renewed commitment to improving the visa and entry process, our team will engage elected officials and key tourism groups to highlight the incredible importance of these reforms and the significance of one of the country's steadily growing industries and strongest job creators.

# RESEARCH AND ANALYSIS

The Research and Analysis department manages a comprehensive research and intelligence unit for the City's travel and tourism industry. It also functions as the office of record for vital statistics on New York City's travel sector. Reports and analyses are available to NYC & Company members, elected officials, City and state agencies and key stakeholders.

The Research and Analysis department compiles reports that measure the economic impact of NYC's tourism industry, profile visitors, and track visitor volume from dozens of different origin markets and niche segments. Separate reports pinpoint citywide hotel development and track average hotel occupancy and room rates. The department also conducts extensive proprietary research to evaluate key marketing programs and events. In 2011 research initiatives addressed the economic impact of marriage equality in NYC, cultural audience profiles and emerging markets.

NYC & Company deploys an innovative suite of forecasting and tracking statistical models to inform marketing, tourism and strategic planning decisions. These dynamic statistical tools help position NYC's tourism economy in terms of market size, growth potential, propensity to visit NYC, risks, value and access.

### Looking Toward 2012

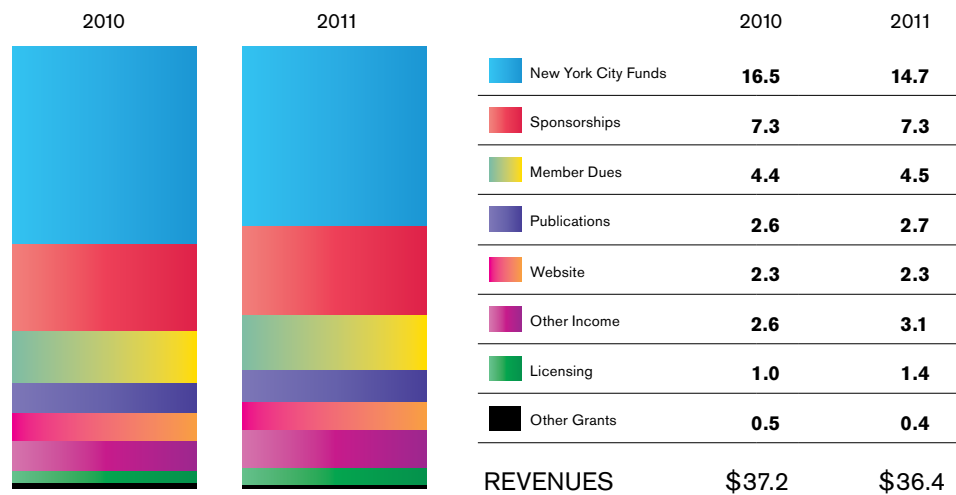
Borough research statistics will be released based upon the analysis of survey and spending data. The third annual wave of the NYC Cultural & Arts Audience study will be presented in a spring workshop to support marketing efforts. Analyses of Restaurant Week diners advance in conjunction with OpenTable to support the restaurant community, and a study of travel trade partners is in the works to better serve the tourism community.



# FINANCIALS

In 2011 NYC & Company's City contract funds decreased by \$1.8 million, or 11%, compared to 2010 and by \$4.2 million, or 22%, compared to 2009 as a result of ongoing City budget reductions. Nevertheless, NYC & Company was able to maintain and even grow other revenue sources in the face of these cuts and a challenging economy. The company's membership and advertising revenue remained strong, and significant sponsorships for its programs continued from long-standing corporate partner American Express as well as from other strategic partners, including American Airlines, Google and Travelocity.

## NYC & Company's Revenues:



in millions (\$)

Excludes value of in-kind media contributions; 2011 figures unaudited

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Names in bold indicate Executive Committee members.

Names in italics indicate ex-officio members.

As of December 31, 2011

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Executive Vice President  
Partnerships

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Chief Financial Officer

**Bryan Grimaldi**

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**Angela Tribelli**

Senior Vice President  
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