

**2014**

# **Annual Summary**

**NYC**<sup>TM</sup>  
**& Company**

Dear Members, Friends and Colleagues:

The NYC & Company community has much to celebrate today. Last year was a record-setting one for New York City tourism: we welcomed more than 56 million visitors, exceeding our 2015 goal one year ahead of schedule. Those results are nothing short of phenomenal, and they benefit hundreds of thousands of New Yorkers who rely on travel and tourism for well-paying jobs.

Taking tourism to ever-greater heights requires the commitment and support of professionals from a wide range of neighborhoods and business sectors, including the support we have received working with Mayor de Blasio and his great team. In New York City, all of us—whether we work in arts and entertainment, hotels, dining, retail, meetings and convention sales, the media or public service—contribute to the City's vibrancy.

When visitors travel here, they do so to experience that unmistakable, one-of-a-kind New York City energy. Time and again, our diverse product in all boroughs delivers the experiences that not only keep visitors coming back but also support businesses, create jobs and generate billions of dollars in local economic activity for the benefit of all New Yorkers.

NYC & Company's board of directors takes tremendous pride in the state of the industry and is excited to build on the progress of 2014. We thank you for your collaboration, membership and support. Today, let's renew our commitment to increasing visitation to New York City. Let's encourage visitors to visit more often, stay longer and explore exciting and diverse destinations throughout the five boroughs.

Sincerely,



Emily Rafferty  
Chairman  
NYC & Company  
March 18, 2015

Dear Members, Friends and Colleagues:

In 2014 New York City's travel and tourism industry posted another year of record-breaking growth. The success our industry has enjoyed in recent years has been nothing short of remarkable, and all of NYC & Company's members and partners can share in the credit for it.

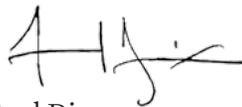
While we acknowledge the strength of the travel and tourism industry, we must also plan to sustain it and continue its growth. New challenges are on the horizon: competition from other cities, a strong dollar and sustaining room-night growth with the increase in hotel inventory. Through the dedication, vision and commitment we share with our members, we will navigate these challenges and continue to make the industry stronger.

In markets around the world, the message that New York City is safe, welcoming and more exciting than ever is reaching both our repeat visitors and new audiences. Partnerships—including those with American Express and Booking.com, among others—help us amplify that message and increase visitation in innovative ways. At the same time, our iconic attractions and cultural institutions that have long been integral to New York City's identity and economy continue to prove a popular draw for people from around the world.

As we look ahead to the rest of 2015 and beyond, we are confident that we are poised to achieve even greater things together, for the industry and the City, as NYC continues to be more exciting, more accessible and more welcoming than ever before.

Thank you as always for your membership and participation. Your support of our mission keeps New York City the number one big-city destination in the United States.

Sincerely,



Fred Dixon  
President and CEO  
NYC & Company  
March 18, 2015

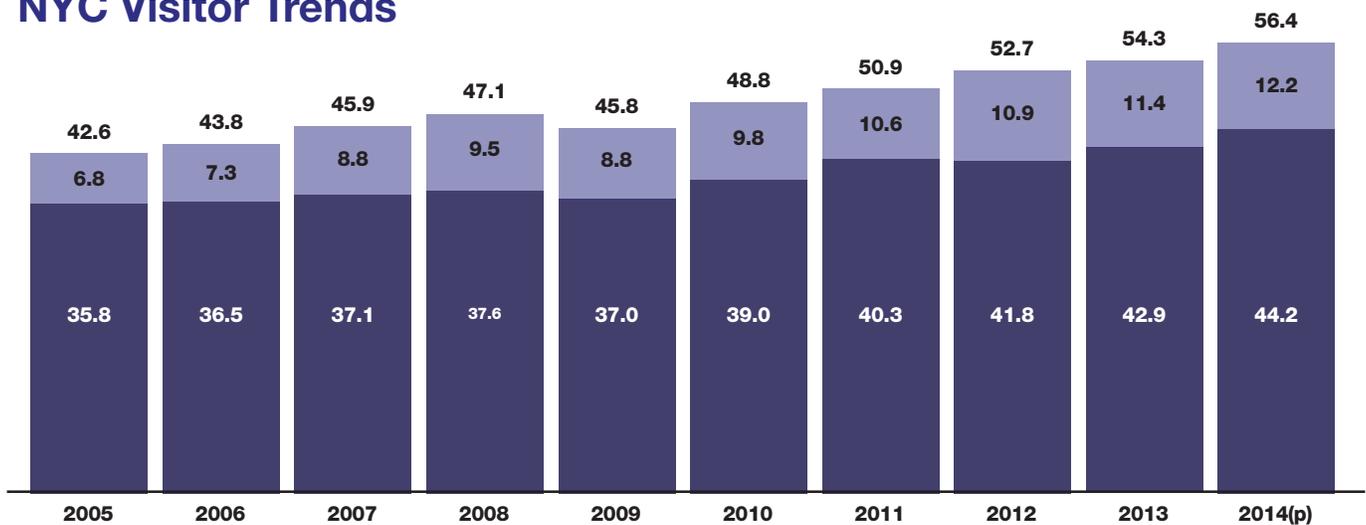
**This is  
NYC &  
Company.**

## For New York City and NYC & Company, 2014 saw records broken for the fifth consecutive year. The City welcomed an estimated 56.4 million visitors—a nearly 4% increase over 2013.

Tourism remains one of NYC’s largest and most vital industries, supporting 360,000 jobs and generating over \$61 billion in economic impact across the City’s five boroughs. In 2014 hotels booked 32.4 million room-nights. The strong hotel demand kept pace with record levels of hotel development (27 new properties and more than 6,200 new hotel rooms throughout the five boroughs).

