

The NYC & Company

2015

Annual Summary

Dear Members, Friends and Colleagues:



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As you know, 2015 was an incredible year for New York City's travel and tourism industry. In addition to attracting a record-breaking number of visitors, the City has continued to advance as a destination with incredible, forward-looking investments in both the private and public sectors across all five boroughs. The extension of the 7 train to Manhattan's West Side is just one example of infrastructure investments making it easier than ever for guests and locals to get around and experience all our great city has to offer.

It is important to remember that tourism is essentially an export industry, bringing valuable spending and economic stimulus from outside the market. At the same time, tourism also adds to the rich and diverse nature of the city itself, building on the great melting pot of cultures that makes NYC so unique. While contributing to the fabric of our city, the visitor economy supports hundreds of thousands of well-paid travel and hospitality jobs. Bringing more visitors significantly improves the lives of New Yorkers, both economically and culturally.

It is our collective responsibility to ensure that travelers and potential travelers know without question that New York City is safe, accessible and ready to provide a life-changing experience, so that tourism continues to play a significant role as a major engine of our local economy and vital job creator.

Unquestionably, 2016 presents a variety of challenges that will continue to test and impact our industry. We believe, however, the strong partnership that constitutes NYC & Company—an alliance between the City of New York and the private members who add such appeal and vitality to the destination—positions us for ongoing success. We will continue to keep NYC foremost on everyone's travel list. It is your hotels, museums, attractions, shops and restaurants that make millions of visitors feel welcome and inspire them to enjoy the vibrancy, energy and hospitality that can be found throughout the five boroughs. Together this makes for a powerful combination.

On behalf of NYC & Company's board of directors, we thank you for your membership investment and for all that you do every day to make New York City the greatest city and destination in the world.

Sincerely,

A handwritten signature in black ink, appearing to read "Emily Rafferty". The signature is fluid and cursive, with a large initial "E" and "R".

Emily Rafferty
Chairman

Dear Members, Friends and Colleagues:



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Two years into my term as president and CEO, there have been so many accomplishments that we have shared in making New York City's travel and tourism industry prosper. New businesses have joined us as members to promote New York as a destination, and our longtime supporters have played important roles in making New York the most visited big city destination. Last year offered us opportunities and challenges, but like the New Yorkers we are, our industry rose to meet them head-on. We saw record-breaking performance in number of visitors, local spending, taxes and jobs sustained. We highlighted New York City at world events from WTM to IPW and back again. Visitors traveled to neighborhoods across all five boroughs to shop, eat and take in local attractions. We reached record numbers of hotel room-nights sold and benefited from dynamic new investments in hotels and new businesses.

In 2015 the City welcomed over 58.3 million visitors from all parts of the US and 170 countries. Our domestic number rose 3.3%, while our international markets weathered political and economic challenges to grow 2.5%. Domestic day trips and overnight travel both increased. Business travel also grew, and more meeting delegates found New York City the place they wanted to be.

We built success on our seasonal pushes in support of hotels, arts and culture, and dining. "Hello Summer" reminded visitors that NYC is a perfect summer getaway, while the launch of "Unlock NYC" last November inspired new reasons to visit in winter. Make it NYC was our message to meeting planners around the world to meet where they really want to be and where attendance and business really take off. With our new partnership with PCMA, this message will continue to resonate and drive bookings.

Throughout the year our press messaging illustrated "the 'New' New York," highlighting all that was new across the City. Across millions of impressions of earned media, the story of the many new experiences and places to see in New York City went around the world to inspire visitors to make a first trip or remind them why they needed to return again. Built into these stories was the continuous focus on our neighborhoods and boroughs at the heart of what draws people to visit. "See Your City," visually and through memorable stories, connected the dots on all there is to do in the places that make New York unique. Our five-borough winter NYC Restaurant Week saw record success. We also launched a Tourism Ready initiative to help small businesses come into the industry ready to attract visitors.

Looking forward we are well equipped to face an ever more competitive environment. Together with our members, our partners and the dedicated staff at NYC & Company, we will continue to reach new heights through innovative programming and strong working relationships. Thank you for your support and best wishes for a great year ahead.

Sincerely,

A handwritten signature in black ink, appearing to read "Fred Dixon".

Fred Dixon
President and CEO

**The
NYC &
Company**

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**Annual
Summary**

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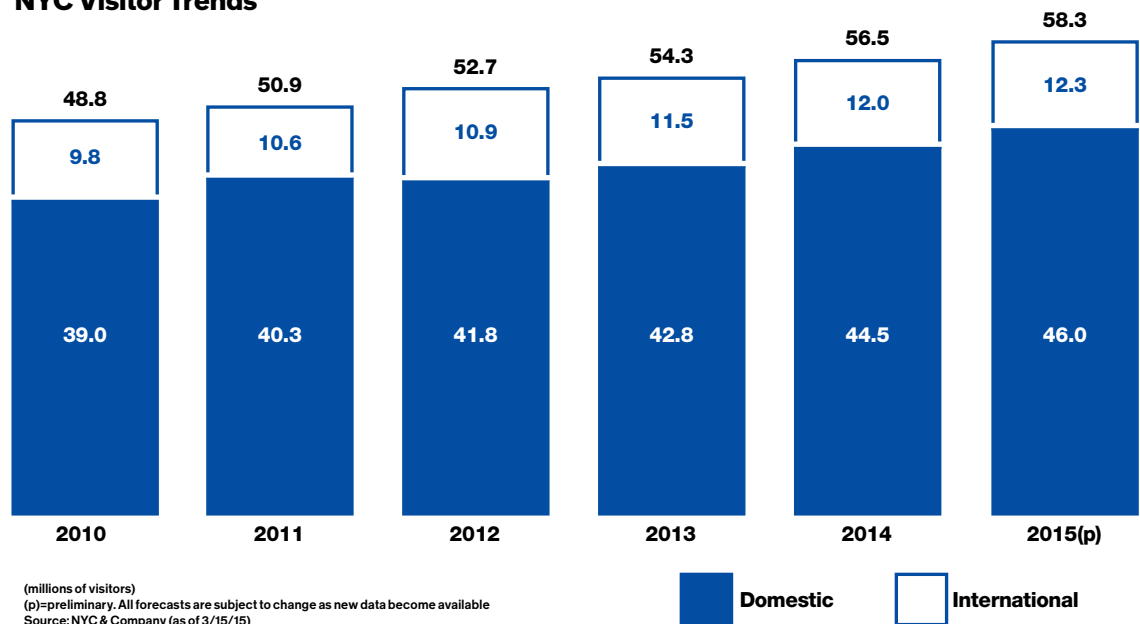
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Domestic and international visitation to New York City increased in 2015, marking six consecutive years of growth and new record levels. The City welcomed 58.3 million visitors—a 3.5% increase over 2014.

