

BRAND ATLANTA BUSINESS CASE

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Seven Goals of the New Century Economic Development Plan



60,000
New Jobs



24,000
New Airport-Related Jobs



\$26 Billion
Increase in Property Value



1,900
New Acres of Parks
and Greenspace



10,000
New Affordable
Workforce Housing
Units Through Use
of City Incentives



50%
Decrease in the
Crime Rate

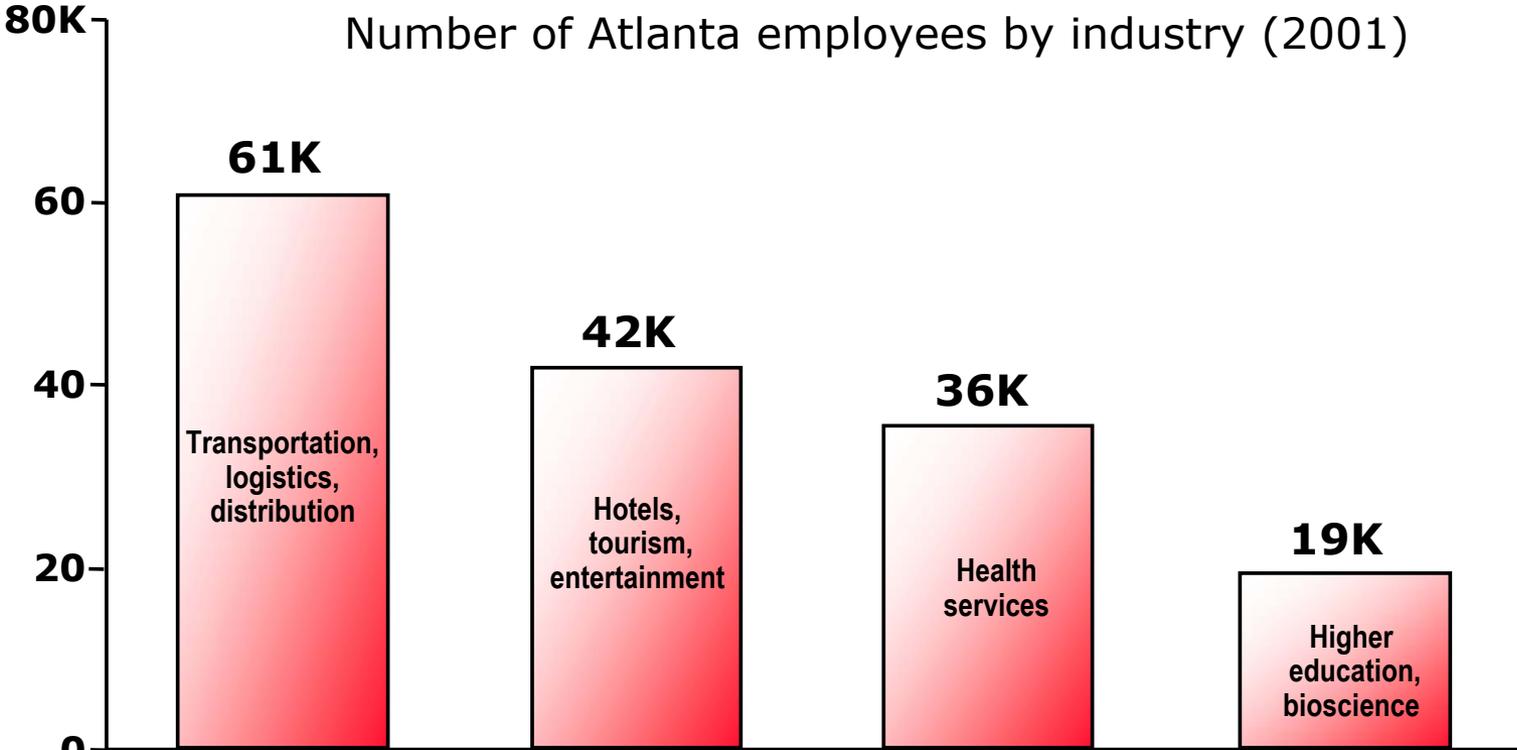


72%
Completion Rate for
Atlanta Public
Schools





Top Four Industry Sectors in Atlanta – Hospitality is #2 with 42,000 Jobs



- Passenger air transportation
- Cargo air transportation
- General freight trucking
- Freight transportation
- Couriers

