

SALT LAKE CUSTOMER ADVISORY BOARD



April 29-30, 2016 Meeting Minutes

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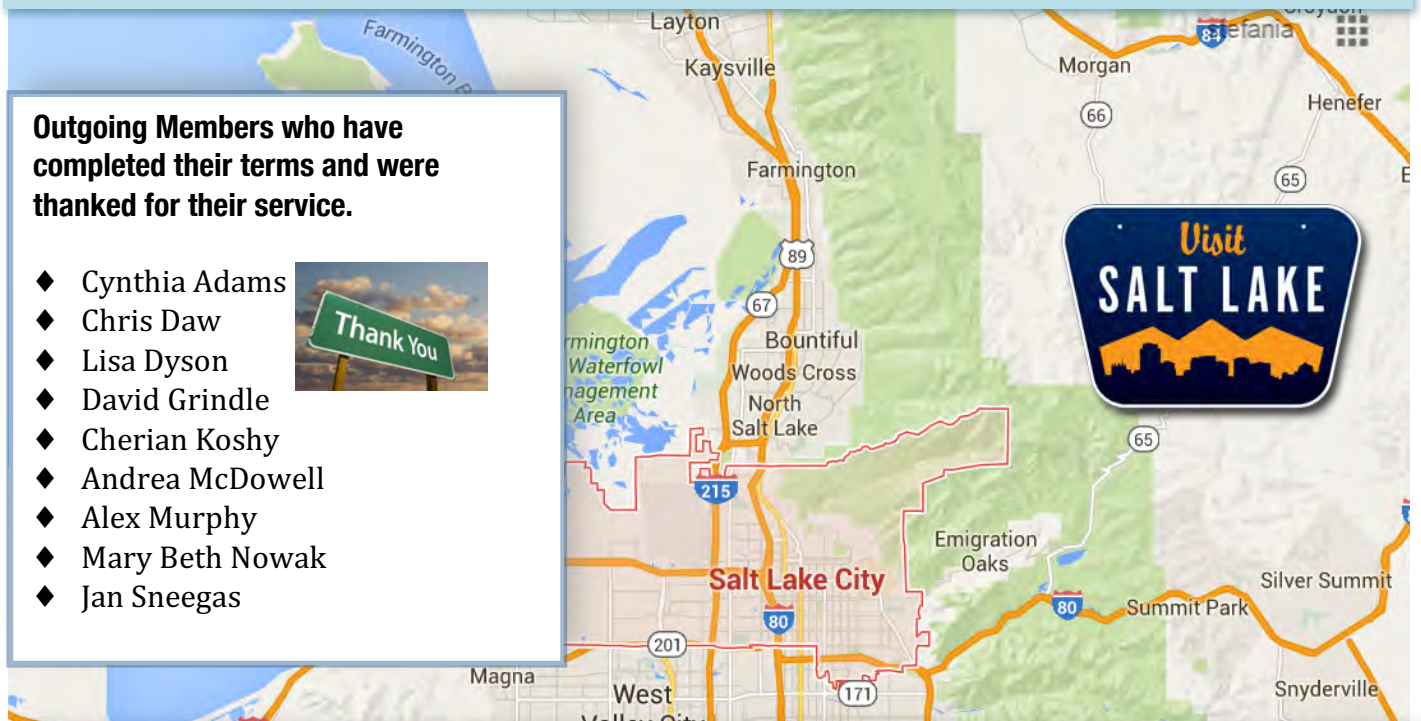
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Board Members (in Attendance)

- ◆ Dee Clemmons
 - ◆ Lisa Dyson
 - ◆ Susan Gorin
 - ◆ Lori Jenks
 - ◆ Dave Jennings
 - ◆ Perry Juliano
 - ◆ Cherian Koshy
 - ◆ Mark Koski
 - ◆ Alexandra Murphy
 - ◆ Julie Giles Parkes
 - ◆ Michelle Randall
 - ◆ Susan Root
 - ◆ Jan Sneegas
 - ◆ Andrea Streat
 - ◆ Leslie Zack
- Airports Council International
TESOL – International Association
National Association of School Psychologists
Emerald Expositions, Inc.
Community Associations Institute
SmithBucklin
National Speech & Debate Association
National Federation of State High School Associations
Meeting Expectations, Inc.
Adobe
National Communication Association
IEEE
Unitarian Universalist Association
American Alliance of Museums
International & American Associations for
Dental Research

Outgoing Members who have completed their terms and were thanked for their service.