New York City’s travel and tourism industry, and the millions of visitors we attract, brings in over \$41 billion in direct spending, supports more than 362,000 waged and salaried employees across all five boroughs, and generates additional economic impact for support services and goods providers that brings another \$20 billion in economic activity to businesses and neighborhoods from the Bronx to Staten Island. In 2015 hotels booked 33.7 million room-nights, a 3.7% increase, or 1.2 million more room-nights. The strong hotel demand kept pace with record levels of hotel development (30 new properties and more than 4,700 new hotel rooms came on line throughout the five boroughs). Taking advantage of strong economic growth domestically, New York City experienced growth in our domestic markets (up 4%) while adding to total visitation with net growth from inbound international markets. As currency fluctuations and global concerns put pressure on some regions, demand for NYC remains very strong, especially in Europe, the Americas and emerging markets in Asia. Both business and leisure travel increased.

We will continue to sustain and grow visitation in established, developing and emerging markets, including Europe, Asia and South America, through market investment, communication with our global press network, innovative new marketing offerings and a relentless focus on spotlighting our member organizations. NYC & Company is proud to contribute positively to the prosperity of the tourism and hospitality industry, to our members 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.

NYC Visitor Trends



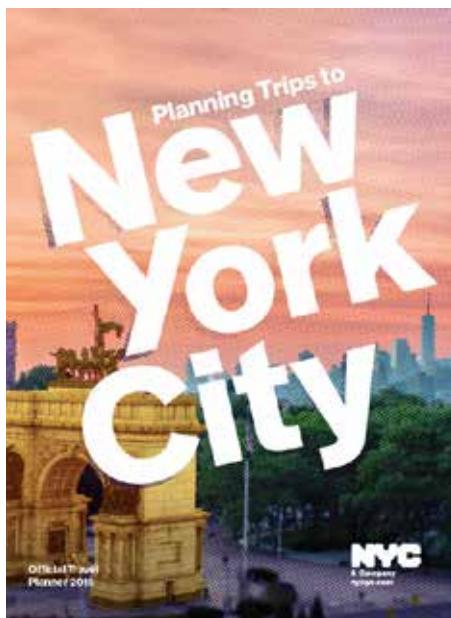
Membership

NYC & Company's membership is as diverse and vibrant as the City itself.

Hailing from all five boroughs and including organizations of all sizes and from many industries, members join together for the common goal of extending their marketing reach and expanding their businesses. The company's membership spans the convention, tourism and hospitality industries. All members of the organization pay annual dues and receive a multitude of benefits. Those benefits include:

nycgo.com The official source for information about where to go and what to do in New York City, nycgo.com is targeted to both visitors and locals alike, reaching more than 13 million unique visitors annually. Members have a guaranteed presence, with a property page displaying an extensive description of the business along with multiple photos and special offers. Property pages also have social media links and maps to help visitors and locals easily find member businesses.

Official NYC Publications Member businesses receive multiple listings in official NYC publications. These consumer and trade publications reach millions of visitors from around the world and are distributed locally, domestically and through our 17 international offices. These publications include our *NYC Official Visitor Guide*, *NYC Official Meeting & Event Planner*, *NYC Official Travel Planner* and *NYC Official Visitor Map*. Only members have an opportunity to advertise in these key publications. In addition to the print distribution, guides are available as a free download on nycgo.com.





**58.3
million
visitors
in 2015**

Networking Opportunities Networking is a key benefit to members and is continually cited as one of the top reasons to join NYC & Company. We host business card exchanges, new-member orientations, speed networking events, educational seminars and volunteer events. There are plenty of opportunities to meet and network with other local professionals throughout the year.

Marketing Programs and Platforms As the official marketing organization for New York City, NYC & Company developed a wide array of marketing initiatives and platforms that support and promote the City and help drive traffic to our member businesses. A sampling of our programs include:

NYC Restaurant Week® (Summer/Winter) A 24-year-old program celebrating NYC's vibrant and diverse dining culture, promoting prix-fixe lunch and dinner menus at hundreds of the City's finest restaurants.

NYC Broadway WeekSM (Fall/Winter) This has become one of New York City's most anticipated events, featuring two-for-one ticket offers to popular Broadway shows.

NYC Off-Broadway WeekSM (Fall/Winter) Modeled off the success of NYC Broadway Week, this program features two-for-one ticket offers to popular Off-Broadway shows.

Tourism Development Opportunities Leisure travel accounts for roughly 79% of the total visitation each year for an estimated 46 million visitors in 2015 out of 58.3 million visitors. The sector shows strong annual growth that is forecast to continue. International visitors account for roughly 20% of overall visitation and nearly 50% of total spending. International MICE business as well as technical visits and global educational travel are also important areas of focus for the Tourism Development team.