Taking advantage of global travel patterns, New York City saw growth in both domestic and international visitation. We will continue to sustain and grow visitation in established, developing and emerging markets including Europe, Asia and South America through market investment, communication with our global press network, innovative new marketing offerings and a relentless focus on spotlighting our member organizations. NYC & Company is proud to contribute positively to the prosperity of the tourism and hospitality industry, our members and to the City of New York—and we will continue to work tirelessly to raise the bar even higher. New York City offers exceptional, unforgettable experiences to visitors, and we strive to remind people of why they need to return again and again. We want them to know what we’ve always known: that there is no other city like this in the world.

### NYC Visitor Trends



(millions of visitors)  
 (p)—preliminary. All forecasts are subject to change as new data become available  
 Source: NYC & Company  
 (as of 3/15/15)

**Domestic** **International**

# 1

## Membership

**NYC & Company's membership is as diverse and vibrant as the City itself.**

Hailing from all five boroughs and including organizations of all sizes and from many industries, members join together for the common goal of extending their marketing reach and expanding their businesses. The company's membership spans the convention, tourism and hospitality industries. All members of the organization pay annual dues and receive a multitude of benefits. Those benefits include:

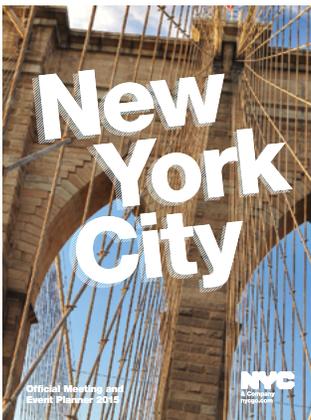
### **nycgo.com**

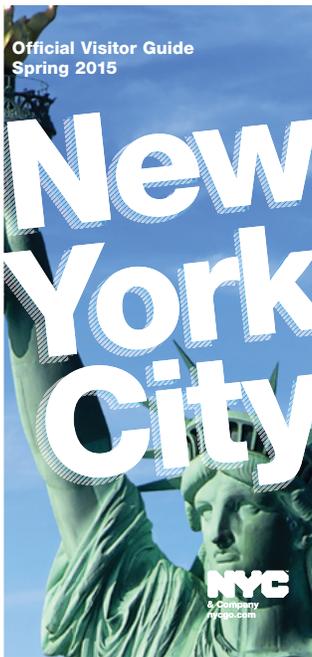
The official source for information about where to go and what to do in New York City, [nycgo.com](http://nycgo.com) is targeted to both visitors and locals alike. Members have a guaranteed presence, with a property page displaying an extensive description of the business along with multiple photos and special offers. Property pages also feature Google Maps to help visitors navigate the City easily. Only members have a hyper-link to their own site and social media links from their property page.

The members-only section on [nycgo.com](http://nycgo.com) has a searchable membership directory for connecting with other members, a searchable convention calendar for targeting certain groups coming to NYC and a place for submitting special offers and calendar listings. The section also features valuable research information to help plan marketing strategies. Members are able to access and update listings by using a customized member extranet tool.

### ▶ **Official NYC Publications**

Members of NYC & Company can reach out to those who plan group travel and meetings as well as millions of leisure and business visitors each year through our *NYC Official Visitor Guide*, *NYC Official Meeting & Event Planner*, *NYC Official Travel Planner* and *NYC Official Visitor Map*. Members get a complimentary listing and have an exclusive opportunity to advertise in these key publications. In addition to the print distribution, guides are available as a free download on [nycgo.com](http://nycgo.com).





### ▶ **NYC Official Visitor Guide**

The quarterly *NYC Official Visitor Guide* features targeted itineraries, neighborhood highlights and a calendar of events and coupons, in addition to listing information for members, including accommodations, transportation, sightseeing, cultural attractions, nightlife, shopping, sports and services throughout the five boroughs. It is the only guide that goes out of market, influencing decisions before a visitor arrives, during the planning stage of the trip. The distribution is 1.2 million annually.

### **NYC Official Meeting & Event Planner**

Targeted to event and meeting planners, the annual *NYC Official Meeting & Event Planner* contains detailed information on member meeting and event sites, convention facilities, accommodations, restaurants, services and happenings throughout the City. The mixed-media distribution is 105,000 annually.

### **NYC Official Travel Planner**

Incentive planners, tour operators and retail travel consultants craft individualized New York City itineraries for their clients with the *NYC Official Travel Planner*. Updated annually, the guide highlights hotels, destination services, restaurants, event venues, happenings around town and more. The mixed-media distribution is 88,000 annually.

### **NYC Official Visitor Map**

Published twice annually, the *NYC Official Visitor Map* makes it easy for visitors to get around the five boroughs and includes details on top attractions, subway stops and useful travel tips. The distribution is 600,000 annually.

## **Networking Opportunities**

Networking is a key benefit to members and is continually cited as one of the top reasons to join NYC & Company. With our business card exchanges, new-member orientations and speed networking events, there are plenty of opportunities to meet and network with other local professionals throughout the year.

## **Marketing Programs and Platforms**

As the official marketing organization for New York City, NYC & Company developed a wide array of marketing initiatives and platforms that support and promote the City and help drive traffic to our member businesses. A sampling of our programs include:

- ▶ **NYC Restaurant Week<sup>SM</sup> (Summer/Winter):** A 23-year-old program celebrating NYC's vibrant and diverse dining culture, promoting prix-fixe lunch and dinner menus at hundreds of the City's finest restaurants.