- ◆ Cynthia Adams
- ◆ Chris Daw
- ◆ Lisa Dyson
- ◆ David Grindle
- ◆ Cherian Koshy
- ◆ Andrea McDowell
- ◆ Alex Murphy
- ◆ Mary Beth Nowak
- ◆ Jan Sneegas



Salt Lake Leadership & Host Committee

- ◆ Scott Beck
 - ◆ Scott George
 - ◆ Dan Hayes
 - ◆ Erin Litvack
 - ◆ Mark White
- Visit Salt Lake
Woodbury Corporation
Salt Lake Convention Center
Salt Lake County
Visit Salt Lake

Facilitator

- ◆ David Kliman, CMP, CMM
- The Kliman Group

Graphic Recorder

- ◆ Sophia Liang
- Graphic Footprints



Salt Lake Updates – Scott Beck

Scott outlined key issues impacting Salt Lake. The following summarizes his comments:

- Transient room taxes fund the DMO's operations and cooperation/alignment with the hoteliers is critical to a healthy tourism community
- The DMO is a regional organization responsible for selling and marketing 17 municipalities, each with unique perspectives and needs <http://www.visitsaltlake.com>
- 2015 was all time record for Salt Lake, hotel revenue was 14% over 2014. Attendance at the Convention Center set an all time record
- Competitiveness within the convention industry is at an all time high
- Scott is immediate past Chair of DMAI <http://www.destinationmarketing.org>
- Salt Lake post 2002 Olympics has changed in ways many people hadn't thought possible
 - Massive infrastructure investments include TRAX to SLC Airport <http://www.rideuta.com>
 - City Creek <http://www.shopcitycreekcenter.com>
 - Largest solar panels on any US convention center, generating 25% of the Center's energy needs and producing renewal energy credits <http://www.visitsaltlake.com/why-salt-lake-meetings/green-meetings/salt-palace-solar-array/>
 - World-class culinary offerings and venues include:
 - Renovation of the Capital Theater <https://artsaltlake.org>
 - Eccles Theatre with 2,500 seats <https://artsaltlake.org/venue/eccles-theater/>
- Mayor Biskupski is Salt Lake's first openly gay Mayor <http://www.slcmayor.com/mayor-biskupski>

When asked where Salt Lake falls on the "socially progressive" scale, the following was cited:

- 2010 census indicated 62% of the population is non-LDS
- President Obama carried Salt Lake City in 2008 and 2012 national elections
- LGBT protections in place since 2006 and Utah Pride is 3rd largest in Western USA <http://www.utahpridefestival.org>
- The area is a unique juxtaposition of Mormon influenced pioneer heritage and diverse modern America
- Utah Compact Downtown Alliance fighting for immigration reform <http://www.utahcompact.com>

Upcoming key issues were cited:

- Liquor law normalization and inclusivity. Changing the community in ways that work for everyone while respecting for all opinions

Meeting Industry Trends and Problem Solving

Advisory Board members discussed key issues impacting the meeting industry and their events. The following summarizes their comments:

Hard Sellers' Market

- Very strong sellers' market, hotel rates are escalating, lack of ability to negotiate rates; increased role of revenue managers in contract discussions
- Hard market has created an opportunity for second and third tier cities, but hotel rates and other costs in cities like Austin and Nashville are very high. In some cities, "hotels are only out for themselves" and these destinations suffer from lack of a "cohesive community". Salt Lake is considered a cohesive destination with strong community understanding and support for the value of meetings and events
- Food & Beverage and ancillary service costs are also escalating, but Salt Lake was cited as having low cost structure
- Some cities are "knocked out of decision grid" because of lack of cohesiveness and cooperation combined with high rates
- Citywide meetings require a cohesive team effort, "it's essential for the success of the event"