To serve this important market segment, NYC & Company has a network of 17 international offices serving 28 global markets. Locations include Argentina (serving Spanish-speaking South America), Australia, Brazil, Canada, China, France, Germany (serving Germany, Switzerland and Austria), India, Ireland, Italy, Japan, Korea, Mexico, the Netherlands, Scandinavia (serving Finland, Denmark, Norway and Sweden), Spain and the United Kingdom.

NYC & Company participated in more than 40 trade shows and organized 13 sales missions covering 14 countries. Depending on the show, members can register for full participation or brochure distribution (both at additional cost), and all members have access to qualified contact lists (no additional cost).

Members have the opportunity to participate in the NYC Trade Pass program to get extra exposure to tour operators and travel agents. Members provide special offers to these important trade partners to incentivize them to experience products and services firsthand.

**6.1 million
delegates
in 2015**

Convention Development Opportunities Our Convention Development team sells NYC as the premier destination to hold meetings and events for groups of any size. Members may be part of the NYC pitch as we exhibit at many shows worldwide, including Meeting Professionals International (MPI) chapter meetings; American Society of Association Executives (ASAE) annual meeting and expos; International Association of Exhibitions and Events (IAEE); IMEX, both in America and Frankfurt, Germany; and Incentive, Business Travel & Meetings Exhibition (IBTM) in Barcelona, Spain.

Destination Services Opportunities Once a group is booked in NYC, our Destination Services team connects the meeting planners to various NYC & Company member products and services to ensure our diverse city is easy to navigate. Members may submit discounts and special offers for attendees of select conventions and trade shows.

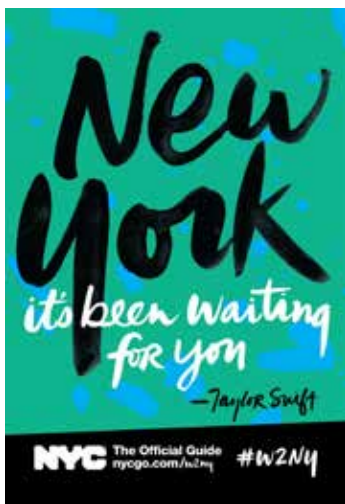
Research Information NYC & Company provides information on where visitors are traveling from, seasonal travel data, as well as spending trends. Exclusive visitor profiles, market fact sheets and other valuable research are available for NYC & Company members.

Members Only Only NYC & Company members have access to a members-only section on nycgo.com, featuring a searchable directory for connecting with other members, a searchable convention calendar for targeting certain groups coming to NYC and a place for submitting special offers. The section also features valuable research information to help you plan your marketing strategies. Members are able to access, manage and update their listings simply by logging in to the extranet.

Marketing

NYC & Company’s marketing team promotes the dynamic New York City brand worldwide, highlighting its unparalleled dining, shopping, entertainment and cultural offerings, and encouraging stays at member hotel locations.

NYC & Company marketing programs—supported by valuable partners such as American Express, Booking.com, Google and Nickelodeon—position New York City as a must-see-now destination while offering locals and visitors the tools to experience the City in the most accessible and fulfilling manner. In 2015 signature NYC & Company programs, like NYC Restaurant Week, NYC Broadway Week, NYC Off-Broadway Week and NYCgo Insider Guides, continued to enjoy success, reaching new audiences and setting new records. Hotel bookings remained a major focus, with dedicated efforts targeting key need periods and highlighting specific hotel collections, including the launch of Unlock NYC. Last year also saw the continued success of the Welcome to New York campaign, featuring international superstar Taylor Swift, and the evolution of See Your City, which encourages local New Yorkers to get out and explore the five boroughs. Following is a summary of key 2015 marketing programs.



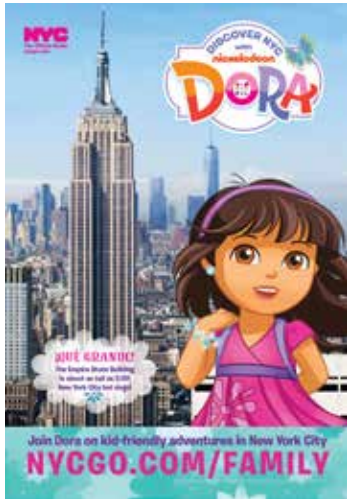
Global Welcome Ambassador – Taylor Swift In 2015 NYC & Company continued its partnership with Global Welcome Ambassador Taylor Swift. The Welcome to New York global tourism campaign, named after Taylor Swift’s hit song of the same name from her Grammy Award–winning album *1989*, was developed to inspire travel to NYC and welcome visitors once they arrived. In 2015 the campaign was promoted through outdoor advertising in domestic (NYC and Boston) and international (Spain, Italy and Brazil) markets with key in-market consumer travel promotions, international trade events and the sold-out 1989 World Tour, which opened with “Welcome to New York”—with New York City branding integrated throughout the entire production. The extensive press coverage generated \$25 million in earned media value and \$7 million in paid media.



Hello Summer In May 2015 NYC & Company launched its summer initiative, Hello Summer, to encourage visitors to book travel to New York City for June, July and August. The promotional effort highlighted the attractiveness of visiting NYC during the summer season by spotlighting not only outdoor and free activities but also new and only-in-NYC attractions that make the City a

must-visit destination. The announcement coincided with U.S. Travel Rally Day as part of National Travel Tourism Week.

In support of this effort, the editorial staff created and curated seasonal content on nycgo.com for a series of articles that were presented as part of an online guide to summer via a dedicated landing page (nycgo.com/summer). The campaign was promoted through press, social media, digital advertising and 135 bus shelters in Boston. As part of our city-to-city partnership with London, Hello Summer messaging also appeared on platform posters across 400 tube stations and on the Transport for London website (tfl.gov.uk). As a result, the marketing and communications campaign resulted in nearly 275 million impressions with an estimated value of \$660,000.