**NYC Broadway Week (Fall/Winter):** This has become one of New York City's most anticipated programs, featuring two-for-one ticket offers to popular Broadway shows.

**NYC Off-Broadway Week (Fall/Winter):** A new program modeled off the success of Broadway Week, this program features two-for-one ticket offers to popular Off-Broadway shows.



56.4 million  
visitors in  
2014

## Tourism Development

Leisure travel accounts for roughly 78% of the total visitation each year for an estimated 44.3 million visitors in 2014 out of 56.4 million visitors. The sector shows strong annual growth that is forecast to continue. International visitors account for roughly 20% of overall visitation and nearly 50% of total spending. International MICE business as well as technical visits and global educational travel are also important areas of focus for the Tourism Development team. To serve this important market segment, NYC & Company has a network of 17 international offices serving 28 global markets. Locations include Argentina (serving Spanish-speaking South America), Australia, Brazil, Canada, China, France, Germany (serving Germany, Switzerland and Austria), India, Ireland, Italy, Japan, Korea, Mexico, the Netherlands, Scandinavia (serving Finland, Denmark, Norway and Sweden), Spain and the United Kingdom.

NYC & Company participated in more than 40 trade shows and organized 13 sales missions covering 14 countries. Depending on the show, members can register for full participation or brochure distribution (both at additional cost), and all members have access to qualified contact lists (no additional cost).

Members have the opportunity to participate in the NYC Trade Pass program to get extra exposure to tour operators and travel agents. Members provide special offers to these important trade partners to incentivize them to experience products and services firsthand.

6.1 million  
delegates in  
2014

## Convention Development and Destination Services

Our Convention Development team sells NYC as the premiere destination to hold meetings and events for groups of any size. Members may be part of the NYC destination sell as we exhibit at many shows worldwide, including Meeting Professionals International (MPI) chapter meetings; American Society of Association Executives (ASAE) annual meeting and expos; International Association of Exhibitions and Events (IAEE); IMEX, both in America and Frankfurt, Germany; and European Incentive, Business Travel & Meetings Exhibition (EIBTM) in Barcelona, Spain.

Once a group is booked in NYC, our Destination Services team connects the meeting planners to various NYC & Company member products and services to ensure our diverse city is easy to navigate. Members may submit discounts and special offers for attendees of select conventions and trade shows.

## ► Official NYC Information Centers

The Official NYC & Company Information Centers are state-of-the-art facilities providing the most compelling and comprehensive information about what to do and see in NYC. Locations include Macy's Herald Square, Chinatown, City Hall Park and South Street Seaport. The *NYC Official Visitor Guide* and *NYC Official Visitor Map*, featuring member businesses, are distributed at the centers.

## Research Information

NYC & Company provides information on where visitors are traveling from, seasonal travel data, as well as spending trends. Exclusive visitor profiles, market fact sheets and other valuable research are available for NYC & Company members.



# 2

## Marketing and Partnerships

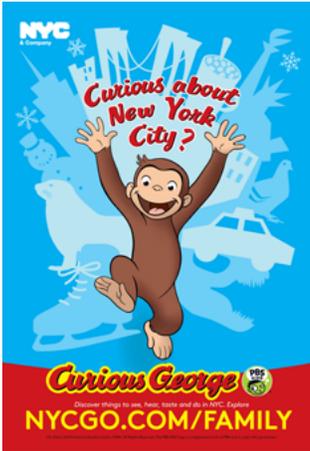
**NYC & Company's marketing and partnerships team promotes the dynamic New York City brand worldwide, highlighting its unparalleled dining, shopping, entertainment and cultural offerings, and encouraging stays at member hotel locations.**

NYC & Company marketing programs—supported by valuable partners such as American Express, Booking.com, Google, NBC Universal and Santander Bank—position New York City as a must-see-now destination while offering locals and visitors the tools to experience the City in the most accessible and fulfilling manner. In 2014 signature NYC & Company programs, like NYC Restaurant Week, Broadway Week, Off-Broadway Week and Neighborhood x Neighborhood, continued to enjoy success, reaching new audiences and setting new records. Hotel bookings remained a major focus, with dedicated efforts targeting key needs periods and highlighting specific hotel collections. Last year also saw the global launch of the Welcome to New York campaign, featuring international superstar Taylor Swift, and the local launch of See Your City, which encourages local New Yorkers to get out and explore the five boroughs. Following is a summary of key 2014 marketing programs.



### ► Broadway Week

Launched in January 2011, Broadway Week provides a two-for-one ticket offer to the hottest shows during Broadway's slow periods in January and September. Last year was successful for participating shows, as the winter season saw over



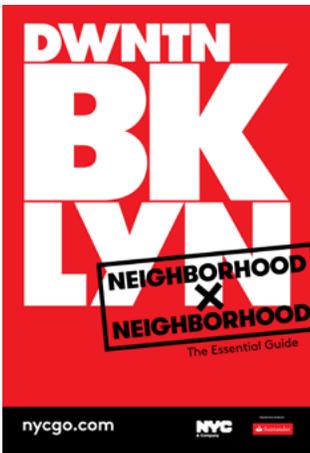
90,000 tickets sold, with \$6.5 million in total revenue, and the fall season saw over 80,000 tickets sold, with \$5.9 million in generated revenue. Each season featured two sweepstakes, one with Audience Rewards and one with *New York* magazine, which contributed to the excitement of the program. And the program continued its successful corporate partnership with American Express, as well as maintained promotional partnerships with NBC 4 New York, Amtrak, The Broadway League, Radio Disney and long-standing partner AARP, which again rewarded its members with an exclusive pre-sale offer.