- Hotels
- Restaurants
- Cultural venues
- Sporting and entertainment attractions

- Hospitals and nursing homes
- Family services and day care
- Physicians, dentists, and nurses

- Colleges and universities
- Professional schools
- Bioscience & biotechnology

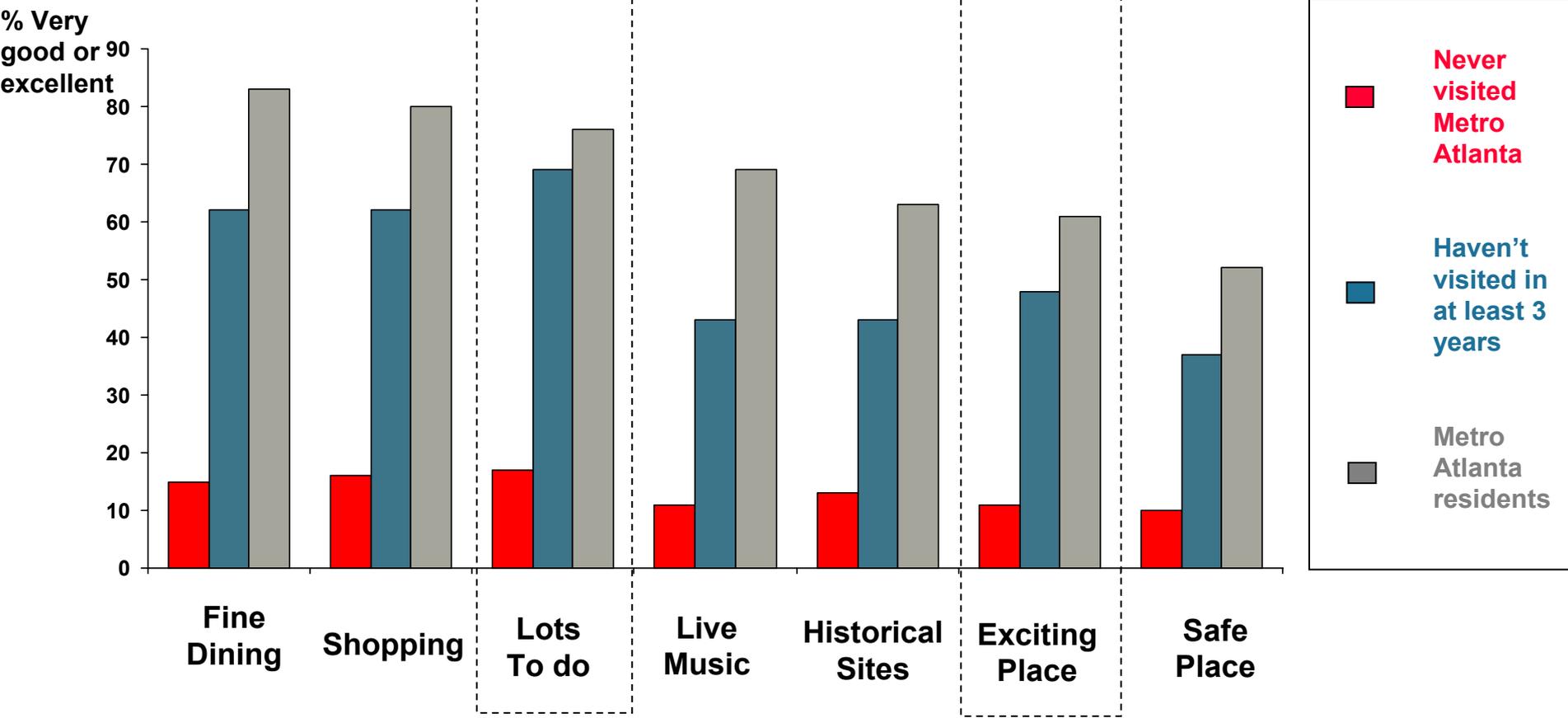


Related Industries Rely on a Healthy Hospitality Industry

- Hotels and restaurants
- City, local and state governments
- Transportation (airport, taxis)
- Area attractions, museums
- Colleges & universities
- Hospitals, medical centers