Dora and Friends Official NYC Family Ambassador The Official NYC Family Ambassador program was created to help position New York City as a safe, welcoming family-friendly destination. In 2015 NYC & Company partnered with Dora and Friends to encourage families to choose NYC for their vacations. For the first time ever, the Family Ambassador campaign featured marketing materials and web content in both English and Spanish to target new audiences across the country and world. During the yearlong program, Dora highlighted things for families to see and do in New York City through relevant editorial content on nycgo.com. NYC & Company also collaborated with member cultural institutions across the City to develop special programming and activities to bring the program to life in new and different ways.



NYC Broadway Week Launched in January 2011, NYC Broadway Week provides a two-for-one ticket offer to the hottest shows during Broadway's traditionally slower periods, in January and September. The program had another successful year in 2015, generating over \$11 million in revenue for participating shows. Both seasons had 22 shows participate, with the winter shows selling 80,495 tickets and the fall shows selling 82,678 tickets. The growth of NYC Broadway Week is due in large part to its partners, including a corporate partnership with American Express, as well as promotional partnerships with AARP, Amtrak, The Broadway League, NBC 4 New York and, new in 2015, a partnership with the Mayor's Office of Media and Entertainment. The 2015 programs were promoted via out-of-home media, print ads, email marketing, digital display ads, search engine marketing, social media and partner channels, and had a combined 427 million media impressions.



NYC Off-Broadway Week Off-Broadway appeals to a broad spectrum of audiences. From dramas and comedies to musicals and interactive performances, there is something for everyone at a reasonable price. NYC Off-Broadway Week offers two-for-one tickets to Off-Broadway shows during their need periods, January/February and September/October. Last winter marked the second most successful program in NYC Off-Broadway Week history, generating over \$290,000 in revenue and selling nearly 8,000 tickets.

As a result of the program's expanded media campaign and reach through its partnerships with the Mayor's Office of Media and Entertainment and AARP, 2015 saw record numbers of ticket sales during both seasons, with more than 11,000 tickets sold in total.



NYC Restaurant Week Designed to increase traffic during slow periods for the dining industry—January/February and July/August—the twice-annual NYC Restaurant Week features three-course prix-fixe lunches at \$25 and three-course prix-fixe dinners at \$38 at over 360 restaurants across the City. With the help of Founding Sponsor American Express, the 2015 programs brought more than 460,000 diners to participating restaurants and generated more than \$14 million in revenue for these venues based on online reservations alone. The 2015 programs featured Instagram-driven creative look from participating restaurants and reinforced the message “Eat Up,” as a call to action.

Mad Men® Dining Week In celebration of the final seven episodes of the hit series *Mad Men*, AMC and NYC & Company partnered to develop a citywide promotion to commemorate “The End of an Era.” Leading up to the show’s premiere on April 5, this one-of-a-kind initiative included speaker series, screenings, museum exhibits, celebrity appearances and a customized dining promotion, Mad Men Dining Week.

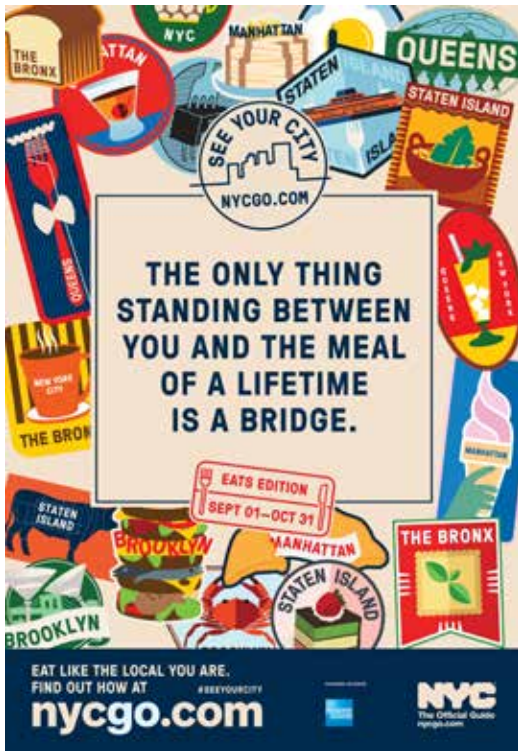
As part of this initiative and inspired by the iconic New York City dining featured throughout the series, NYC & Company and AMC Network launched Mad Men Dining Week to help bring back a taste of the 1960s for New York City diners. From March 23 to March 29, 34 restaurants, many of which have been open since

the 1960s, offered either a two-course prix-fixe or two cocktails specially priced at \$19.99 for lunch. OpenTable served as the official booking partner of the program.

Mad Men Dining Week received extensive press coverage locally and domestically generating over 4.3 billion impressions with a media value of over \$398 million. Press highlights included *The New York Times*, *Vogue*, *The Associated Press*, *Ad Age*, *Variety*, *USA Today*, *Hollywood Reporter*, *E! News*, *The Telegraph*, *Grub Street*, *am New York*, *Crain’s*, *CBS NY*, *Newsweek*, *Fox News*, *New York Live* and *MSN*.

NYC Comedy Week NYC Comedy Week is a two-week celebration that highlights New York City’s famous comedy scene, offering two-for-one tickets at some of the most historic and popular venues around the City. Originated in 2011, the program stemmed from the City’s desire to recognize and celebrate the contributions that the local comedy community makes to New York City’s vibrancy. NYC & Company and Carolines on Broadway have worked together since the program’s inception to develop this beloved promotion among both locals and visitors. From standup to improv, it seeks to showcase the variety of talented comics that make New York City the capital of comedy. In April 2015 the program returned for its fourth year with more than 70 participating shows across 10 venues in the City—the largest NYC Comedy Week to date.