## ▶ Curious George Official NYC Family Ambassador

The Official NYC Family Ambassador program was created to help position New York City as a safe, welcoming family-friendly destination. In 2014 NYC & Company partnered with Curious George to encourage families to choose NYC for their vacations. During the yearlong program, George highlighted things for families to see and do in New York City through relevant editorial content on [nycgo.com](http://nycgo.com). NYC & Company partnered with Macy's Herald Square location to create an exclusive line of Curious George NYC products. NYC & Company also collaborated with cultural institutions across the City to develop special programming and activities to bring the program to life in new and different ways. And the program was also included in Houghton Mifflin Harcourt's annual Curiosity Day celebration, which saw Curious George NYC collateral distributed to hundreds of bookstores and tens of thousands of kids across the country.

## The Design Collection

A selection of hotels where exceptional design is an essential part of the experience, The Design Collection is the place to find hotels that exemplify great design in all its expressions, and is a guide to leading trends, attractions and events throughout New York City. In 2014 The Design Collection was featured in a multipage print and digital campaign in *Travel + Leisure* magazine, inspiring travel to New York City. The Design Collection also served as the official hotels for NYCxDESIGN, in May, and the American Institute of Architects' Archtober celebration, in October.



## ▶ Neighborhood x Neighborhood

Neighborhood x Neighborhood highlights the diversity of offerings throughout New York City, encouraging exploration of areas outside traditional tourist locations and generating economic activity in the featured neighborhoods. Each month a new neighborhood is highlighted on [nycgo.com](http://nycgo.com) and is supported by a press release, prime positioning in our e-newsletter and a corresponding taxi TV advertisement. The program has been covered extensively through local, domestic and international channels, and has received high praise from city officials. In 2014 Neighborhood x Neighborhood was sponsored by Santander Bank, which allowed the program to grow further and reach a larger audience via out-of-home advertising around the City.

## NYC Restaurant Week

Designed to increase traffic during slow periods for the dining industry—January/February and July/August and the twice-annual NYC Restaurant Week features three-course prix-fixe lunches at \$25 and three-course prix-fixe dinners at \$38 at over 300 restaurants across the City. With the help of Founding Sponsor American Express, the 2014 programs brought more than 450,000 diners to participating restaurants and generated more than \$14 million in revenue for these venues based on online reservations alone. The 2014 programs also featured a new look

and feel of the creative with the message “Eat Up,” and food photography from participating restaurants.

## NYCxDESIGN

NYCxDESIGN is a 12-day showcase of global design, launched in 2013 in collaboration with NYC & Company, the New York City Council and a steering committee composed of leaders from the City’s design industries, museums and schools. Spanning all disciplines—digital, fashion, furniture, graphic and product design, architecture, urban planning and more—NYCxDESIGN creates a platform for cultural and commercial opportunities, elevates established and emerging design practices, and increases awareness of and appreciation for design by all audiences. During the second annual program, 17 design disciplines were represented at more than 200 events, planned by 162 organizers at 181 venues across the City. The 2014 program was supported by a media campaign valued at \$1.5 million and generated over 350 million impressions via street pole banners, bus shelters, newsstands and taxi videos.

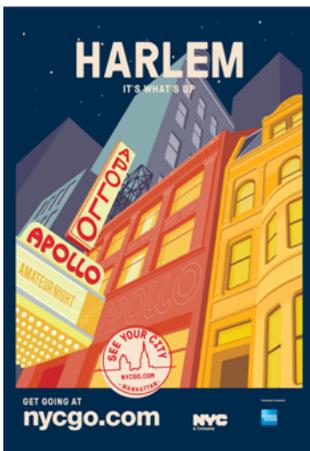


### ▶ Off-Broadway Week

Off-Broadway appeals to a broad spectrum of audiences. From dramas and comedies to musicals and interactive performances, there is something for everyone at a reasonable price. Off-Broadway Week offers two-for-one tickets to Off-Broadway shows during January/February and September/October. Last year both the winter and fall programs saw extensive growth in participation with the largest number of participating shows to date. As a result of the program’s growing awareness among both consumers and shows, 2014 saw record numbers of ticket sales during both seasons, with more than 10,000 tickets sold in total.

## Seasonal Hotel Campaigns

To support hotel bookings during the winter and summer softer business periods, two co-branded campaigns were launched with strategic partner Booking.com. The combined strength of the New York City and Booking.com brands enabled the efforts to reach more markets than ever before. Specifically, the Winter Getaway campaign focused on building awareness of the benefits of visiting NYC during January and February by highlighting the opportunity for exceptional value alongside the ultimate reasons why a trip to NYC cannot be missed. The Find Your Perfect Summer campaign highlighted the diverse offerings of NYC during the summer months and encouraged potential visitors to choose New York City as an ideal urban getaway for their vacation.



### ▶ See Your City

In October NYC & Company launched See Your City, a multiyear campaign to inspire locals to experience New York City’s diverse neighborhoods and venture throughout all five boroughs. Produced in collaboration with American Express, the first iteration of the campaign, which was represented through vintage-style travel posters featuring key city attractions, highlighted 10 neighborhoods across the five boroughs through editorial content and itinerary suggestions skewed toward locals. Over the course of the program, 20 social media ambassadors with a combined reach of more than 2 million followers promoted See Your City by sharing images with the official hashtag #seeyourcity. Additionally, NYC & Company encouraged users to share their must-see picks in New York City’s five boroughs on social media with the campaign hashtag. During the first month of the campaign, American Express Card Members received a \$10 refund when they spent \$50 or more at over 60 select retailers. Overall, the campaign was supported

by a \$2.5 million media campaign with 710 million impressions as well as garnered almost \$700,000 and 62 million impressions in earned media value.

