

3/13/18

SA

Item 2

Santa Clara Stadium Authority

Discussion of the Draft Marketing and Business Plan for Levi's Stadium Non-NFL Events

Item 2

March 13, 2018



1

Draft Marketing & Business Plan for Levi's Stadium Non-NFL Events

Management Agreement Provision:

*Until the exercise of any Non-NFL Event Replacement Right, the Stadium Operation and Maintenance Plan shall include a **marketing plan setting forth in reasonable detail the Stadium Manager's plans to develop, implement and monitor marketing, booking, advertising and promotion of Non-NFL Events** for the Stadium, which marketing plan shall be **mutually agreed upon by the Stadium Manager and the Stadium Authority** (the "Marketing Plan"). If the Stadium Authority exercises the Non-NFL Event Replacement Right, the Stadium Authority and the Stadium Manager will develop a similar plan with the third-party provider.*



2

Draft Marketing & Business Plan for Levi's Stadium Non-NFL Events

GOAL

- Present the content
- Receive Board input for purposes of further refinement to meet the standard of “reasonable detail”

NEXT STEPS

- March 27: Adoption of Stadium Authority FY 2018-19 Budget
- Collaborative SCSA/ManCo staff efforts to establish key performance metrics in Q1 of fiscal year



3

Draft Marketing & Business Plan for Levi's Stadium Non-NFL Events

KEY POINTS

- **Dynamic** document dependent on market forces
- Plan should be flexible enough for ManCo to act on **opportunities** as they arise
- SCSA/ManCo relationship continues to **evolve** – focus on collaboration
- Some policies need to be **stabilized** that will further guide marketing strategy – after completion of current community engagement efforts, the Marketing Plan can reflect those business practices



4

Draft Marketing & Business Plan for Levi's Stadium Non-NFL Events

Additional Effort Needed to Harvey Rose Audit

Recommendation 1.L:

- SCSA staff and ManCo agree to work collaboratively in the first quarter of the SCSA Fiscal Year 2018-19 to establish key performance outcomes/metrics that will be used in future years to both evaluate the effectiveness of the Plan, as well as inform the decision making process for the next annual Plan.
- SCSA staff will provide an informational report updating the SCSA Board of the proposed metrics status/completion (ETA = Q2)



7

2018 NON-NFL EVENTS MARKETING & BUSINESS PLAN

March 13, 2018

TABLE OF CONTENTS

1 2017 In-Review

2 Special Events

3 Major Events

9

EXECUTIVE SUMMARY

- We host a variety of high-impact events that consistently generate high client satisfaction ratings
- Key areas of focus are building the Levi's® Stadium brand as an event venue and understanding the customer journey
- Brand-building activities include the creation of a new logo, revamped marketing assets, and hosting in-market events
- We are leveraging historical event data along with our social channels and web properties to both attract new clients / partners and improve our event execution and guest experience

10



2017 OVERVIEW

ANNUAL RECAP

12
Major Events

100+
Special Events

450K+
Total Attendees

\$48M+
Gross Revenue



In 2017 we hosted a wide variety of Major Events, attracting over 370K guests, while our Special Events team executed over 100 events with a 98% client satisfaction rating

KEY WINS & STRENGTHS

High Client Satisfaction Ratings

- Earned an 87% satisfaction rating across all 9 event components (e.g. Booking Score, Planning Score, Execution Score)
- Successfully hosted returning events with high attendance (Pac-12 Championship, Monster Jam, International Champions Cup)



Strong Existing Partnerships

- Collaborating with existing partners, including Live Nation, Soccer United Marketing, Pac-12, etc. have resulted in returning events
- Strong relationships with local civic leaders (e.g. SJSA) have led to successfully hosting world-renowned events

Advanced Analytical Tools

- Robust events dashboard to track event data and payment collections
- Segmented analysis has enabled us to strategically allocate resources

13

ACTIONABLE OPPORTUNITIES



Specialize our sales and planning resources

- Identify particular strengths and weaknesses among our staff to best allocate our resources in the sales, planning, and execution processes



Improve who, how, and when we target new / existing clients

- Deploy various types of marketing assets, differing based on content and messaging, on Facebook, Instagram, and LinkedIn and use A/B testing to analyze what assets are most effective with marketing-specific KPIs to be determined with SCSSA Staff



Define the venue's brand as an industry leader

- Grow the brand by establishing a digital presence on social media, highlighting the events business to industry leaders, and creating new partnerships and sponsorships

14



SPECIAL EVENTS BUSINESS UPDATE



Adding Team Resources

- Adding 1 Sales Representative
- Adding 1 Department Coordinator
- Increasing marketing support



Expanding Analytical Toolkit

- Improving planning and execution processes
- Prioritizing strategic event types
- Applying event data to marketing assets



