

# Data, Data, Data!

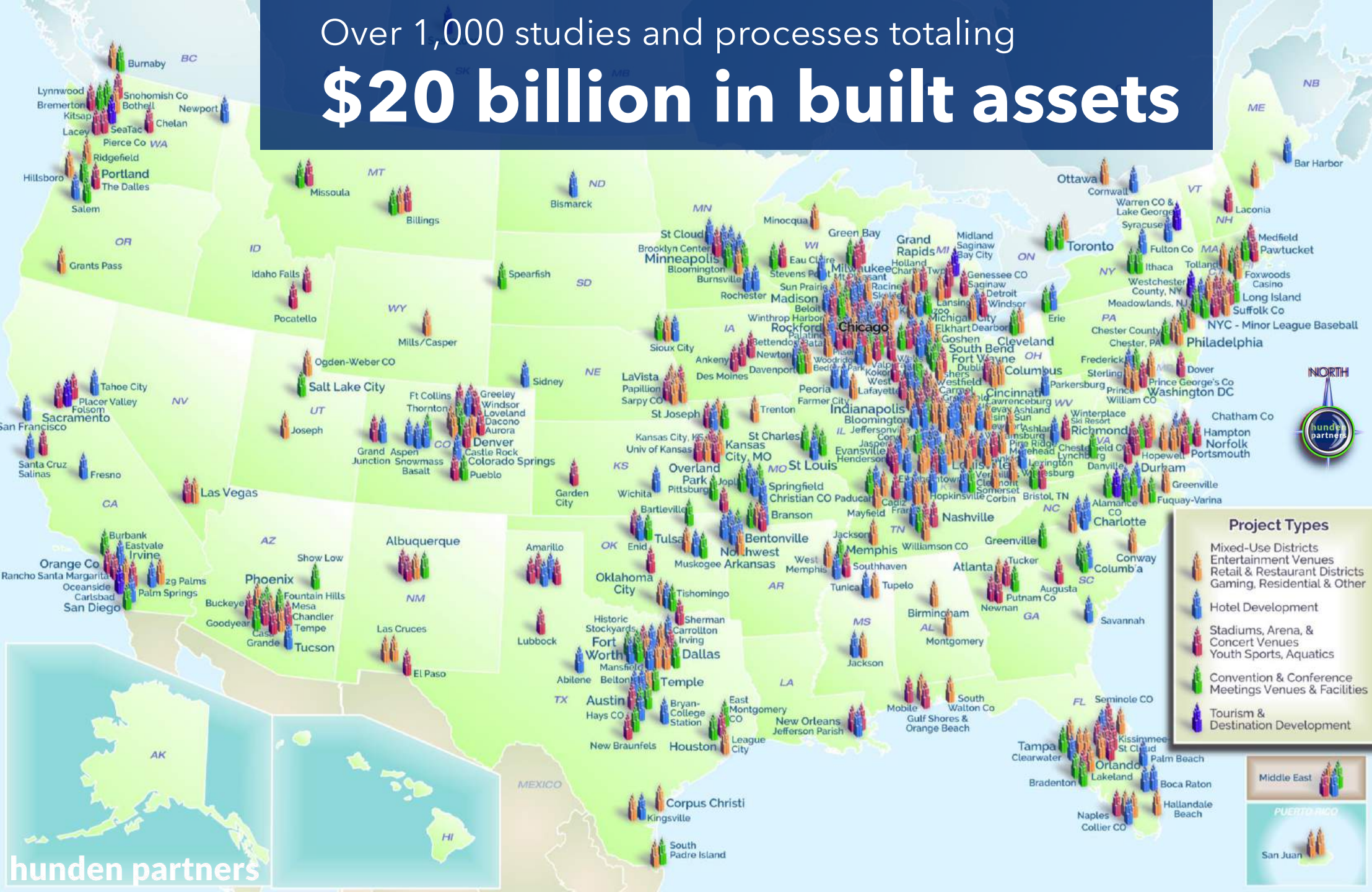
Collecting, Organizing and Presenting to Support Facility Investment

Tuesday July 30, 2024

**hunden**  
**partners**



Over 1,000 studies and processes totaling  
**\$20 billion in built assets**



650+  
 conference,  
 convention,  
 event center &  
 hotel studies

175+  
 destination &  
 entertainment  
 district studies

200+  
 youth sports,  
 stadium & arena  
 studies

20+  
 placemaking  
 and destination  
 strategy plans in  
 the last 3 years

**Project Types**

-  Mixed-Use Districts
-  Entertainment Venues
-  Retail & Restaurant Districts
-  Gaming, Residential & Other
-  Hotel Development
-  Stadiums, Arena, & Concert Venues
-  Youth Sports, Aquatics
-  Convention & Conference Meetings Venues & Facilities
-  Tourism & Destination Development



Middle East 

PUERTO RICO 

San Juan 



# Rob Hunden

## President & CEO

### Public and Private Destination Development Expertise

- Huckaby & Associates, Washington, DC 1994 - 1996
- Indianapolis Bond Bank/Mayor's Office 1996 - 1998
- Horwath Landauer/Grubb & Ellis, Chicago 1998 - 2000
- C.H. Johnson Consulting, Chicago, 2000 - 2005
- Hunden Partners, Chicago - 2006 - Present

### Nearly 30 Years of International Industry Experience

- 1,000+ Studies, \$20B+ in Projects, 250+ Destinations
- Speaker, Teacher and Author, including:
  - Destinations International
  - IAVM
  - ICMA
  - IEDC
  - ISHC