## Sunday Night Stays

Many leisure travelers end their vacations on Sundays, and business travelers typically start their trips on Monday mornings. This leaves a great deal of unused inventory at hotels across the City. To help encourage business during this needs period, NYC & Company created the Sunday Night Stays program, which leverages the rich editorial content of nycgo.com to highlight great NYC experiences on Sunday nights, including Broadway shows, special Sunday events and Sunday Supper offers provided by NYC & Company member restaurants.

## The Signature Collection

The Signature Collection is a selection of the finest hotel accommodations in the world, all uniquely New York. Kicking off 2014, The Signature Collection was featured in *Departures*, one of the leading luxury travel magazines, with a full-page ad in the January/February issue and a digital campaign targeting Q1 2014. Additionally, NYC & Company provided extensive editorial and social media support, highlighting top recommendations for activities provided by the concierges at The Signature Collection hotels.



## ▶ Welcome to New York

This year New York City introduced its first Global Welcome Ambassador, international recording superstar Taylor Swift, with the launch of the global tourism campaign Welcome to New York. The campaign leveraged the song and lyrics from “Welcome to New York,” the first song on her record-setting album, 1989. As Global Welcome Ambassador, Taylor will inspire travel to New York City with her message, while providing a warm welcome to the more than 56 million people who visit the City each year. Since launching in October, the Welcome to New York program has received enormous press coverage including *The New York Times*, *Billboard*, *The Huffington Post*, *Toronto Star*, *The New York Post*, *Associated Press*, *Entertainment Weekly*, *Hollywood Reporter* and *Time Magazine* and generated \$25 million in earned media value and \$7 million in paid media. The campaign was promoted through outdoor advertising in global markets and will be launching the second phase of the program in 2015.

## Looking Toward 2015

For 2015 NYC & Company will continue to refine the existing marketing programs outlined above while developing new initiatives to encourage visitation and exploration. A new inspirational campaign for New York City will be developed, which will highlight all the reasons that New York City is such a one-of-a-kind destination. NYC & Company will look to develop new and exciting hotel messaging to drive incremental visitation during key needs periods. There will be an increased focus on showcasing the City’s robust cultural offerings through a new promotional effort. The next Family Ambassador will be selected to help inspire family travel from around the world. The team will look to strengthen relationships with our transportation partners—air, rail and bus—to help increase overnight visitation from key feeder markets. Neighborhood and borough exploration by locals and visitors will continue to be a priority and focus of various programs and efforts. And NYC & Company also will look to build upon existing partnerships and forge new and exciting partnerships to help achieve the City’s visitation goals.

# 3

## Global Communications

**In May 2014 NYC & Company's communications department was re-branded the Global Communications division. With a staff of five in New York City and a network of 17 press representatives serving 28 markets around the world, the Global Communications team publicizes NYC's five boroughs to a travel media audience on five continents.**

Promotion of NYC & Company's marketing programs continue to be a key element of the Global Communications team's media relations strategy. Major campaigns launched last year included Welcome to New York, featuring new Global Welcome Ambassador Taylor Swift, and our See Your City program, targeting the 8.4 million New Yorkers who call the five boroughs home. Both programs generated significant media exposure in major news outlets across the globe. The team also continued to publicize NYC & Company's numerous vibrancy programs including NYC Restaurant Week, Broadway Week, Off-Broadway Week, NYCxDESIGN and the Official NYC Family Ambassador program, which this year features Curious George. Through the continuation of Neighborhood x Neighborhood, the team ensured NYC's hidden gems and enclaves throughout the five boroughs were top of mind for visitors planning their next trip to NYC.

The year also marked the return of NYC & Company's international press trip program. During the year, Global Communications welcomed 10 group press trips from nine countries and one region around the world including Brazil, China,

**\$26 million  
in earned  
media value**



Germany, India, Italy, Japan, Korea, the Netherlands, Spanish-speaking South America and the United Kingdom. These groups comprised nearly 50 top-tier consumer and travel trade media and featured 15 NYC & Company member hotels as well as numerous attractions, restaurants, cultural institutions, Broadway theaters and performing arts venues throughout all five boroughs. Major media missions were also launched in 2014, targeting key international markets such as Brazil, Canada, Australia and New Zealand.

Domestically, through the promotion of NYC's five boroughs and NYC & Company's signature programs, the Global Communications team generated a total of 613 print articles with more than 115 million impressions and nearly \$26 million in earned media value.

Reaching journalists, media outlets, industry officials and more through social media continues to be a department priority. The team launched a press Instagram account to connect with a growing audience on the photo-sharing platform ([instagram.com/nycgo\\_press](https://www.instagram.com/nycgo_press)). We also grew the following of @nycgo\_press, the department's business-to-business feed, by more than 40 percent in 2014 to 6,000-plus followers. Looking forward, we have plans to expand our international social media network, which currently is represented through nine Twitter accounts and 12 Facebook accounts.

A new initiative this year was the launch of a more focused corporate communications strategy. The goals of this initiative were to ensure that NYC & Company has the support it needs to effectively promote the City and that the tourism industry has the support it needs to continue to thrive. Corporate communications guides the messaging of information about NYC & Company and industry data to media and stakeholders to keep the industry and organization firmly in the forefront. Communicating the importance of NYC tourism is essential to safeguarding its vitality and impact, and the team launched some new tools in 2014 to target those people who can influence the future of the industry. NYC & Company's new monthly stakeholder email newsletters, customized for each borough, were launched in October to share our five-borough promotion and programs, along with data that illustrates the economic impact tourism has on residents and the City.