Hotels & Room Blocks

- Nationwide lack of new hotel inventory
- Very few hotels are locally managed and owned and DMOs struggle to impact relationships with remote based owners and asset managers
- Macro changes in hotel economics have impacted the relationship between planners and hoteliers
 - Planners feel relationships are being erased from sales conversations
 - Room rate drives 100% of some attendees' decision to attend
- Room blocks are very different from years ago; channels of distribution has changed the way all products are purchased
- AirBnB inventory is limited in Salt Lake
- Charging more for registration for rooms booked outside room block is used by some groups
- Planners need to understand how much attendees are willing to pay for their rooms
- Some believe "room blocks are dead"
 - Salt Lake is no longer evaluating groups based on room blocks and instead focuses on total economic impact and the number of attendees
 - But many DMOs are still inextricably tied to hotels because their funding comes from portion of hotel tax
- Networking opportunities diminish when attendees stay out the block, but social media creates opportunities for people to gather and network face-to-face
- Planners are looking to DMOs to curate experiences not just room blocks
- Salt Lake offers attendance-based and economic impact-based incentives for groups, not based solely on contracted room nights. The DMO provides delegate spending impact study to planners
- Some hotels miss booking business when they quote higher rates, and then their city gets thrown out of decision grid when they could have offered lower rates at the start
- Collision was cited as a industry disruptor <https://collisionconf.com>

ASAE 2016

<http://annual.asaecenter.org/generalinfo.cfm>

Background

- Association Board members and site decision makers often have deeply engrained misperceptions regarding Salt Lake
- “Safe”, well known cities such as Denver, Phoenix etc. are often chosen over Salt Lake even when its bid is more favorable to the planner’s organization and better presented
- Influencing association board members is a challenge for Salt Lake
- Salt Lake loses a higher percentage of association business (due to Board votes) vs. other markets
- ASAE 2015 is a path to addressing these issues
- ASAE Focus Group in Washington DC asked nine association executives to describe Salt Lake’s “personality”; they cited the following:
 - No Personality
 - Donny and Marie
 - Mormon
- In response, the DMO embraced the satirical idea that “*There’s Nothing to Do in Salt Lake*” <http://theresnothingtodoinSaltLake.com> and stopped talking about outdoor lifestyle and instead focuses on drinking and eating experiences
- Mobile app will follow attendees and will be loaded with pictures
- Pre and post fairs will be offered in partnership with Utah Office of Tourism <http://travel.utah.gov>

When asked ways in which the DMO can capitalize on during ASAE, the CAB suggested the following: *(Additional recommendations are found at the end of this report)*

- Gamification
 - Use Instagram for an “urban gamification experience” to help attendees search and find “cool” things to do in Salt Lake
 - Use Foursquare check-ins <https://foursquare.com>
- Self up Selfies Stations with local luminaries and celebrities. *Additional recommendations are found at the end of this report*
- Other examples of successful events using gamification include:
 - Experient E4 <http://experiente4.com> asked attendees in advance about their personal interests and then connected them on site with like minded people and started compelling conversations and a competitive game



Convention Center Hotel of the Future

Stan Castleton, Rondo Fehlberg, Jessica Mousley and Peter Pillman from DDRM

<http://ddrmcompanies.com> joined the meeting. The Advisory Board was asked to describe the ideal characteristic of a new convention center hotel. The following outlines their comments:



Hotel Guest Sleeping Rooms Best Practices

- Universal design is critical i.e. roll in showers, interactive rooms tied to mobile devices, designs suitable for aging population, flexible spaces, desks and lobby areas
- https://en.wikipedia.org/wiki/Universal_design
 - Distances are evaluated by some convention planners and venues which are too spread out are eliminated from decision grid
- Well designed and appropriated placed electrical adaptors and electrical connections (placed at desks and bedsides, not at baseboard level) as found at Sheraton Frankfurt Airport
<http://www.sheratonfrankfurtairport.com/en>
- Aria Las Vegas smart rooms were cited as best in class <https://www.youtube.com/watch?v=9VDEldHUyhs>
- Hilton digital keys cited as a best practice <http://hhonors3.hilton.com/en/hhonors-mobile-app/digital-key.html>
- Seamless single access to Wi-Fi in all areas of the hotel
- Open windows for fresh air access in a manner that doesn't endanger guest safety
- An area to easily place a suitcase so guests can access it without need to unpack (some guest won't put their clothing in drawers for fear of bedbugs)
- Canine bedbug patrols (as done at Wynn Las Vegas <http://www.wynnlasvegas.com>)
- Showers only, but if bathtubs are installed, ensure access is universally correct
- Design all guest rooms for use by both men and women
- Install less fabric (they absorb smells)
- SLS Las Vegas bathrooms cited as best in class <http://slshotels.com/lasvegas/>
- Rheostats to allow dimming of all lights (bath and sleeping areas)
- Highest quality soundproofing and security feature for interconnecting doors between guest rooms
- Digital temperature control
- Quiet HVAC with vents positioned so air doesn't blow on the bed
- Upgraded rooms/suites suitable for corporate market with separate sleeping and living space and one full bath and one half bath
- Mini fridges in sleeping rooms
- Do not charge a resort fee
- Hook near the bed to hang a purse
- Dedicated floor for female guests
- Guest door peep hole covers are secure and unalterable
- Dedicated club lounge for business travelers and another for families
- High quality in room safes
- Electronic "Do Not Disturb" signage
- Provide bathroom electrical outlet so it can accommodate both a flat iron and hair dryer at same time
- Broad bathroom counter space and deep sinks
- Silent plumping which can't be heard between rooms when in use
- Towel hook near shower
- Lighted magnifying mirror
- Lighted and heated toilet seats would be "nice to have, but not required"
- Bathroom floor surfaces with highest non-slip safety standards
- Fogless bathroom mirror
- Position shower controls outside the shower
- Solid door to guest bathroom
- Nightlight in bathroom