Leisure Traveler Survey Revealed That the City Suffers from a Perception Gap



Poor perception across these categories impact's Atlanta's ability to attract residents and businesses as well as travelers

Atlanta Rankings Among Convention & Meeting Planners

Top 5 Convention Cities

Major Convention Ranking ¹	Destination Ranking	Market Share ²
1. Las Vegas	9	n/a ³
2. Orlando	5	8.5%
3. Chicago	17	6.6%
4. Washington DC	6	6.6%
5. Atlanta	31	5.8%

For tourist destination appeal, ATL ranks 31 out of 40, behind....

- Baltimore
- Nashville
- Minneapolis
- Philadelphia

(1) Based on number of large conventions

(2) Smith Travel Top 25 US Markets, % share of room nights, 2004

(3) Las Vegas does not participate in Smith Travel research studies

The Convention Market has Changed

- Historically, meeting and convention planners only focused on # rooms, convention space, accessibility and infrastructure
- Over time, peer cities have equalized in terms of meeting space infrastructure (# rooms, sq ft)
- Now, **destination appeal** is now the key driver for meeting planners booking conventions

Gary Gentile, President Marriott Marquis

*“A city having a great infrastructure is now the price of entry. The city’s destination appeal is a key factor for success with meeting planners, conventioners, and tourists. **Destination appeal is the “sizzle”**, coupled with a great infrastructure, which makes the sale.”*