# Jay Burress

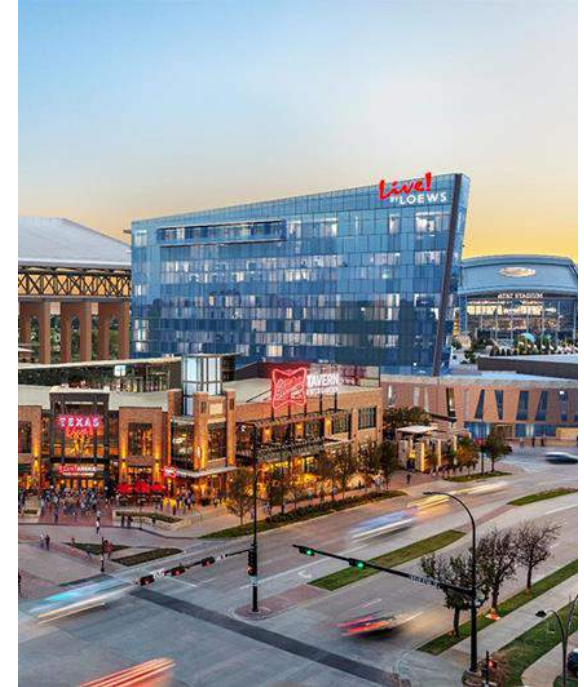
## EVP, Tourism

### Destination Marketing

- 36 years of experience in tourism, convention, sales, marketing, sports, and public relations
- 16 years as a CEO
- Visit Anaheim – 11 years
- Arlington Convention & Visitors Bureau – 5 years
- Visit Dallas – 20 years

### Destination Management / Placemaking

- Expansion of the Anaheim Convention Center
- Hosting mega events - Super Bowl, World Cup, NBA All Star Game
- Creation of a Sports Commission, Community Foundation, DMO-owned LLC, and Arts Grant Program
- Event and production development





# Panelists



**Dave Anderson**

General Manager, Palm Beach  
County Convention Center

SVP, OVG360



**Kevin Molloy**

Executive Director at Lancaster  
County Convention Center



**Mike Silva**

COO, VenuWorks

# Why is Collecting & Tracking Data Important?

- Accurately show performance in a variety of ways
- Prove impact to the community
- Show the events you can host, those lost (outgrew or never landed)
- Understand gaps: facility and market
- Understand how your building is used
  - What spaces have highest occupancy? How do you compare to peers in occupancy?
  - HOW do groups use your facility? What spaces/how long/issues/concerns?
  - What spaces are lacking that you need to capture certain key events?
- Sync with DMO, building and elected officials. Is all data consistent?

# Who to Coordinate with?

- **Destination Management Org/CVB**
  - How do they track your data; how does it differ?
  - What are the gaps and Why are we out of sync?
- **Customer Advisory Board**
  - Prior Customers – Why did they leave? What is missing? What do they need? Where are they now?
  - Current Customers – What keeps them there? How do they use the building? Any risk of losing? Why?
  - Potential Customers – What will it take to land them? What is missing? Who are the competitors and what do they offer?
- **Sales People at DMO and Building**
  - Coordinate. Monthly Meetings
  - Compare and sync data. How does each track?

# What to Track?

- **Events by type.** Define terms. Are these consistent with IAVM industry terms?
- **Average/Total Event Size.** Total Attendance, Length, Peak Room Block
- **Revenue by Event.** Facility rent by room type and by square foot. Catering revenue. Passthrough and other revenue.
- **Expenses by Event.** Understand fixed and variable expenses. What drives costs? Do you know what it takes to be profitable on an event? What is decision matrix to determine bidding/booking approach?
- **Impact by Event.** Who tracks (DMO?)
  - Overnights and spending by category. Room nights. Rates, room blocks.
  - Daytrippers and spending by category.
  - Tax impacts: hotel, auto rental, sales tax, income taxes.
  - Determine “net new” to community
- **Facility Impact Analysis.** Forces data to be synced, determination of community benefit.



# Standard Performance Metrics/Statements

- **Income Statement.** Revenue and expense, net profit/loss. Line item detail.
- **Events & Attendance.** By type. Many metrics here. Which are most impactful? Trends?
- **Roomnight Report.** How many roomnights annually and trends? STR set performance.
- **Impact Analysis.** Economic, jobs and tax impacts. For facility and by event.
- **Peer/Competitor Status/SWOT.**
  - Who are your top competitors and how are they performing?
  - What have competitors done to improve their facility, package and performance?
  - Who is moving into or out of your competitive set? Why?
  - Who are your aspirational competitors? How to move into their sphere effectively?
- **District/Package Analysis.** How does your walkable district stack up? What is missing, what are reported issues from Customer Advisory Board?

# What's at Stake?

- **Inability to communicate true value of the building**
- **Renovation/Expansion funding**
- **Business optimization....how do you know what biz to go after if you don't know your KPIs?**
- **Ongoing financial support (city/county, authority, DMO, etc.)**
- **Governance changes. Can you justify your structure, leadership, team, performance?**
- **Reputation. Yours, your building, your community**
- **Your community, especially the district that relies on consistently strong performance**

# How to Get Started?

- Initiate an **Impact Study** for your building....which will...
- Force a data, KPI, metrics and financial review of your business and include the DMO
  
- Initiate a **Renovation/Expansion Study** for your building....which will...
- Force a data, KPI, metrics and financial review of your business and include the DMO
  
- Initiate a **Business Optimization Analysis** for your building....which will...
- Determine what business is most impactful for your city and building and....
- Suggest changes to the sales/marketing approach to optimize impactful business, and...
- Force a data, KPI, metrics and financial review of your business and include the DMO





**Thank You**