Hotel Public Spaces Best Practices

- The following hotel were cited as best in class:
 - Kansas City Marriott <http://www.marriott.com/hotels/travel/mcidt-kansas-city-marriott-downtown/>
 - Philadelphia Marriott lobbies cited as having great networking spaces <http://www.marriott.com/hotels/travel/phldt-philadelphia-marriott-downtown/>
 - Baltimore Marriott cited as offering excellent networking spaces <http://www.marriott.com/hotels/travel/bwiwf-baltimore-marriott-waterfront/>
 - Cosmopolitan Las Vegas <https://www.cosmopolitanlasvegas.com/> was cited as best in class “stacked space”
- Review world’s best airports for new standards and practices for check in desks <http://www.changiairport.com>
- Wi-Fi and Cell signals must have 100% access to all guest rooms and public spaces
- “Smart elevators” <http://www.elevatordesigninfo.com/billion-dollar-hotel-will-include-smart-elevators>
- Areas that are conducive for spontaneous networking and meetings
- Bike rental kiosk

Hotel Dining Best Practices

- Dining options that are “compelling destinations and compel locals to dine in the restaurants”. Blue Duck Tavern was cited as great example www.blueducktavern.com
- Local flavor and experiences and create “true sense of the community”
- Pull down desks at some tables and spaces
- Grab & Go options and include larger portion sizes for small groups
- “Room service is a thing of the past”
- Outdoor seating and rooftop bar
- On demand family style food service suitable for in room dining and on the meeting floors





Hotel Meeting Space Best Practices

- Marriott on demand meeting space was cited as a best practice <https://skift.com/2014/07/06/how-hotel-chains-innovate-with-on-demand-work-spaces/>
- Starbucks “Third Space” cited as another best practice
- Hybrid meeting technology built into meeting rooms
- Flexible meeting rooms
- Lockable doors for all meeting rooms (magnetic key cards, not metal keys)
- Doors to all meeting rooms must operate and close silently
- Digital meeting room signage. Venetian and Cosmopolitan’s lobby TV towers cited as best practices <http://www.venetian.com> <https://www.cosmopolitanlasvegas.com>
- JW Marriott Indy was cited as offering excellent branding options <http://www.marriott.com/hotels/travel/indjw-jw-marriott-indianapolis/>
- Seamless and easy to use branding opportunities; blank walls and open large spaces
- LEED Platinum standards <http://www.usgbc.org/leed>
- Seamless single Wi-Fi access in all areas of the hotel
- Enclosed Skywalk connection to the Convention Center
- 100,000 square feet of meeting space with 2 large ballrooms, with flexibility and large foyers with natural light, local art and views of the City and the Mountains
- Gym with sufficient fitness equipment for guest count; plus an indoor and outdoor pool
- Include hotel staff from all major departments by asking them to provide input regarding space design and flow
- Omni Fort Worth created special programming by outsourcing its gift shop to a local Art Museum; curators available during cocktail hour to engage with guests <https://www.omnihotels.com/hotels/fort-worth>
- Retail operations offering mix of convenience items and local experiential products
- Family and gender neutral bathrooms
- Built in drinking fountains/water bubblers
- Floors engineered to accommodate heavy exhibits
- Built in beacons <http://www.infoworld.com/article/2608498/mobile-apps/what-you-need-to-know-about-using-bluetooth-beacons.html>
- Marriott Red Coat app cited as best in class <http://www.marriott.com/meeting-event-hotels/event-management-services.mi>
- Ceiling heights must be as high as possible
- Air walls must be acoustically well engineered and aesthetically pleasing
- Dedicated nursing mothers’ lactation rooms with sinks, electrical power, fridges and freezer and private divisible spaces; do not locate them in a public bathroom
- 100% private (stall walls extend to the ceiling and floor) bathrooms, usable by all genders with communal washing space
- Gotham Market <http://gothamwestmarket.com> and Chelsea Market <http://chelseamarket.com> cited as world class examples of experiential marketplaces
- Mobile food orders from Savor <http://savormsg.com/home/index.php>
- Well designed freight access