## ▶ Looking Toward 2015

NYC & Company's Global Communications department will continue to position New York City as a must-visit destination throughout the world. The team will continue to globally promote local NYC neighborhoods every month through the new NYCGO Insider Guides and monthly individual and group journalist visits from each market. The Global Communications team will also showcase the top attractions of New York City's five boroughs, earning media that will both inspire and urge visitors to travel. We will host a press event during IPW—the travel industry's premier international marketplace—in Orlando in June to promote new product to the global travel media. The team will conduct media missions in France, Italy, Argentina, Colombia, Chile and India to discuss story ideas and generate media coverage through influential media. Our corporate communications efforts will continue to communicate the importance of the travel and tourism industry to local jobs, the vitality of small business and the City's revenue. Our latest initiative, Tourism Ready, will kick off in all five boroughs to facilitate collaboration among the businesses and attractions, boosting tourism and its impact locally. With the continued publicity of the company's signature marketing programs and sports programs, the Global Communications team will use the power of publicity to increase business for our 2,000 members. Finally, the team will amplify the organization's news and tourism updates through our newly launched B2B Instagram account, the @nycgo\_press account and B2B Twitter accounts in 12 international markets.

# 4

## Digital

**As the official guide to New York City, nycgo.com and our other digital channels work to inspire visitation to, and navigation of, the five boroughs.**

This is achieved through timely, original editorial content, navigation and trip-planning tools and e-commerce channels, all of which ease the trip-planning process for our visitors. The website also serves as the hub of activity for all NYC & Company marketing programs, a platform to showcase member businesses and an effective advertising vehicle for partners to generate new business.

In 2014 our digital channels reached and influenced more than 13 million tourists and locals—another stellar year for our desktop, mobile, email, social media, and stand-alone kiosk channels. Visitation to the desktop site grew 13% compared to 2013, and our mobile site was up 31%, and will only become more important as the channel continues to mature; mobile traffic is up an astounding 200% since 2011. With an average 10 minutes spent on nycgo.com per visitor, our users are increasingly engaging with our site to learn about the City, plan visits and book trips. This year's highlights include launching exclusive, original neighborhood content and navigation tools to encourage five-borough exploration; initiating a new deals section on nycgo.com to drive traffic to participating member businesses; integrating new functionality in our mobile site, including Broadway ticketing and hotel reservations; and enhancing our email program and sending over 16 million emails to visitors and locals.



**31% mobile  
site growth**

### Looking Toward 2015

Initiatives for 2015 include enhancing our consumer experience to inspire visitation to New York City, developing new tools that will assist with navigation and showcasing all the City has to offer. This will be achieved by rebuilding and redesigning nycgo.com with the goal of a full-site relaunch in late 2015. Specific features include relational content, geo-targeting and enhanced mobile capabilities to help visitors once they get to market. To meet the needs of new audiences in the digital world, we will expand our email marketing program and social media channels, and extend our reach internationally through geo-targeted, content-specific sections of nycgo.com.

# 5

## Tourism Development

**Tourism Development is responsible for targeting the travel trade and their audiences to expand the presence and reach of New York City around the world.**

Initiatives begin with a network of 17 representative offices establishing trade relationships throughout the Americas, Europe and Asia-Pacific. Focus in 2014 included maintaining a continuous dialogue with the travel trade, expanding destination education, developing new product offerings in market, particularly for borough product, and driving need-period travel.

Keeping in constant communication with the trade and developing new offerings go hand in hand. Education plays a key role in these efforts as the team hosted 30 trade familiarization trips with 300 travel influencers from 18 countries throughout the year to enhance product knowledge of New York City. The online NYC Travel Training Academy ([nycgo.com/training](http://nycgo.com/training)) provides member-product knowledge in 10 languages across 28 markets worldwide, closing 2014 with almost 40,000 registered users. Approximately 35,000 trade members worldwide received product updates on a quarterly basis via the Travel Trade Newsletter and more than 2,000 trade professionals used our Trade Pass to experience member products while visiting NYC.

Throughout the year, sales missions and trade shows were key initiatives, giving priority positioning to member products and providing a relevant audience in market.

## 2014 Sales Missions and Trade Shows

(in chronological order)

### Sales Missions

Germany/Switzerland  
Scandinavia  
Canada  
Japan/Korea  
UK/Ireland

Australia/New Zealand  
Mexico  
India  
Brazil

### Trade Shows

ABA (US)  
FITUR (Spain)  
Holiday World (Ireland)  
RSAA Summit & Gala (US)  
NTA Travel Exchange (US)  
Ferie for Allee (Denmark)  
ITB (Germany)  
ANATO (Colombia)  
Active America China (US)  
Cruise3Sixty (US)  
COTTM (China)  
IPW (US)

WTM Latin America (Brazil)  
ATM (UAE)  
SYTA Summit (US)  
JATA WTF (Japan)  
IFTM (France)  
TTG Inconti (Italy)  
Bienvenue (Canada)  
FIT (Argentina)  
ABAV (Brazil)  
ITB Asia (Singapore)  
WTM (UK)  
CITM (China)

In an effort to drive need periods, cooperative promotions were established in market, focusing on tactical offers to direct travel to NYC. Highlights from 2014 include taking advantage of NYC & Company's existing out-of-home media to create a larger cooperative campaign with travel partners across Brazil, Italy, Portugal and Spain; as well as re-signing city-to-city partnerships with Madrid, Amsterdam, London and São Paulo that included the incorporation of travel promotions, generating extensive media coverage across each region.

