

2021 Non-NFL Events Marketing Plan

January 29, 2021

Table of Contents

Executive Summary	2
Levi's Stadium Event Definitions and Profiles:	2
Levi's Stadium Special Events.....	3
Looking Back:	3
Looking Forward:	8
Levi's Stadium Major Events.....	10
Looking Back:	10
Looking Forward:	12

Executive Summary

Levi's Stadium's non-NFL events business continues to bring new shows and events to Santa Clara, delivering significant economic impacts and exposure for our region. Additionally, the local hotels and businesses benefit from the large number of people who travel to Santa Clara from all over the state and country to attend these events. Levi's Stadium has grown a distinct reputation as a premier entertainment venue, resulting from the combination of consistently high client satisfaction ratings, a steady pipeline of high-impact events, and incorporating data-driven decision-making into contracting, planning, and executing events.

As Stadium Manager, the Forty Niners Stadium Management Company continues to adapt its business strategy to the changing sports and entertainment landscape, and will focus our efforts in 2021 on business development, continued guest satisfaction, and building the Levi's Stadium brand as a global entertainment venue. To achieve these objectives, our strategy and approach to guest communication and engagement requires us to adapt our traditional communication vehicles and content strategies, tailored to different demographics. Specifically, the Stadium Manager plans to engage new and returning clients and guests by:

- Sourcing new events and relationships through active involvement in local and national organizations
- Leveraging historical event data to market Levi's Stadium's comparative advantages to the most relevant industries and organizations
- Creating engaging and informational sales collateral to educate new clients and spark interest in the marketplace
- Utilizing a CRM platform to update the way we manage sales leads and measure ROI on sales initiatives and marketing campaigns

Through this deeper connection between Levi's Stadium events and its guests, the Stadium Manager will achieve the optimal outcome for the business, Stadium Authority revenue and community engagement.

Levi's Stadium Event Definitions and Profiles:

The venue's non-NFL business is comprised of two over-arching event categories, Major Events and Special Events.

Major Events are stadium-wide, ticketed events open to the public. The Stadium has successfully executed a variety of different events that have brought greater fandom and economic impact to the local market. Spanning numerous leagues, sports, and attractions, Major Events have helped establish Levi's Stadium as an iconic venue. These high-profile events keep Levi's Stadium in the limelight, which is a significant factor in driving the Special Events category of the non-NFL event business.

Special Events are private, contracted, and usually non-ticketed and exclusive events, subject to the event's nature and the client's objectives. These events span a wide range, from weddings to corporate anniversaries, charitable fundraisers, and conferences, and make up the vast majority of the venue's event calendar (over 80% of all Stadium events). The Special Events sales pipeline is driven primarily by relationships formed with local companies as well as our reputation and established experience in hosting a variety of events. Therefore, we are not only focused on the immediate health and profitability of our business, but also the connections we create with clients and opportunities to innovate the venue's guest experience.

Levi's Stadium Special Events

Looking Back:

The 2020 calendar year started off strong for Special Events at Levi's Stadium. As of February 2020 the sales team booked 42 events, including nine events with over 1,000 attendees and one stadium buy-out. With a strong pipeline and new attention from clients around the 49ers NFC Championship victory and Super Bowl appearance, there was a lot to celebrate at the start of 2020. However as concern around the Coronavirus spread and the event industry quickly shutdown, many clients asked to postpone their events and others requested to cancel given the unknown circumstances surrounding the virus. The sales team quickly took action and began to work with clients to postpone their event dates and keep business in the pipeline. As spring turned into summer and there was still no end in sight, the team switched gears and began to create event packages that would comply with new health guidelines and industry standards. The focus shifted from selling events to connecting with clients and prospects on the impact of COVID-19 and how to move forward. Conversations were not always easy but the consistent outreach and communication with clients was paramount to keeping strong relationships and building a foundation for a return to in-person events. Beyond the client outreach, the team continued to remain active on LinkedIn and e-mail marketing, creating monthly campaigns to engage followers and generate excitement around Levi's® Stadium. Although the year was completely upended by the pandemic, the Special Events team remained focused on growing the client base, creating new revenue generating opportunities and retaining business through strong client relationships.