NYCgo Insider Guides NYCgo Insider Guides, formerly Neighborhood x Neighborhood, is a video series that provides an inside look at neighborhoods from the point of view of the locals who live and work there. Through video and editorial content, the series gives a comprehensive look at individual neighborhoods. The monthly guides are aimed at visitors, both first-timers and those who have been to New York City many times before. They are promoted via press releases and NYCgo e-newsletters.



See Your City™ See Your City is a multiyear campaign created to inspire locals to venture throughout all five boroughs and to experience New York City's diverse neighborhoods. The campaign's strategy was inspired by the U.S. Travel Association's Project: Time Off, an initiative aimed to change mind-sets, shift American culture and motivate Americans to use more of their paid time off. Partnering with American Express, NYC & Company launched two iterations in 2015.

The campaign's second phase launched in May 2015, highlighting 10 new neighborhoods through editorial content and local insider tips. Each of the highlighted neighborhoods were also promoted through custom aspirational illustrations inspired by vintage travel posters that were featured throughout the five boroughs. In addition, NYC & Company recruited over 90 ambassadors with a cumulative reach of more than 10 million followers to promote the #SeeYourCity hashtag (which has nearly 59,000 #SeeYourCity tagged Instagram posts to date).

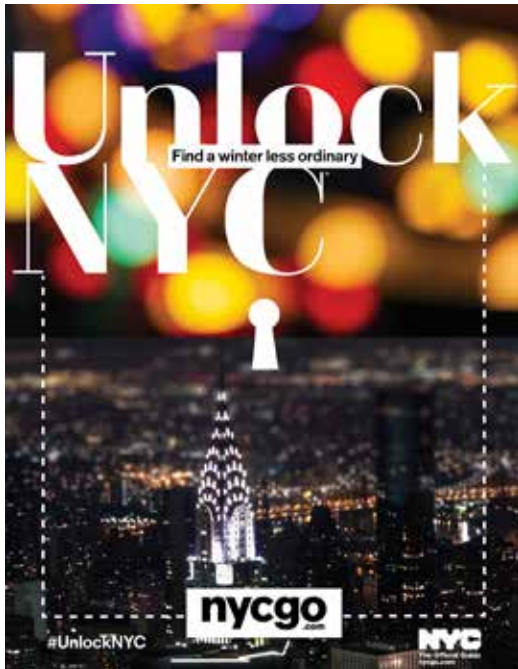
Launched in September 2015, See Your City: Eats Edition became the City's largest five-borough dining program in New York City history, encouraging locals to explore the City's diverse culinary scene. As an incentive, American Express offered registered card members a one-time \$10 statement credit when they spent \$50 or more at a qualifying NYC restaurant during September. *Food Republic*, an exclusive editorial partner, along with notable chefs and social influencers, provided insider tips about where to dine and what to order at various borough restaurants, and was featured on the campaign's dedicated page and pushed out on social media. Overall, the 2015 campaigns were supported by a \$3.95 million media campaign, which generated over 731.3 million impressions and garnered almost \$481,800 and 48.68 million impressions in earned media value.



NYCxDESIGN™ The NYCxDESIGN program was launched in 2013 in collaboration with NYC & Company, the New York City Council and a steering committee composed of leaders from the City's design industries, museums and schools. Spanning all design disciplines, NYCxDESIGN creates a platform for cultural and commercial opportunities, elevates established and emerging design practices and increases awareness of and appreciation for design by all audiences.

During the third annual program, which ran from May 8 to 19, NYCxDESIGN saw 17 design disciplines represented at more than 500 events at 228 venues across the City. The program was supported by a media campaign valued at \$1.4 million and generated over 360 million impressions via street pole banners, bus shelters, newsstands and taxi videos. In addition to the media campaign, NYCxDESIGN saw tremendous growth on social media in 2015. The NYCxDESIGN Instagram account has

continued to feature guest Instagrammers from the design community, each providing their unique perspective on the industry. From the start of 2015 to the end of the year, the NYCxDESIGN Instagram account grew from 2,000 followers to 12,500 followers, a 525% increase.



Unlock NYC™ NYC & Company’s newest seasonal consumer campaign, Unlock NYC highlighted Q1 2016 travel with the tagline “Find a Winter Less Ordinary.” Launched November 2015 in London to coincide with World Travel Market, the program delivered interest-centric messages to target audiences in key metro regions internationally and domestically, including Madrid, Milan, London, Los Angeles, Boston, Philadelphia and Washington, DC. Thanks to this global exposure, Unlock NYC advertising and communications have generated over 800 million impressions with an earned media value of nearly \$8 million.

Integral to the campaign, NYC & Company members are prominently showcased in Unlock NYC content. Further extending our reach and driving tactical messaging for packaged bookings, Unlock NYC partnerships were developed in Spain, Italy and London (Viajes El Corte Ingles, Best Tours and Heathrow International Airport, respectively). Contributions of media and soft assets from these cooperative partnerships in each market total over \$3.3 million in value, with an estimated 75 million impressions.