## Looking Toward 2015

In 2015 the Tourism Development team will remain focused on promoting member products across all five boroughs with increased focus on partnerships, education, product development and consumer promotions across international and domestic markets. The team will expand efforts further into emerging markets in Southeast Asia, the Middle East and Latin America with representation covering Chile, Colombia and Peru, as well as work to increase NYC's market share across the current represented markets. Further market reach is planned through outreach in second and third cities with significant growth potential within the current represented markets, international MICE segment in selected markets. We will work to reinforce our message through receptive operators, tapping into their global network, and partnered effort with organizations such as Brand USA, New York State, and through City-to-City Tourism Partnerships.

# 6

## Convention Development

**Convention Development acts as a catalyst between the meetings industry and the NYC hospitality industry, driving meetings, conventions, incentive trips and trade shows to book groups into New York City.**

The team's sales efforts in 2014 focused on industry trade shows and events domestically, with expansion into the international MICE market. Customer facing activities were orchestrated in key domestic markets, including the tristate area, Boston, Chicago, Minneapolis, San Francisco and Washington, DC. The team hosted 12 client familiarization trips, each with a focus on small to midsize meetings along with over 100 one-on-one client site inspections.

In 2014 NYC & Company member participation remained strong with more than 100 co-exhibiting members throughout the year.

The Convention Sales and Conference Express teams generated close to 1,500 qualified leads in 2014, a 29% increase over 2013. There were 643 meetings booked in 2014, showing a 21% increase over 2013. This translates to more than 224,000 booked room-nights, resulting in a 3% increase over 2013. The economic impact based on this room-night volume equates to more than \$288 million. Additionally, there were over 790,000 room-nights either lost or turned down in 2014, 11% more than in 2013.

In 2014 NYC welcomed 6.1 million delegates, up from 5.9 million in 2013, and group business contributed \$5.3 billion in economic spending to the City, up 6% from 2013. Of the total delegates visiting New York City in 2014, 89% accounted for domestic visitors and 11% accounted for international visitors.



**643 meetings  
booked in  
2014**

## 2014 Trade Shows and Events

(in chronological order)

PCMA's Annual Meeting (US)  
FICP Northeast Regional Winter  
Chicago Sales Mission (US)  
MPI Northern California Chapter (US)  
SGMP National Capital Chapter  
Expo (US)  
MACE (US)  
Philadelphia Area MPI Educational  
Institute (US)  
I LOVE NEW YORK MEETINGS (US)  
NYSAE's Meet NY (US)  
MIC of Colorado (US)  
ConferenceDirect's Annual Partner  
Meeting (US)  
DMAI's Destinations Showcase (US)  
gaMPI's EVENTERACT (US)  
SGMP Annual Meeting (US)  
ASAE's Springtime Expo (US)  
ESSAE (US)  
HelmsBriscoe Partner Meeting (US)  
IMEX (Germany)  
Smart Meetings (US)  
CMP Conclave (US)  
AIBTM (US)

FICP Mid-Year Conference (US)  
PCMA Education Conference (US)  
The Meetings Show UK (London)  
SITE Minnesota Chapter (US)  
MPI WEC (US)  
Kellen Managers Mtg Summit (US)  
ASAE's Annual Meeting &  
Exposition (US)  
IncentiveWorks (Canada)  
Connect Marketplace (US)  
HSMAI's Affordable Meetings (US)  
European MICE Roadshow  
(Netherlands/Sweden/UK)  
The Network of Latino Meeting  
Professionals (US)  
IMEX America (US)  
AMEX Supplier Showcase /  
INTERACTION (US)  
NCBMP (US)  
FICP Annual Conference (US)  
EIBTM (Spain)  
IAEE (US)  
Holiday Showcase (US)



## Looking Toward 2015

In 2015 the Convention Development team will remain focused on small and midsize meetings, as well as international meetings, incentive and association business. Incentive, association and corporate business will remain a priority through regional and national customer facing activities and involvement with PCMA, FICP, SITE and MPI. International MICE markets will continue to be a focus in Europe and expanded upon in South America. The team will also continue to identify short-term corporate and midsize association opportunities to match Javits Center needs and open dates. With the support of the NYC & Company meetings campaign Make It NYC, planners will continue to receive the message that NYC is accessible, manageable and, most important, attainable for their meetings, trade shows and events. To support this messaging, additional efforts include adding more-robust editorial content targeting meeting planners on nycgo.com; expanding communications targeting planners via print, online and email communications; and increasing press coverage and awareness in market.

# 7

## Research and Analysis

**The Research and Analysis department manages a comprehensive research and intelligence unit for the City's travel and tourism industry.**

It also functions as the office of record for vital statistics on New York City's travel sector. Reports and analyses are available to NYC & Company members, elected officials, city and state agencies and key stakeholders.

The department compiles reports that measure the economic impact of NYC's tourism industry, profile visitors and track visitor volume from dozens of different origin markets and niche segments. Separate reports pinpoint citywide hotel development and track average hotel occupancy and room rates. The department also conducts extensive proprietary research to evaluate key marketing programs and events.

NYC & Company deploys an innovative suite of forecasting and statistical tracking models to inform marketing, tourism and strategic planning decisions. These dynamic tools help position NYC's tourism economy in terms of market size, growth potential, propensity to visit NYC, risks, value and access.

NYC & Company market-research initiatives spanned a variety of topics vital to the City's continued economic health. In addition to the regular audience and consumer surveys of programs such as NYC Restaurant Week and Off-Broadway Week, the department continues to identify important market variables and responses and conditions that affect travel decisions, whether linked to meeting planners or attendees, leisure visitors or our strong regional market of day-trippers. We are still tracking the impact of weddings in the City following the groundbreaking study released in 2012 of the economic impact of same-sex marriage.