2020 Key Wins/Strengths

1. Strong Calendar (Pre-COVID-19)

At the beginning of the year the Special Events team had many reasons to celebrate. By the end of February there were already 42 events booked on the 2020 calendar, compared to the same time last year with 34 events booked on the 2019 calendar. Not only were the number of booked events up from the previous year, the sales team also booked a stadium buy-out event which was the largest special event booking since 2017. In addition to the stadium buy-out, 8 events were booked with over 1,000 attendees expected which are considered large events and key bookings. The bookings also included 5 holiday parties, 5 proms/school formals, 17 corporate receptions and 6 meetings, all booked before the 1st of March. Prior to the impacts of COVID-19, this year was on track to be one of the strongest years for special events since the stadium opened.

Once the stadium was shut down due to the pandemic, the sales team worked hard to keep as much business in the pipeline as possible. Although some clients were forced to cancel events due to logistics, budget or other uncontrollable factors, many were interested in postponing their event to a later date in 2020 or 2021. Thanks to quick action taken by the sales team and other internal stakeholders, 50% of the events booked between March – December 2020 were postponed to a later date and conversations continue with clients who requested to cancel their events. With so much out of the team's control, the postponements were a major win for the sales team and the stadium.

2. Prospecting Campaign to Grow the Client Base

One of the major initiatives for the sales team this year was increasing the client base to prepare for the eventual return of events to Levi's Stadium. Without the ability to host events due to the local & state guidelines, the sales team decided to focus on growing the list of potential future clients. Although the immediate impact of COVID-19 was devastating, events will eventually return to Levi's Stadium and preparing for that time now is key to a quick recovery. Starting in May 2020, the sales team began to focus on building a larger client base through research and strategic communication. With the stadium shut down indefinitely due to the Coronavirus, and almost every company following strict stay at home guidelines, reaching out to prospects about hosting an event at Levi's Stadium was not an easy task.

Company research for the campaign was broken down by location to the stadium, company size and industry. A special focus was placed on companies and categories that have been publically known to have achieved financial growth through the pandemic. Examples of these categories and companies are medical and medical devices, data

and analytics, construction and communications. As of December 2020, 1,300 new prospects were added to the database which in turn will be included in call and e-mail campaigns as well as future prospecting events hosted at the stadium. Starting in 2021, the sales team will embark on a grass roots sales campaign that will include the list of new prospects along with current clients and past prospects/lost business. The sales team will be given goals tied to outbound sales calls, email follow-ups, virtual meetings and in-person site visits (when it's safe to do so.) The campaign will work in conjunction with monthly e-blasts, social media campaigns and paid social media advertising promoting new revenue packages and event experiences.

3. Client Touchpoints & Relational Selling

In addition to adding prospective clients to the database, client touchpoints were also a priority for the sales team this year. The communication plan was especially important considering the stadium was shut down due to COVID-19 and most Silicon Valley companies decided not to host in-person events until 2021. To not actively communicate with clients and prospects would mean losing the momentum from the beginning of the year and potentially missing out on bookings for 2021 and beyond. However, many clients were not interested in discussing event bookings for 2020 which presented a new challenge for the team. Instead of pitching event spaces, catering menus, AV packages and other event experiences, the sales team shifted the conversation to personal check-ins and educational calls. This created an opportunity to continue to connect with clients and build stronger relationships. The goal of this strategy was to not only strengthen relationships but to learn how companies and organizations were handling the pandemic and what they expected from a venue standpoint.

At the beginning of the shutdown, the team shared recipes, favorite books, TV shows and ways to relax and improve mental health with clients. After the initial check-in calls, the conversations progressed and clients began to inquire about event opportunities and the future of events once the stadium reopened. These conversations provided the sales team with enough information to put together new event packages and marketing material centered around new guidelines and client expectations. Since March of 2020, the sales team has executed over 3,900 client touch points recorded and closely followed through the CRM system. These touch points consist of follow-up emails, phone calls and Zoom meetings. Other touch points have included a client survey with a letter from the 49ers CRO and a digital holiday card to welcome the new year (visual sample below.)