Hotel Consolidation

Attendees discussed the impact recent hotel mergers and consolidations are having on the marketplace. The following summarizes their comments:

- Uncertainty expressed regarding planners' ability to negotiate and leverage their economic impact, especially for smaller groups
- Starwood brings Marriott "amazing" branding and the huge strength of SPG program <http://www.starwoodhotels.com/preferredguest/index.html>
- "If Marriott integrates Starwood well, the potential is good", but concern expressed that the combined cultures may not assimilate. It was noted that the Gaylord acquisition was not well managed by Marriott
- Planners fear Marriott will integrate its unpopular Marriott Sales Force One into Starwood <http://www.hvs.com/article/3543/marriotts-new-sales-force-strategy/>
- The Marriott deal creates a "huge opportunity" for Hilton and Hyatt to attract new business
- Some groups may go to boutique properties instead of mainline brands
- It was noted that hotel ownership doesn't drive demand
- Planners expect to have ability soon to directly access hotel inventory for group room blocks and meeting space (aka Direct Booking)

Future of Trade Shows

Attendees discussed the future of trade shows; the following summarizes their comments:

- U.S. model of trade shows is changing
- Traditional shows that are hard to navigate are "challenged" and need to adapt new practices. Attendees are seeking "new and different experiences"
- Connecting and brokering buyers and sellers was the traditional model
- Now attendees and exhibitors want "experiential and intuitive" tradeshow which understand their personalities both in advance and in the moment
- Companies no longer wait to launch products at trade shows
- Attendees want opportunities to be with their "tribe"
- Awesome-Con was cited as one of the fastest growing tradeshow <http://www.awesome-con.com>
- Increased use of virtual reality component at trade shows

Association Membership

Attendees discussed the future of association membership; the following summarizes their comments:

- Almost all associations struggle to remain relevant to their members
- Many are moving away from traditional membership model and develop a new a la carte model
- Members want a completely customized experience
- Associations are becoming content curators vs. content generators
- Yet most association are not nimble and find it hard to make changes
- Younger generation members typically want to see quicker changes vs. baby boomers

Saturday, April 29, 2016

Snowbird

The new group venue at Snowbird was discussed; the following website provides an overview of the Summit: <http://snowbirdmeetings.smartimage.com/thesummit>

Destination Video Report

David Grindle - Executive Director, US Institute for Theatre Technology provided a video report of his group's recent experiences in Salt Lake. The video can be found on the CAB microsite.

Social Media, Collaboration & Technology Tools

The impact of social media on meetings and shows was discussed. The following outlines the Advisory Board comments:

- Outdoor Retailer social media feed: *#WeAreOutdoor*
<http://mysaltlake.visitsaltlake.com/outdoorretailer/>
- Visit Baltimore's meetings app was cited as "well designed" and can be easily embedded into groups' apps
- TESOL <http://www.tesol.org> has a "very deliberate and mature use" of social media with 100,000 Facebook followers, 25,000 Twitter and 13,000 members. They ask DMOs to help with social media feeds. The "best" DMOs provide 140 character sound bites outlining things to do, actively monitor social streams and share photo opportunities with hash tags and convention logos
- Live Stream video used by some, but concern expressed regarding expense, bandwidth and control of content
- Periscope being used at ASAE 2016 <https://www.periscope.tv>
- Many planners are embracing Digital Event Strategy training

Advisory Board members use the following tools:

- Multiview <http://multiview.com>
- InExpo platform <http://www.inxpo.com>
- Zoom video conferencing tool is used by some www.Zoom.us
- Google Hangouts <https://hangouts.google.com>
- Yammer <https://www.yammer.com>
- Collaborative workspaces used include Google Drive <https://www.google.com/drive/> and Trello www.Trello.com
- When asked about planners' and attendees' preferences regarding Apps vs. Mobile Website; the following feedback was offered:
 - Wi-Fi access dictates use of mobile website vs. apps and some groups use both
 - Native app adoption is "soaring" for some groups especially with high percentages of international attendees
 - Some groups buy out the Convention Center's Wi-Fi to guarantee access to bandwidth; especially when attendees are asked to respond to session surveys in real time