## Looking Toward 2015

The Research and Analysis department will follow up with surveys of marriage impact, cultural audiences, restaurant customers, Broadway and Off-Broadway audiences, and other key marketing programs in addition to the weekly, monthly, quarterly and annual reporting of visitor statistics and indicators. New areas of focus include borough and neighborhood data, the economic impact of trade shows and conventions, and the diverse market segments that contribute to the liveliness of the tourism industry, such as LGBT and Hispanic-American travelers, as well as shoppers. Finally, in keeping with the City's status as a cultural mecca, the department will present the results of the fourth wave of the NYC Cultural Audiences Development survey at an educational workshop.

# 8

## Financials

In 2014 NYC & Company's New York City Funds decreased marginally. The company's other sources of revenue decreased by \$1.2 million, or 5%, due primarily to 2013 revenues including funds for event promotion related to Major League Baseball's All-Star Game and Super Bowl XLVIII, which are large, non-recurring events. The company also realized increases in revenues from website ticket sales as a result of improved site functionality and marketing.

### NYC & Company's Revenues

	2013	2014*
<b>New York City Funds</b>	12.5	12.3
<b>Sponsorships</b>	8.7	7.4
<b>Member Dues</b>	4.7	4.7
<b>Publications</b>	2.5	2.5
<b>Website</b>	2.6	2.8
<b>Other Income</b>	4.2	4.2
<b>Licensing</b>	1.1	1.1
<b>Other Grants</b>	0.6	0.5
	<b>36.9</b>	<b>35.5</b>

in millions (\$)  
Excludes value of in-kind media.  
\*Numbers are preliminary.

# 9

## Board of Directors

**Emily Rafferty**  
Chairman

**Fred Dixon**  
President and  
Chief Executive Officer

*Eric Adams*  
*Wilma Alonso*  
*Jaclyn Bernstein*  
*Daniel A. Biederman*  
*Claudia Bonn*  
*William J. Bratton*  
*Gale Brewer*  
*Karen Brooks Hopkins*  
*Judith Byrd*  
*John Calvelli*

**Zachary Carter**  
*Alfred C. Cerullo, III*  
*Wellington Z. Chen*  
*Harry Coghlan*  
*Michael Cogswell*  
*Joe Daniels*  
*Ruben Diaz, Jr.*

*Keith Douglas*  
**Tom Finkelpearl**  
*Mike Fiorentino*  
**Joel Fisher**  
**Charles Flateman**  
*Rick Friedberg*  
*Rachelle Friedman*

**Ellen Futter**  
**Alicia Glen**  
*Thelma Golden*  
*Eric Gordon*  
**Gail Grimmatt**  
*Caroline Hirsch*  
**Margaret Honey**  
**Hervé Houdré**

*Paul Insalaco*  
*Meera Joshi*  
*Jon Kaplan*  
*Melinda Katz*  
*Jeffrey Kay*  
*Larcelia Kebe*  
*Lynn Kelly*  
**David Keys**  
**Kyle Kimball**  
*Jessica Lappin*  
**Patti Lee**  
**Thomas G. Lewis**  
**Lisa Linden**  
**Cynthia Lopez**  
*Kerry Mack*  
*Erika Mallin*  
**Vera Manoukian**  
*Susan Marenoff-Zausner*  
*Melissa Mark-Viverito*  
*Spencer Means*  
*Julie Menin*  
*Mitchell B. Modell*  
*Regina Myer*

*Anthony Napoli*  
*Richard Nicotra*  
**Tracy Nieporent**  
*Daniel Nigro*  
*Travis Noyes*  
**James Oddo**  
*Alicia Pierro*  
*Jonelle Procope*  
*Tucker Reed*  
**John Rieman**  
*Taryn Sacramone*  
*Andreas Sappok*  
*Don Shannon*  
*Mitchell Silver*  
*Barbara Smith*  
**Joseph E. Spinnato**  
**Charlotte St. Martin**  
**Alan Steel**  
*Francis Tedesco*  
**Tim Tompkins**  
*Maria Torres-Springer*  
**Nick Valenti**  
*Jorge Daniel Veneciano*  
**Peter Ward**  
**Gerri Warren Merrick**  
**Lloyd A. Williams**  
**Jack Withiam, Jr.**  
*Kathy Wylde*  
**Tim Zagat**

Names in bold indicate Executive Committee members.

Names in italics indicate ex-officio members.

As of December 31, 2014

# 10

## Senior Leadership

**Fred Dixon**  
President and  
Chief Executive Officer

**Kevin Booth**  
Chief Financial Officer

**Kelly Curtin**  
Executive Vice President  
Membership &  
Destination Services

**Bryan Grimaldi**  
Chief Operating Officer  
General Counsel

**Nevah Assang**  
Senior Vice President  
Cultural & Community  
Relations

**Marnie Baretz**  
Senior Vice President  
Marketing

**Jerry Cito**  
Senior Vice President  
Convention  
Development

**Makiko Matsuda Healy**  
Senior Vice President  
Global Tourism  
Development

**Chris Heywood**  
Senior Vice President  
Global Communications

**Ed Hogikyan**  
Senior Vice President  
Marketing

**Donna J. Keren**  
Senior Vice President  
Research & Analysis

**Emily Lessard**  
Creative Director

**Rich Lovatt**  
Senior Vice President  
Finance

**Maria Wilcox**  
Senior Vice President  
Hotel Relations

**Peter Yacobellis**  
Chief of Staff

As of December 31, 2014



**810 Seventh Ave, 3rd fl  
New York, NY 10019**

**+1 212 484 1200 tel  
+1 212 245 5943 fax  
[nycgo.com](http://nycgo.com)**