4. Sponsorship of SV and SF Admin Awards (Virtual)

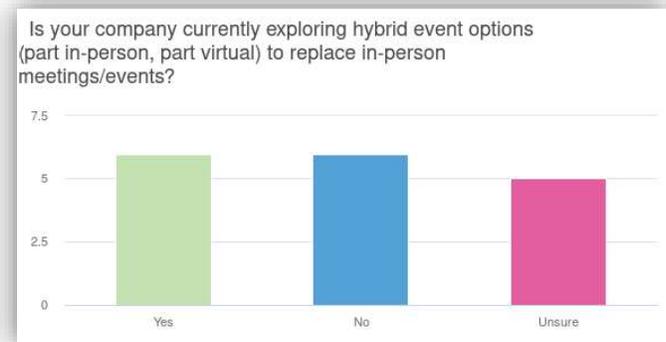
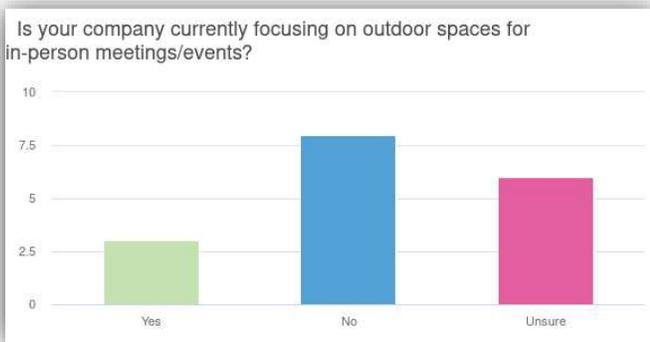
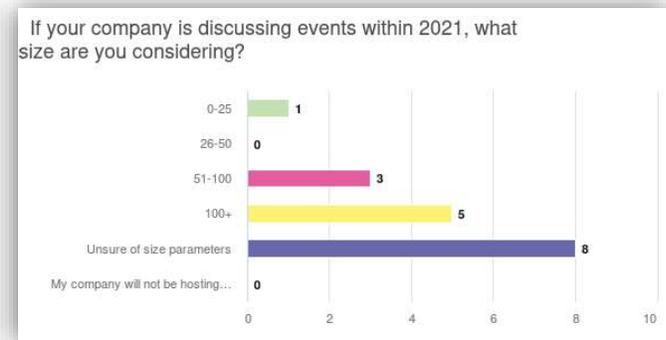
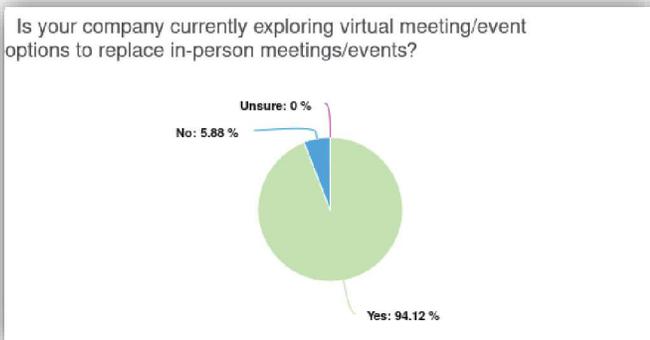
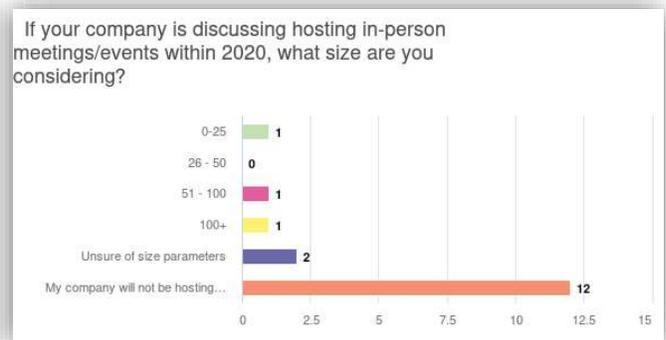
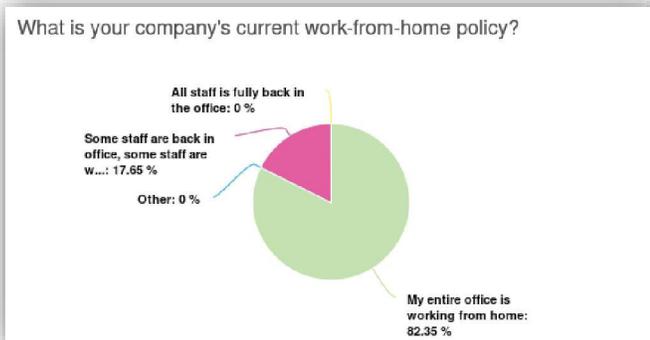
In addition to direct outreach, e-mail marketing and hosting clients at the stadium, the Special Events sales team relies on attending industry events to network with potential clients and gain access to valuable prospecting lists. Unfortunately, due to the pandemic and restrictions on in-person events, most industry events were canceled and the events that did not cancel moved to a virtual format. This created a new challenge for the sales team as they continued to seek out ways to connect with clients and grow their database.