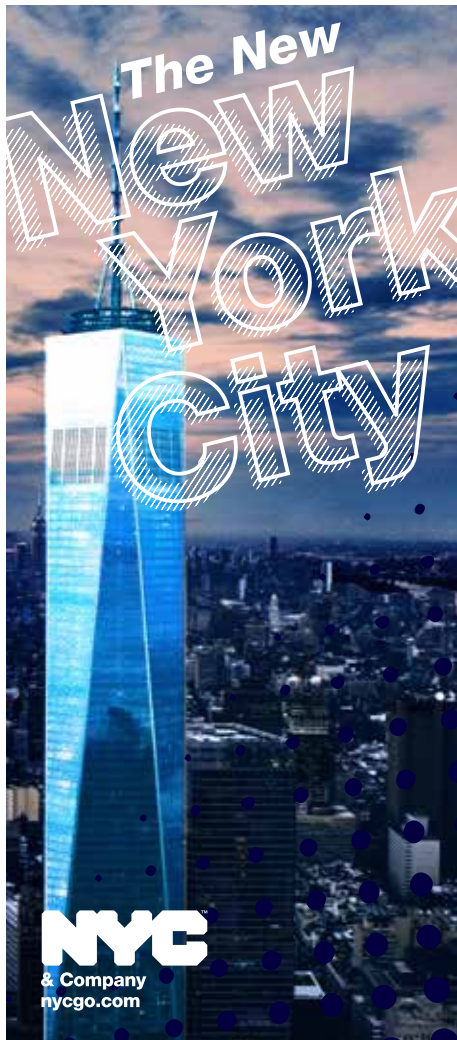
Looking Toward 2016 For 2016 NYC & Company will continue to refine existing marketing programs while developing new engagement platforms and initiatives to encourage visitation and exploration. A new inspirational campaign for New York City will be developed, which will highlight all the reasons that New York City is not just a one-of-a-kind destination but a must-see-now destination—including the breadth and depth of experiences, along with neighborhood and borough activities. It will feature member businesses, from hotels, restaurants, retailers and attractions to theaters, Broadway musicals and many other cultural offerings. NYC & Company will look to evolve its content plan to drive incremental visitation during key need periods and deepen audience development strategies—both domestically and internationally. And we will look to forge new partnerships, as well as build on existing relationships, to help achieve the City’s visitation goals.

Global Communications

In 2015 the Global Communications team had a busy and productive year. By publicizing the plethora of new attractions and hotel openings internationally under the banner “the ‘New’ New York,” expanding NYC broadcast opportunities from key global markets and protecting the image of the City’s visitor industry through responsive crisis communications efforts, we leveraged several traditional and nontraditional channels to positively position New York City tourism. As usual, we also amplified NYC & Company’s signature marketing programs to global and local audiences.

The team worked to create new reasons for visitors to travel to NYC, including targeting millennials through the naming of pop star Taylor Swift as NYC & Company’s Global Welcome Ambassador and inviting leading international morning shows such as Australia’s *Sunrise* and UK’s *Good Morning Britain* to broadcast live from NYC.

We ensured NYC & Company and its signature programs were always in the spotlight by promoting neighborhoods throughout the five boroughs to visitors and local New Yorkers through NYCgo Insider Guides and See Your City. We also highlighted NYC as a dining capital of the world during the biannual NYC Restaurant Week and the first-ever Mad Men Dining Week; publicized NYC as a family-friendly destination with Dora and Friends; and much more. A major priority for the team last year included launching seasonal campaigns, Hello Summer and Unlock NYC, to help drive visitation during the summer and winter months. Both programs have helped change the way we talk about NYC during these need periods for the industry. The team also publicized the City’s thriving design industry during the third annual NYCxDESIGN, which resulted in more press exposure for the program than the previous two years combined, as well as the biannual NYC Broadway Week and NYC Off-Broadway Week to help boost ticket sales during typically slower periods for the theaters.



In 2015 NYC & Company strategically increased PR efforts to reach crucial markets and new audiences in the United States. Last year marked the department's first-ever domestic media mission in the Northeast and Texas, resulting in increased exposure in these markets, including a half-hour travel show dedicated to NYC on New England's top-rated station, WCVB (*Chronicle*). Taking advantage of the City's pop culture appeal, the Global Communications team worked with *The Bachelorette*, the popular, highly rated reality TV show, to positively highlight NYC as a vibrant setting during two episodes.

Through NYC & Company's network of 17 international offices serving 28 regions, the team met with key travel and lifestyle media from every corner of the globe to promote and pitch the ever-evolving five boroughs against the backdrop of an increasingly competitive marketplace. Through 16 international press familiarization tours and nine proactive press conferences (reaching 450 members of the media), the team ensured that influential journalists continued to tell the NYC story in a fresh, compelling way. To reach more international and domestic travel journalists, the team last year joined the prestigious Society of American Travel Writers (SATW) and attended its 2015 Reinvention Convention in Las Vegas, where we met with influential editors and freelancers. Between press conferences, media missions, SATW and individual appointments, "the 'New' New York" was promoted to more than 600 international media organizations.

On the digital front, our social media channels continue to grow and evolve, reaching journalists, media outlets, industry officials and others. The team continues to post on Instagram and Twitter, which grew more than 20 percent in 2015. Over the past year, we added three additional business-to-business Twitter accounts in Mexico, South America and Sweden, which expanded our international social media network to 12 Twitter accounts.

By spearheading the press activation for NYC & Company's newly refreshed Make it NYC™ campaign during IMEX America and publicizing trade shows and conventions that meet in New York City, the team ensured that meetings trade journalists will continue to cover NYC as a premier convention and meetings destination.

From an earned media perspective, the team generated tens of millions of dollars globally. In the US the press team helped shape more than 600 articles, with more than 107 million impressions and more than \$22 million in ad value. In addition, nearly 3,700 digital articles were published with more than 10 billion impressions and more than \$96 million in ad value. The team expanded its broadcast reach as well, continuously highlighting NYC & Company's vibrancy programs as well as NYC's five boroughs in an impactful way.

Looking Toward 2016 Every year NYC & Company's Global Communications department looks for new ways to position New York City as a must-visit destination while continuing to publicize what's new in the boroughs and neighborhoods, along with company-wide marketing programs and initiatives. With many ways to enjoy and experience NYC—through culture, food, health and wellness, sports, events, theater and more—there are numerous stories to be told. In 2016 Global Communications will go beyond tourism public relations to speak to an even larger audience by working more closely with NYC-based international media, ethnic media, bloggers and lifestyle media. The team will look for strategic ways to promote new and ongoing events and create urgency to visit the five boroughs. Going beyond traditional media relations, the team will find innovative ways to reach new audiences through engagement with influencers, bloggers and content creators. In coordination with the marketing and editorial teams, communications strategies will continue to target the lucrative tristate market, an important visitor audience. In the competitive travel space, earned media is more important than ever.