- Apps are a “big challenge” for some groups
- DMO offering social media on site help desk would be very welcome
- When asked about how DMOs can most effectively interface with planners using social media; the following feedback was offered:
 - Planners want DMOs to provide links to what’s happening in their city during the meeting
 - Some planner can’t keep up with the avalanche of email and aren’t big social media users, they consider it “just another channel”
 - Use social media to augment email communication with planners, especially first time sales contacts
 - Typically major DMO announcements are done in combination of face-to-face and using social media
 - Send consolidated email (with links to landing page) on monthly or quarterly.
 - Ask all clients how and when they want to receive communication from the DMO
 - Quarterly email updates from Starwood Hotels and St. Louis DMO are sent from a trusted sales contact. Planners are “much more likely to open” emails from a trusted know sale person vs. email sent from a generic domain

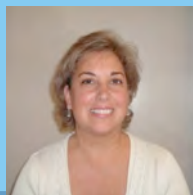
Curating Local Intellectual Creative Capital

The impact of social media on meetings and shows was discussed; the following outlines the Advisory Board comments:

- Best help from a DMO is to understand the group and identify and curate meaningful local assets; sometimes it’s just opening the first connection and then the planner takes it from there
- Impact Hub <http://saltlake.impacthub.net/>
- Some groups seek ways to leave a meaningful legacy in the community; service projects taking place inside hotels and Convention Center and off site in the community
- Community involvement is essential for some groups and a major part of decision matrix; they need DMO involvement in host committee
- TESOL <https://www.firstbook.org>
- DMO can help open doors with local service organizations and foundations
- Promote <https://familysearch.org> as one option for groups
- Identify and share key economic drivers for Salt Lake, then connect those industry leaders groups; Business Events Sydney and Business Events Canada were cited as doing this well
- Connect groups seeking Mindfulness activities with local practitioners <http://www.mindful.org/>
- Connect planners with local contacts during site inspections to share capabilities
- Scientific and medical groups may have liability issues when using local assets; DMO needs to be knowledgeable about this

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

Gerry was thanked for sponsoring attendees’ airline tickets. She discussed airline issues and Delta innovations and her PowerPoint presentation has been posted to the CAB microsite.



Wrap Up

The Board was thanked for their commitment to the process of continuous improvement for Salt Lake. Their feedback is tremendously helpful.

Their recommendations and comments will be put to good use.

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

Recommendations and Action Items from the April 2016 meeting ASAE

- Roll out the red carpet moment (Visit Scotland's model was cited as a best practice) starting with the moment of arrival at the airport and using educated destination ambassadors to engage with attendees throughout the meeting
- Create face-to-face connections between decision makers and CAB members
- Create a "Been There Bar" and "There's No Sugar Coating It" dessert bar
- Create "Meet Up" spaces outside regular meeting spaces which offer curated and facilitated experiences; could use "cool locations" like the Capital Theatre space used for the CAB dinner
- Reach out to first time attendees
- Don't over schedule
- Provide "elevator speech" with key details and consistent message for Salt Lake ambassadors including the Advisory Board members
- Brand hotels as was done at Superbowl with floor clings, inside elevators; create a "complete attendee branded experience"
- Share the message that Salt Lake has \$39 gallons of coffee
- Use the photos in the Instagram book and promote the photos as "real" Instagram pictures, not manufactured
- Provide interactive walkable map on the app and show distances to experiences in real time
- Provide welcome desk with TNTD information
- Recognizing top 150 clients
- Delta in flight announcements on SLC inbound and outbound flights during peak travel days recognizing AEAE from gateway cities
- SLC Airport welcome banners and branding
- Use urban language and images to promote the city
- Contact Cherian Koshy. He's offered to help create a Director of Operations "get together" during ASAE 2016 with other Operations Directors; suggest including "pop in" visits from Salt Lake leaders

DMO

- Offer Social Media help desk as part of a group's incentive package
- Attract younger planners to the Advisory Board
- Promote fact that "TNTD randomizer feed photos" for ASAE actual Instagram pictures
- Include Wi-Fi discussion at next CAB meeting
- Send Visit Salt Lake quarterly newsletter from a known and trusted sales contact, not from generic domain