The Special Events sales team joined the Admin Awards Board of Directors last year which is an opportunity to meet and network with many of the Bay Area's top companies and support their Administrative Professionals. The Admin Awards held their annual event virtually and provided Levi's Stadium Special Events with a valuable sponsorship opportunity including a featured spot on the Admin Awards social media accounts (LinkedIn, Facebook and Instagram) as well as presenting an award at both the Silicon Valley and San Francisco virtual awards events. Although the sales team was not able to network in-person, they obtained two active lists of administrative professionals from both San Francisco and Silicon Valley. Companies on the lists include Salesforce, Splunk, Yelp, Roche and Workday to name a few. Additionally, the Admin Awards was broadcasted to over 850 viewers both nationally and internationally providing great exposure for Levi's Stadium.



5. Client Survey

In August 2020 the Special Events sales team sent out a survey to clients with a goal to better understand how companies and organizations were dealing with the pandemic. With so many assumptions about the state of the event industry and how companies were reacting, it was important to gather feedback directly from clients and adjust the communication plan and event packages accordingly. The survey was sent out to 431 past event clients. Of the 431 surveys sent out, 139 people opened the e-mail and 30 people clicked on the survey with a total of 17 survey submissions. The low percentage of survey submissions was attributed to the uncertainty surrounding the virus and the future of events at the time. Of the 17 submissions, the following information was gathered:



Based on these results, the sales team concluded that most clients were shifting their focus to planning in-person events in 2021, with the exception of virtual events in 2020. The survey results provided enough information to begin planning for a return to events in 2021, building out packages for outdoor events and incorporating virtual enhancements.

Business Update:

1. Marketing - LinkedIn Page

As noted in the 2020 Marketing Plan, Levi's Stadium Special Events created a LinkedIn business page in 2019 to actively engage with followers and search for new prospects within the business community. As the pandemic began to shut down events and impact businesses around the Bay Area and the country, the sales team utilized LinkedIn as a resource to connect with business executives and engage with followers through original content. As of October 2020, Microsoft (the parent company of LinkedIn) reported that LinkedIn was up to 772 million members worldwide, an increase from 67.5 million since January. This meant that LinkedIn was even more valuable as a networking and marketing tool than ever before. In addition to reposting content from the 49ers page and other event industry pages, the sales team generated original content centered around people and personal interests, totaling over 100 posts. Some examples of this content include sharing favorite recipes during quarantine, team member profiles, and a spirited team video. In 2020 the Levi's Stadium Special Events LinkedIn page gained over 530 followers and was viewed over 3,400 times.