**More than
10 billion
impressions
generated**

Digital

As the official guide to New York City, nycgo.com and our other digital channels work to inspire visitation to the five boroughs and help in navigating them.

This is achieved through timely, original editorial content, navigation and trip-planning tools and e-commerce channels, all of which ease the trip-planning process for our visitors. The website also serves as the hub of activity for all NYC & Company marketing programs, a platform to showcase member businesses and an effective advertising vehicle for partners to generate new business.

In 2015 our digital channels reached and influenced more than 14 million* tourists and locals—another productive year for our desktop, mobile, email, social media and stand-alone kiosk channels. Our websites reached an additional 680,000 people this year, including a 15% YOY increase in mobile traffic, a trend that we expect to continue. Visitors spent an average of nine minutes on nycgo.com and are increasingly engaging with our site to learn about the City, plan visits and book trips and experiences.

This year's digital highlights included strong growth on our consumer engagement channels, social media and email. Through the implementation of enhanced social aggregation tools, we brought social feeds directly onto nycgo.com, placing our visitors at the center of the conversation. In addition, email subscriptions grew 136% in 2015, and our subscribers clicked on our emails at a 53% higher rate than travel industry benchmarks**. Email subscribers and social fans are among our most devoted website users and are an essential part of our audience development strategy.

Looking Toward 2016 Initiatives for 2016 include a relaunch of our consumer website. In addition to a whole new look and feel, the website will offer a variety of new features, including an inspirational content strategy focused on innovative storytelling, seasonal content, and neighborhood guides from insiders and influencers. Expect to see more high-impact videos and real-time responsiveness to trending topics that incorporate user-generated content from members, partners and visitors. We will also introduce personalized relational content, geo-targeting and mobile responsiveness to inspire trips to NYC and to guide visitors once they arrive in market. The new website will strengthen our commitment to put the customer at the center of conversation by delivering the right content to the right audience at the right time.

* Includes estimated desktop and mobile site visitors, kiosk visitors, social media followers and email subscribers.

** Travel industry benchmarks provided by mailchimp.com.

Tourism Development

Tourism Development is responsible for targeting the travel trade and their audiences to expand the presence and reach of New York City around the world.

Initiatives begin with a network of 17 representative offices establishing trade relationships throughout the Americas, Europe and Asia-Pacific. In 2015 primary goals included expanding trade networks, strengthening the level of engagement globally, as well as increasing member participation via in-market activities. As local experience-based travel is trending globally, educating small businesses about the importance of working with the travel trade has become a priority for product development. It has been equally important to educate the travel trade about the niche experiences available throughout NYC's five boroughs, as well as the value-added proposition of traveling during NYC's need periods.

Highlights in 2015 included new familiarization trip (FAM) touch points through programming like the first-ever Latin America mega FAM, the first Middle East FAM, the first South America sales mission, the reinstated California sales mission, along with receptive operator appreciation programs. Educational programming for our NYC members and partners included the Chinese Market Seminar and Tourism Ready Initiative to increase suppliers' understanding of the trade along with each market's diverse interests.

An analysis of the year shows the Tourism team's goals were met with significant growth, including an 18% increase in membership participation in sales missions, a 16% increase in NYC Online Travel Training Academy registered users, and a 20% increase in trade pass usage. Over 13,000 new trade contacts globally now receive NYC updates each month.

Cooperative promotions are a key vehicle in supporting the travel trade and NYC need periods. Highlights of 2015 included taking advantage of NYC & Company's existing out-of-home media to create a larger cooperative campaign with travel partners across Brazil, Italy, Portugal, Spain and the UK. In addition, we announced a new city-to-city partnership with Milan that included incorporation of travel promotions, generating extensive media coverage across the region. A partnership with Australia's *Sunrise*, a popular morning news show, and Flight Centre, a major retail travel network, generated an 18% increase in passengers and room-nights during a four-week promotional period.

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

2015 Sales Missions and Trade Shows

(in chronological order)

Sales Missions

Germany/Austria
Australia/New Zealand
Italy/France
Canada
Japan/Korea
UK/Ireland
South America
California
Mexico
India
Netherlands/Nordic
Brazil
China

Trade Shows

FITUR (Spain)
Holiday World (Ireland)
ABA (US)
NTA Travel Exchange (US)
RSAA Summit & Gala (US)
ANATO (Colombia)
ITB (Germany)
WTM Latin America (Brazil)
Active America China (US)
ATM (UAE)
Cruise3Sixty (US)
IPW (US)
SYTA Summit (US)
JATA WTF (Japan)
IFTM (France)
Ferie for Allee (Denmark)
TTG Inconti (Italy)
Bienvenue (Canada)
FIT (Argentina)
ABAV (Brazil)
ITB Asia (Singapore)
WTM (UK)

Looking Toward 2016 In 2016 the Tourism Development team will remain focused on promoting member products across all five boroughs with increased attention to partnerships, education, product development and consumer promotions across international and domestic markets. The team will focus on special-interest product development, in addition to existing product offerings, taking advantage of high-profile sporting events, such as Copa America Centennial and America's Cup, as well as pop culture phenomena, such as *Star Trek* 50th anniversary events. Another growth opportunity is the international MICE segment in selected markets. We will work to reinforce our message through receptive operators, tapping into their global network; webinars; and partnerships with organizations such as Brand USA, New York State and other cities.

Convention Development

Convention Development acts as a catalyst between the meetings and the NYC hospitality industries, driving meetings, conventions, incentive trips and trade shows to book groups in New York City.