Successful Branding Means Jobs, Tax Revenues and Widespread Economic Benefits

1% Market Share Increase Means \$3 Billion in Economic Benefits



Spend \$30 more⁽¹⁾
Attract 10,500 new residents⁽²⁾

→ •~\$45 MM
→ •~\$150 MM



Win 1% market share⁽³⁾

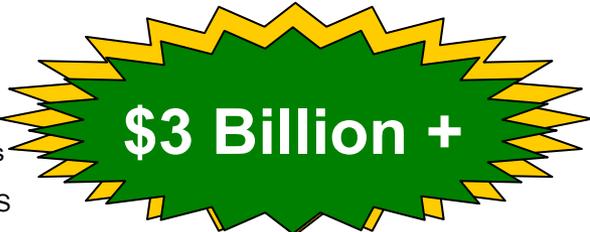
→ •~\$1,500 MM



Impact of 1% visitor share⁽⁴⁾
Attract 5,000 new jobs⁽⁵⁾

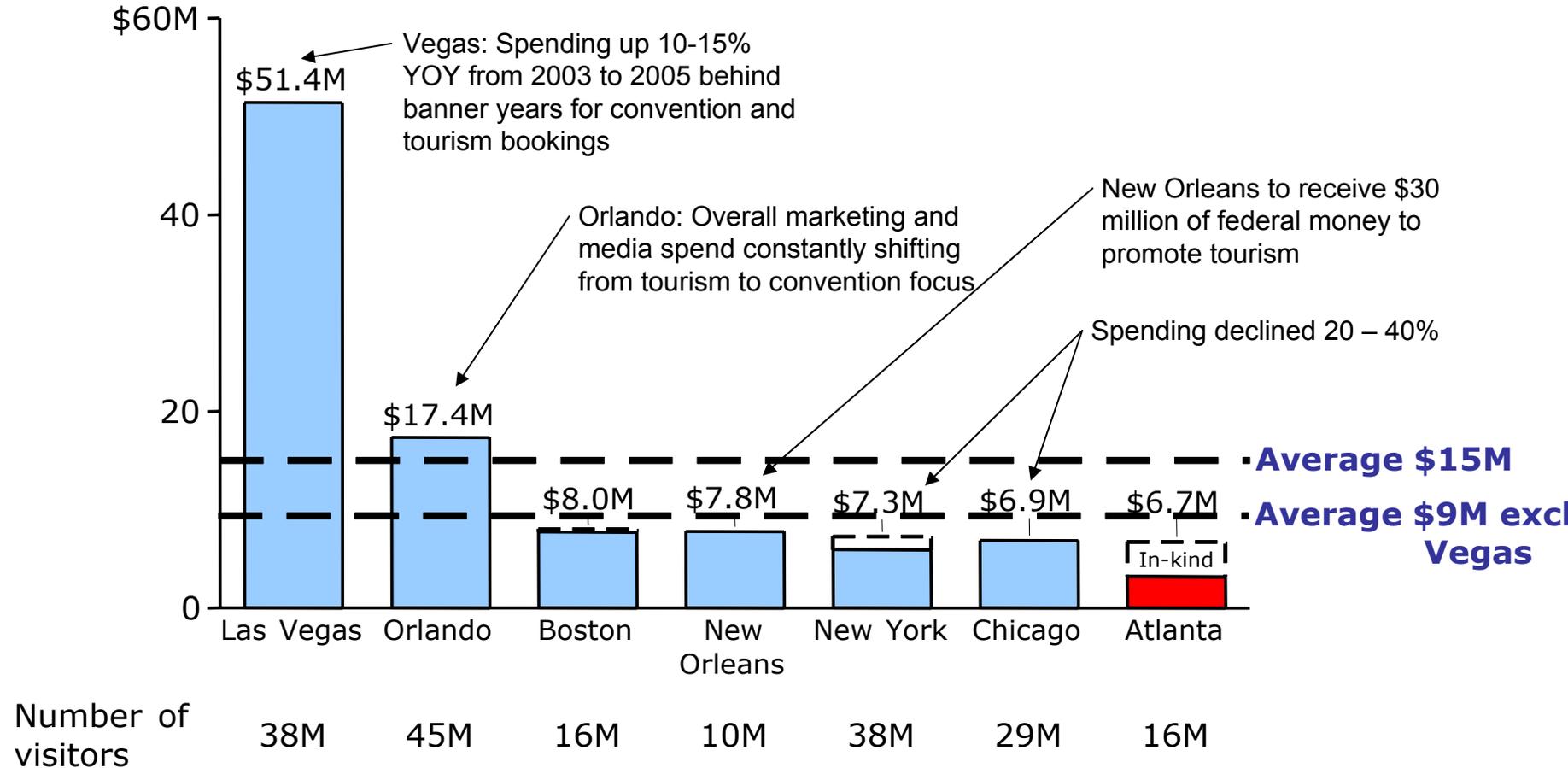
→ •~\$1,400 MM
→ •Economic halo

(1) Based on 1.5 million households in metro Atlanta
(2) 15% increase; value based on \$36.5K per year, 2.5 people per household
(3) Increase of 1% share of room nights within Top 25 Smith Travel markets in US (from ~5.8% to ~6.8%); "direct Impact" represents visitor spending on transportation, lodging, food, entertainment, recreation and incidentals
(4) Spending by travel industry businesses on intermediate goods & services from local suppliers & by employees
(5) ~10% increase over MSA's growth rate experienced during past 10 years
Source: Smith Travel Research Top 25 Mkts ('94-'03); TIA report Fulton County '03; BLS '02 survey; US Census ACS '03; MACOC; BCG analysis





Atlanta Lags Peer Cities in Marketing



Note: All figures 2003. Information from the NYC Office of Tourism is not included; Brand building activities include media/advertising, agency fees, trade show participation, printed collateral, promotions/giveaways, website, international marketing and sports marketing (where spend is direct)

“The Brand Atlanta Campaign successfully united a broad range of interested groups that regularly promote Atlanta. For the first time these stakeholders have an ongoing interest in marketing the city in a unified fashion around a single brand identity.”