2. Local Collaborations – Discover Santa Clara

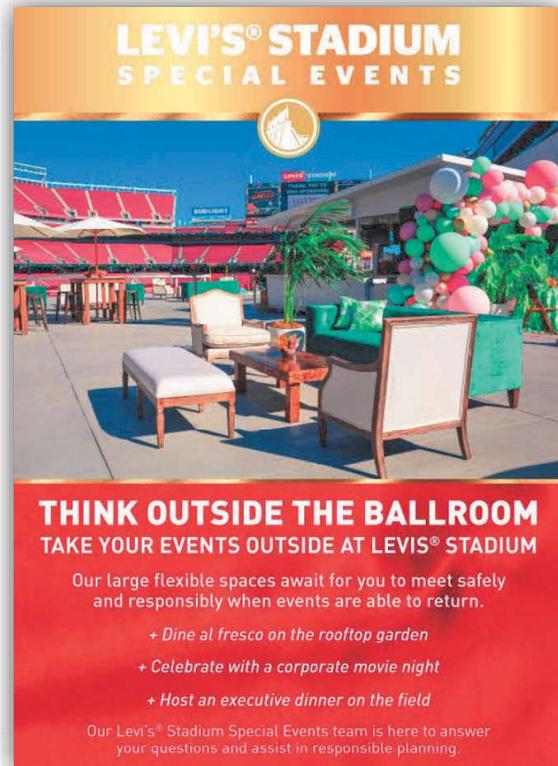
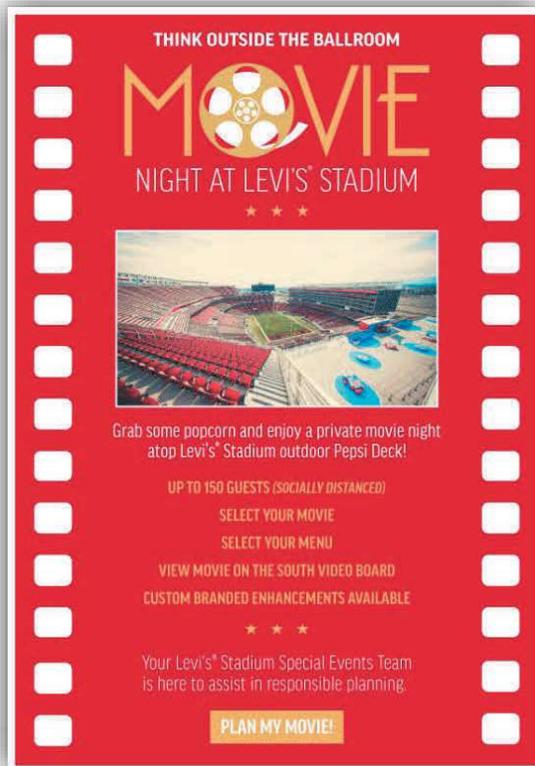
Local partnerships are a valuable and necessary component to the sales process, especially when selling large corporate events that require hotels rooms and multiple event locations. Collaboration with the Santa Clara Convention Center, Great America and the local hotels is a key component in selling Santa Clara as an event destination. Over the past year the sales team has continued to strengthen its relationship with these local business partners through quarterly check-ins. Discussions revolved around the impacts of COVID-19, business trends and the eventual return of conventions, conferences, trade shows and other largescale events. As Santa Clara begins to open up and it becomes safe to host events again, these relationships will be more important than ever to ensure a full recovery. With the creation of the new Destination Marketing Organization (DMO), Discover Santa Clara, and a position on the Board, the sales team is looking forward to new opportunities and collaborations in 2021 and beyond.

3. New Event Packages

One of the projects for this year, as noted in the 2020 Marketing Plan, was to create packages for small meetings and receptions to streamline bookings with a short turnaround time. Although the project was paused due to the pandemic, new event packages were created to accommodate the guidelines recommended by the CDC and feedback received from clients. Instead of marketing the smaller indoor meeting spaces, the attention shifted to the larger indoor clubs and expansive outdoor spaces.

- **Movie nights on the Pepsi Deck or Bud Light Patio:** A package designed for up to 150 (socially distanced) guests on the Pepsi Deck or Bud Light Patio for a private movie night. This package was designed to provide clients with a fun activity in a large outdoor space that allows for plenty of social distancing.
- **Graduation Ceremonies:** Levi's Stadium provides a perfect backdrop for any graduation ceremony. Whether a small high school graduation or a large university graduation, the event package can be adjusted to accommodate various sizes and styles. Additionally, the stadium can host multiple graduations in one day should the opportunity become available. Once events are permitted at Levi's Stadium, the sales team will begin reaching out to local Bay Area schools.
- **Social Events (Prom's, Mitzvahs, Weddings):** Industry data indicates that social events will be the first events to return to the market and clients will be looking for outdoor spaces. The sales team designed layouts and menus for socially distant social events to be hosted on the plazas, decks and patios.
- **Plaza and Concourse Events:** Outdoor spaces will become a priority for corporate clients once they return to hosting in-person events. The sales team is currently designing programs such as socially distant trade shows and receptions located on the stadium concourse, an outdoor space that provides flexibility in square footage and a beautiful view of the field.
- **Hybrid Events (Includes a Virtual Component):** The concept of a hybrid event is not new to Levi's Stadium. In the past, some companies requested their meetings and conferences to be live-streamed

to other locations to accommodate guests who were not able to attend the event in person. With the onset of the pandemic and live events no longer an option, the event industry quickly moved to the next best option, virtual events. Although nothing can replace the experience of a live event, virtual events can provide an opportunity for groups to gather, exchange information and network, all while remaining safe in the comforts of their own homes. Once live events return to the marketplace, it's expected that most will continue with a virtual component for attendees who are unable to travel or prefer not to attend the event in person. The sales team has created hybrid packages (live events with a virtual component) that range from filming a small keynote with 5 individuals to broadcasting a full conference.