On-boarding New Concessionaire

- Improving food and beverage operations
- Collaborating on new marketing efforts
- Leveraging Levy's customer network

2018 KEY INITIATIVES



1 >

Amplify the venue's brand in the marketplace



2 >

Leverage historical event data and proven marketing channels to target new opportunities



3 >

Engage local and industry-relevant partners to grow strategic relationships and recurring business

17

GO-TO-MARKET STRATEGY



Amplify the venue's brand in the marketplace

- Launching a logo on new / existing physical and digital marketing assets
- Creating engaging marketing materials with a strong social media presence
- Continuing to actively promote and advertise Special Events capabilities and opportunities at NFL games and related activities



Leverage historical event data and proven marketing channels

- Implement Customer Relationship Management tool to manage existing clients and new opportunities
- Revamp Sales Kit and related client-facing assets
- Leverage social media to create target audiences for outbound marketing

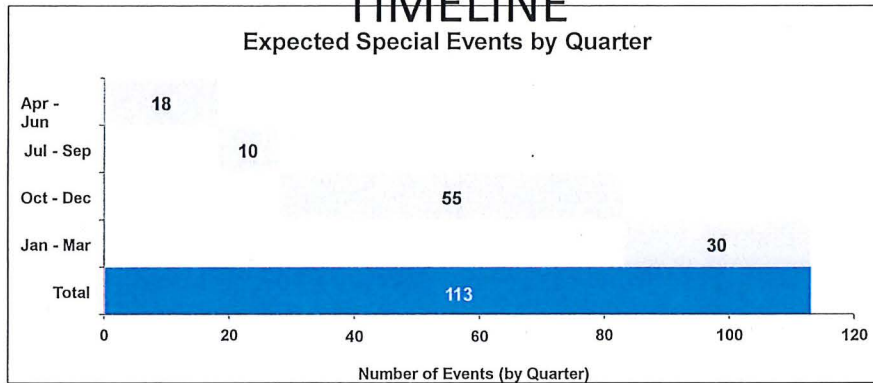


Engage local civic and industry-relevant partners

- Co-brand / sponsor relevant conferences and local events (e.g. National Association for Catering and Events)
- Host in-stadium events to showcase capabilities to prospective partners and clients
- Collaborate with Levy to generate new business

18

EXPECTED EVENT EXECUTION TIMELINE



We expect to eclipse our 2017 Special Events total by booking and executing events throughout the calendar year

19

MAJOR EVENTS



MAJOR EVENTS BUSINESS UPDATE



Improved Proposal Process

- Completing more bids across event types
- Incorporating more departments and skills
- Adding bid content and metrics from past events



Cross-departmental event involvement

- Including more departments to execute
- Advertising with robust launch plan (e.g. social)
- Increasing demand and viewership by event



Emergence as a soccer destination

- Hosted 11 matches the last 3 years
- Hosted national and international teams
- Aiming to host new high demand tournaments

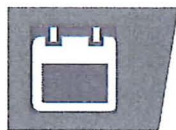
21

2018 KEY INITIATIVES



1 >

Leverage historical financials and ticketing data to drive event revenue



2 >

Strengthen partnerships with other teams and leagues to expand the event calendar



3 >

Source new events, relationships, and partnerships to grow the venue's event profile and pipeline

22

GO-TO-MARKET STRATEGY



Leverage historical financials and ticketing data to drive revenue

- Data-driven marketing campaigns using KPIs to be collaboratively established with SCSA during Q1 FY 2018-19
- Introduce dynamic ticket pricing to capitalize on increased demand
- Offer group experiences to add revenue and enhance the guest experience



Strengthen partnerships to expand the event calendar

- Incentivize collaborative booking to develop mutually beneficial relationships while building recurring business
- Incentivize multi-year deals with promoters and event partners



Source new events, relationships, and partnerships

- Conduct comprehensive market research to identify other teams, leagues, and organizations as potential partners
- Bid strategically on new events to attract new audiences to the Stadium
- Continue promoting Major Events at NFL games and related activities

23

CONCLUSION

- We look forward to embarking on the next chapter of our business plan while collaborating with the SCSA Staff as we advance Levi's® Stadium as a premier entertainment venue

24

Draft Marketing & Business Plan for Levi's Stadium Non-NFL Events

CONCLUSION:

- Reasonably meets standard for reporting Plan as required in agreements
- Identifies where more work is required, with a target completion date
- Includes key elements of marketing and business plan, such as key strategies, targeted events , and how to become more attractive
- Includes basic data to monitor, going forward, year-to-year changes
- Sets foundation for tracking events activity overtime (KPIs, data analytics, etc)
- Board input will be considered for inclusion in final Plan or brought forward next year for additional discussion when evaluated next year



25