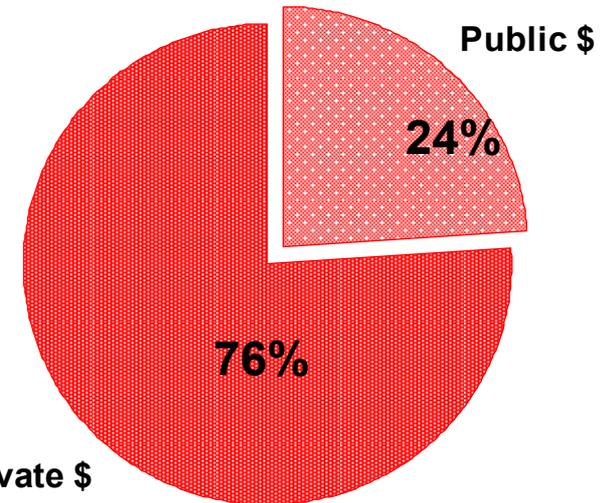
- Spurgeon Richardson
President & CEO, ACVB



Brand Atlanta Accomplishments

- Brand Atlanta launched with a \$12.7m, 18 month marketing campaign
- This campaign was made possible through an extraordinary Public/private partnership that included:

- 76 % Private catalytic funding
 - \$1.5m seed capital from Woodruff foundation
 - \$1.2m ACVB funding
 - \$2.4m one time philanthropic cash and in-kind
 - \$2.6m in-kind media contribution
 - \$4.5million pro-bono services
 - \$2.3m City funding



- 4 Working committees comprising 110 volunteers
- 60 Stakeholder organizations have embraced the campaign and are integrating the brand and messaging

Brand Atlanta Mission

Goals:

- Develop a **single voice** and an **integrated marketing campaign** that establishes a strong, compelling **emotional bond** between Atlanta and our target audiences.
- **Better position Atlanta**, and the Region, and its hospitality, entertainment, and tourism offerings to **Meeting Planners, Visitors, Residents and Businesses**, by distinguishing and communicating what makes Atlanta special, leading the way in establishing Atlanta as a “**preferred**” **destination** city thereby delivering Economic Growth

Objectives:

- Move from 5.8% market share of room nights to 6.8%
- Improve meeting planner “destination ranking” from 31/40
- Among potential tourists, improve perception that Atlanta has lots to do and is exciting

Brand Destination - Timeline

Become a preferred destination city for visitors, residents, meeting planners, and businesses

Preferred Destination City

Now Open Nationwide

Expand Strategically In The SE

Brand Grand Opening

Drive Trial, & Awareness with Residents and current visitors

Penetrate priority SE visitors markets while solidifying the residential base

- Birmingham
- Chattanooga
- Greenville / Spartanburg

Build preference among Meeting Planners Target select International markets

Solidify SE leadership position with visitors & new residents

Begin to strategically expand outside SE

Target business relocations

Claim Leadership position as a preferred destination city

Improve Meeting Planner “destination ranking” from 31/40 to 21/40

2005

2006-2008

2009

Future

Atlanta ... A Great Place To Live, Learn, Work, and Play

Brand Atlanta - Measuring



	<u>Ad Awareness</u>	<u>Perceptions</u>	<u>Vs Top 25 Markets</u>
Residents	Unaided Aided Message Recall	% Likely to Make a Friends or Family Recommendation	
Visitors	Unaided Aided Message Recall	Great Place Intent to Visit Popular Place Good Family Destination Good Sightseeing	Share of Hotel Room Nights
Meeting Planners	Unaided Aided Message Recall	Lot to Do /Nothing to Do Intended to Hold Meeting (over next 3 yrs)	Increase in #s of Convention Room Nights Booked

Visitor Test Market Campaign research has been placed (pre-wave):

- On-line Internet surveys of 30-40 questions. Survey in each market where advertising is run (includes Atlanta, Birmingham, Chattanooga, and Greenville-Spartanburg) plus a control group.
- Survey demographics to be in line with campaign target demographics (Age 25-49, 60% female, income \$50,000+, race to match market demographics)
- Pre-wave survey to be completed prior to advertising roll-out in visitor markets, and a follow-up Post-wave in September