Looking Forward:

In 2021, the Levi's Stadium Special Events team will focus on three key initiatives to help grow the business and drive revenue.

1. Rebook Cancelled and Lost Business Due to Coronavirus

One of the 2021 goals for the sales team is to rebook any cancelled or lost business and reboot an active pipeline of events. This process will follow a grass roots approach of phone calls and email follow-ups to better understand the intentions of companies in their rebooking processes. Conversations will be conducted around increased safety and security measures and flexible booking policies in order to build trust and increase booking opportunities. The progress towards this goal will be tracked in the CRM system and live sales documents by recording calls, e-mails and virtual meetings (until in-person meetings are permitted again.)

2. Utilize Marketing Budget to Regenerate Active Event Pipeline

The sales team is preparing for a return to in-person events by building out new packages, creating a strategic communication plan and reintroducing Levi's Stadium to both local and national clients through a marketing campaign. Given the impact of the pandemic and the fact that almost a year has passed since the last special event was hosted at Levi's Stadium; a marketing budget will be necessary to regain the momentum generated at the start of 2020. Once local and state government declare it is safe to host events again, the event industry will work to rebuild itself and events will look a bit different than they did before the pandemic. Clients will be interested in outdoor spaces or large indoor spaces that can accommodate appropriate social distancing. Additionally, virtual capabilities will become more of a priority as companies look to live-stream events for remote attendees. Fortunately, the stadium is able to accommodate all of these requirements and more, but it will take resources to communicate this message and make sure clients feel comfortable booking events again. The sales team plans to spend the budget in four major categories: digital advertising, client/prospecting events (once it's permitted), local and national sales conferences and gifting.

- Digital advertising
 - o Connect, Silicon Valley Business Journal, LinkedIn
 - o Content will feature outdoor spaces, large indoor clubs, cleaning protocols, tech/virtual capabilities, etc.
- Client/Prospecting events
 - o Summer showcase, movie night on the Pepsi Deck, Suite at 49ers game (a big draw to get prospects to view the stadium)
 - o Demonstrate new event packages and safety measures to planners
- Sales events/trade shows (once it is safe to travel)
 - o Connect Marketplace, IMEX, NSF, Huddle Up
- Swag/Gifts
 - o Quarterly basket deliveries
 - o Tradeshow swag
 - o Holiday Gifts

3. Partnership with Discover Santa Clara

The Levi's Stadium Special Events team is excited for the new Santa Clara DMO and their position on the Board of Directors. When selling large events and conferences, it's important to have strong partnerships with other local hospitality venues like hotels and the convention center. Before Discover Santa Clara, many of these businesses were working in silos and selling their individual venues without the bigger picture in mind. With the new DMO in place, sales teams from each venue can begin to work together to sell and promote Santa Clara as an event destination for city-wide events. The sales team looks forward to this partnership and helping to rebuild the events business in Santa Clara and take it beyond what was ever considered possible.

Levi's Stadium Major Events

Looking Back:

Since 2014, Levi's Stadium Major Events have brought in the world's biggest acts and sporting events, driving revenue and showcasing the venue and City of Santa Clara on the international stage.

In addition to bringing in revenue via tickets, ticketing fees, food and beverage, and merchandise, Major Events also drive the Special Event business, enticing corporate and social clients to book events at Levi's Stadium based on its popularity and prominence in the sports and entertainment industry. Additionally, these marquee events also drive value for SBL holders, who have committed more than \$500M to Levi's Stadium, and purchased over \$17M in non-NFL Major Events inventory at the stadium. Priority ticket presale access gives SBL Members a chance to purchase some of the best seating locations and inventory available for many events and shows prior to the general public.

The packed 2019 calendar included three soccer matchups, Monster Jam, Stadium Links, two college football matchups, and the highly anticipated Rolling Stones concert. The calendar for 2020 and 2021 however, has been dramatically impacted by the global pandemic. In order to continue bringing in profitable and successful major events, we are focused on nimbly adjusting to the rapidly changing event industry landscape.