664 meetings booked in 2015

The team's sales efforts in 2015 focused on industry trade shows and events domestically, with expansion into the international MICE market. Customer-facing activities were orchestrated in key domestic markets, including the tristate area, Boston, Chicago, Minneapolis, San Francisco and Washington, DC. The team hosted five client familiarization trips, each with a focus on small to midsize meetings, along with over 75 one-on-one client site inspections.

In 2015 NYC & Company member participation remained strong, with more than 100 co-exhibiting members throughout the year.

The Convention Sales and Conference Express teams generated over 1,400 qualified leads in 2015. There were 664 meetings booked, showing an almost 5% increase over 2014. This translates to more than 247,000 booked room-nights, resulting in a 10% increase over 2014. The economic impact based on this room-night volume equates to more than \$292 million. Additionally, there were over 1 million room-nights either lost or turned down in 2015, 22% more than in 2014.

In 2015 NYC welcomed 6.1 million delegates, up from 6.0 million in 2014, and group business is expected to contribute over 4.8 billion in direct spending and drive close to \$8 billion in economic impact across the City. Of the total delegates visiting New York City in 2015, 89% were for domestic visitors and 11% for international visitors.

This year NYC & Company unveiled the newest iteration of our meetings and conventions marketing campaign, Make it NYC™. The fully refreshed campaign incorporates the new tagline “Meet Where You Want to Be,” highlighting the anticipation of delegates and planners alike for meetings held in New York City. The campaign was supported through a substantial media plan throughout Q4 in both print and digital channels. We also announced our partnership with PCMA with the support of the Business Events Series, and strengthened our existing partnerships with HelmsBriscoe and ConferenceDirect.



At the beginning of 2016, we announced our newly solidified presence on the West Coast, handling the market from Los Angeles. The office will target key West Coast industries that are vital to the expansion of the City's convention development segment. In addition, we've added a staff member to cover the international MICE market and the southeast market based in the New York home office.

2015 Trade Shows and Events

(in chronological order)

PCMA Annual Convention (US)	MPI World Education Congress (US)
FICP Northeast Regional Conference (US)	ASAE – American Society of Association Executives (US)
GaMPI Targeted Education Event (US)	Incentive Works (Canada)
PCMA Greater Midwest Chapter Leadership Day & Awards Ceremony (US)	HB Cares/TimCup Invitational Golf Tournament (US)
2015 Global Pharma & Med Meetings Summit (US)	MPI/PCMA Summit (US)
MPI Northern California Chapter (NCC) (US)	NYSAE NextGen Leadership Group (US)
MeetNY (US)	Site Classic (US)
Destination Showcase (US)	European MICE Roadshow (Manchester, Paris, London and Brussels)
PCMA Foundation Dinner (US)	ISES, MPI, HSMAI and SITE event leader summit (US)
Springtime Expo (US)	NYPCMA Fall Education Program (US)
NY PCMA Chapter Meeting (US)	IMEX America (US)
AMPs Golf tournament (US)	FICP Annual Conference (Mexico)
Eventeract – formerly known as GAMPI Meeting Exploration Conference (US)	IBTM (Spain)
EMPI (US)	NCBMP (US)
IMEX (Germany)	IAEE (US)
PCMA Education Conference (US)	Holiday Showcase (US)
MPI Chicago Golf Tournament (US)	
SITE MN Meeting (US)	

Looking Toward 2016 In 2016 the Convention Development team will remain focused on small and midsize meetings, as well as international meetings, incentive and association business. Incentive, association and corporate business will remain a priority through regional and national customer facing activities and involvement with PCMA, FICP, SITE and MPI. International MICE markets will continue to be a focus in Europe and will be expanded upon in South America. The team will also continue to identify short- and long-term corporate and association opportunities to match Javits Center needs and open dates. With the support of the refreshed NYC & Company meetings campaign, Make it NYC, we will continue to communicate to planners the accessibility and attainability of New York City for meetings, trade shows and events. To support this messaging, additional efforts include adding more robust editorial content targeting meeting planners on nycgo.com; expanding communications targeting planners via print, online and email communications; and increasing press coverage and awareness in market.

Research & 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 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 and retail spending patterns. The department also conducts extensive proprietary research to evaluate key marketing programs and events.

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

NYC & Company market-research initiatives continue to address topics vital to the City's continued economic health. In addition to the regular audience and consumer surveys of programs such as NYC Restaurant Week and NYC Off-Broadway Week, the department continues to identify important market variables and responses and conditions that affect travel decisions, whether linked to meeting planners or attendees, leisure visitors or our strong regional market of day-trippers. Our tracking study of cultural audiences across the five boroughs helps organizations identify new opportunities and expand their reach.

Financials

In 2015 NYC & Company's New York City Funds increased due to the City partially restoring funds that were previously cut by City budget constraints. The company's other sources of revenue decreased by \$3.8 million, or 16%, due primarily to one-time funds in 2014 for event promotion related to Super Bowl XLVIII, as well as outer borough promotion funding provided by New York City Economic Development Corporation. The company also realized decreases in other income from ticket sales following the closing of one of its information centers in 2014.

NYC & Company's Revenues	2013	2014	2015*
New York City Funds	12.5	12.3	16.5
Sponsorships	8.7	7.4	4.4
Member Dues	4.7	4.7	4.9
Publications	2.5	2.5	2.5
Website	2.6	2.8	2.5
Other Income	4.2	4.2	3.5
Licensing	1.1	1.1	1.1
Other Grants	0.6	0.5	0.5
	36.9	35.5	35.9

In millions (\$)
Excludes value of in-kind media.

* Numbers are preliminary.

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Names in *italics* indicate
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As of December 31, 2015

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Cultural & Community
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Senior Vice President
Hotel Relations

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