1. 2020 event recap

Monster Jam was scheduled for a return engagement on April 4, 2020. In early March, promoter FELD Entertainment officially postponed all Monster Jam tour stops, eventually cancelling and refunding ticket sales in late April. The Major Events team remains engaged with FELD in regards to a renegotiated relationship for future Monster Jam shows and the return of Supercross.

The world's current top act, South Korean pop band BTS was slated for a two show stop at Levi's Stadium on Friday, April 24 and Saturday April 25, 2020. On March 26, in conjunction with promoter Live Nation, it was announced that both shows would be rescheduled for later dates. While event dates are being held by Live Nation and Levi's Stadium, no rescheduled dates have been announced. Despite Live Nation having processed refund requests, both shows remain in high demand, and on good pace for strong sellthrough.

The Justin Bieber CHANGES Tour, originally scheduled to take place on May 22, 2020, was announced in January 2020. The Santa Clara stop was the tour's top selling show of the entire tour, on pace to record a six-digit profit for the SCSA. Due to COVID concerns and local health guidelines however, event promoter AEG opted to postpone the event before eventually cancelling all stadium shows and refunding ticket sales in July. Artist management has reengineered the CHANGES Tour into an arena-only show in 2021, removing the possibility of the tour returning to Levi's Stadium.

Additionally, the Major Events team evaluated a number of small-to-mid scale events (anywhere from 1K to 20K anticipated attendance) but was unable to come to agreement on profitable terms, and/or were unable to host due to pandemic related health guidelines.

The stadium and event slate may have been quiet due to local health guidelines, but the Levi's Stadium Major Events team has been utilizing the time wisely to assure success moving forward.

2. Postponement and cancellation process

In a completely unprecedented time for the events industry, the Major Events Team has struck a fine balance between the expectations of promoters, ticket buyers, and the goals of the Stadium Authority when navigating postponements, cancellations, and refund policies and requests. While it is never the goal of a host venue to cancel ticket purchases, expediency and accuracy are of the utmost importance as we strive to maintain confidence with promoters and ticket purchasers moving forward. In the post-pandemic environment, visibility on refund policy is rated as one of the most important factors for buyer confidence, and we will work with promoters and our ticket

3. Structure

The Major Events Team ties together a number of internal and external partners, managing workflow, timelines and deliverables from each group. Stakeholders and decision makers are identified within each partner group, and assigned roles within the Public Event Flow Chart and overall process.



4. Potential Event indexing

We have indexed an encompassing list of all potential Major Events - previously hosted events, traditional yearly events across sports, non-big 4 sporting events such as rugby and lacrosse, festivals, potential touring music artists and beyond. The index includes events, timeframe, scale, and contact information for each promoter, booking agent, and artist agents. The index serves as a base for outreach prospecting and tracking, and will assure that we are providing outreach to each contact on a regular basis.

Looking Forward:

1. 2021 - 2023 Outlook and Proactive Outreach

The event industry is largely looking beyond 2021 and towards 2022-2023 as the true return to normalcy following the pandemic. The majority of promoters and artists have made the decision to sit out 2021, with continued uncertainty around shelter-in-place orders, vaccine distribution and efficacy, the economy, and shaky ticket buyer confidence.

Our goal for 2021 is to remain engaged with the small handful of promoters still considering events for summer and fall of 2021, positioning ourselves favorably should they choose to proceed and health code guidelines allow hosting. Additionally, we will look to creatively approach the near term by evaluating the possibility of hosting creative, smaller capacity, and/or socially distanced events.

We will look to continue increasing the diversity of ticketed events beyond large-scale concerts and sporting events, by evaluating smaller and more intimate events as well. Potential events we are evaluating include in stadium obstacle course racing, stadium golf, small scale comedy shows, and book tours. We also have team members studying the feasibility and opportunity of other larger stadium events such as rugby, cricket, lacrosse, food and music festivals, etc.

Industry experts are projecting 2022 and 2023 to bring the event business back on track with busy concert touring calendars. In order to position Levi's Stadium in a place to host as many of these tours and events as possible, the Major Events team will continue actively connecting and reconnecting with all potential partners -- promoters, artist agents, booking agents, and sports club/league leadership. It is expected to be an extremely competitive landscape, with all sports and entertainment venues nationwide competing to book shows and events once again.

The goal of the outreach will be to announce that Levi's Stadium will be open and ready for business as soon as possible. In many cases, the outreach will be a simple reconnection with organizers we've worked with previously. In other cases, it will be fresh outreach to events that we have not done business with yet. There has been a tremendous amount of employee turnover and movement within the industry during the pandemic, so outreach will be essential to reestablish our connections, and reaffirm Levi's Stadium as one of the nation's premiere hosting venues.

2. Creativity and Cooperation

As the event industry recovers and full-scale event opportunities may be low in abundance, we must be creative in the types of events we bring in. We will do so by evaluating all opportunities with open eyes and ears, monitoring the plans of venues nationwide, and working outside of the parameters we have used historically. In doing so, we will ask the cooperation of the Stadium Authority in adopting a cooperative, solution based approach towards working through potential roadblocks in order to secure these profitable events.

Among considerations:

- A. Curfew policy - Approaching potentially jam packed '22-'23 tour seasons in which artists and promoters are looking to capture revenue lost in '20-'21, flexibility and cooperation is essential to capturing as many profitable events as possible. We will work to review the curfew policies with the City of Santa Clara and associated partners in order to align on an event calendar that is set up to host new, attractive events for the community. While there are several factors and aspects to the city curfew and associated policies, it will be critical to collaboratively develop a flexible event calendar that is attractive to the events and partners our collective community wants to bring to Santa Clara. The results of these efforts will be most clearly manifested in how many events are contracted and executed, along with lost or missed opportunities based on our policies and reputation in the entertainment industry.
- B. Marketing budget - given that the promoting partner typically drives marketing towards ticket buyers and the general public, the marketing spend for Major Events is centralized around line items tied to sourcing and booking the events themselves. A refreshed budget for '21 is focused on marketing spend towards proactive outreach towards promoters (welcome letters, printed collateral, etc.) and networking (venue and industry group memberships, conference travel, and partner entertainment - meals, tickets, etc.)

3. Projections, Bidding and Decision Making

We are well-positioned with an established proposal framework, bid team, and drafting / execution process to bid on most stadium-relevant events that we believe will benefit the Stadium Authority and appeal to our community, increasing our opportunities to further develop our Major Events pipeline. While no proposals are the same, having the processes solidified with a framework to begin with and be executed by a trained department will help keep Levi's Stadium nimble in its non-NFL events business efforts and better adapt to new and / or immediate event opportunities. While we were unable to host live events in 2020 due to the pandemic, our team took this opportunity to refine our projection systems, workflows, term sheet templates, networking indexes, and real-time tracking documents.

As the ticketing landscape and financial models behind sports and entertainment continue to change, we need to think of new ways to capitalize on high-demand products and events by tracking and monitoring the ticket marketplace with predictive analytics. With previous years of hosting events, we can leverage past results and key event metrics including attendance, average ticket price (ATP), revenue per fan by event, and number of new fans versus returning fans. Keeping our measurements tied to the revenue results of our events will provide the clearest indication of these effort's success and what elements of our strategy or initiatives need to be changed or improved moving forward.

By utilizing these tools and strategies we can create thorough revenue and expense projections for a multitude of scenarios - providing a true picture of downside and upside when negotiating and ultimately deciding whether to proceed with prospective events.

4. Leverage NFL Events

To help increase popularity, viewership, and demand for Major Events, the Stadium Manager expects to continue promoting Major Events at 49ers home games and related NFL activities. While this has been an effective strategy for past Major Events, such as Monster Jam and previous Coldplay concerts, the Stadium Manager will look to increase and prioritize promoting Major Events at NFL events, with the expectation of increasing a Major Event's demand while bringing new, diverse audiences to our non-NFL events. Furthermore, the Stadium Manager will increase efforts to capitalize on NFL activities as opportunities to promote upcoming Major Events. These promotions at NFL Events, and on the exterior LED panels on Levi's Stadium, will need to be negotiated with the 49ers, and the costs of the promotions will be borne by the Major Events.

5. Section in-review:

Outlook and Proactive Outreach	Creativity and Cooperation	Projections, Bidding and Decision Making	Leverage NFL Events
---------------------------------------	-----------------------------------	-------------------------------------------------	----------------------------