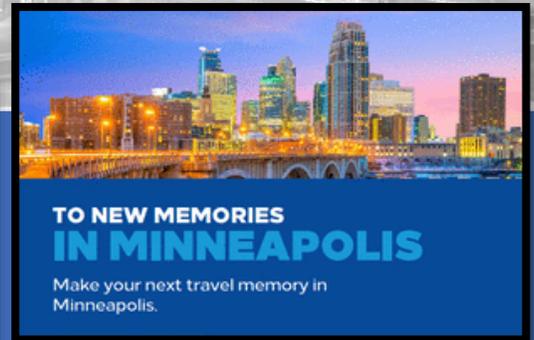




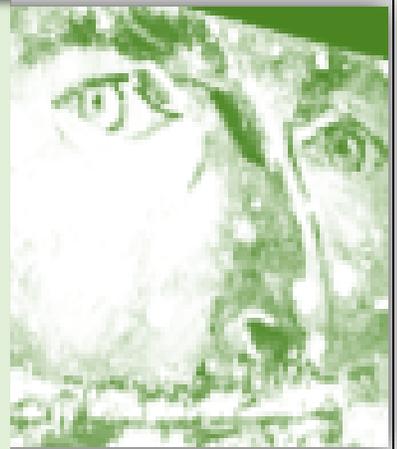
Minneapolis Customer Advisory Board November 17 – 19, 2021



The Advisory Board was welcomed and asked to provide candid feedback regarding ways in which Minneapolis can enhance sales, marketing and services to meeting professionals, association executives, attendees and key stakeholders. All opinions and constructive feedback are welcome and encouraged.

The following microsite houses all information related to the Advisory Board
<https://www.minneapolis.org/customer-advisory-board/>

All action items and recommendations are found at the end of this report.



Customer Advisory Board Members in attendance

- Lisa Marie Borchert - Manager, Corporate and Field Planning, Thrivent
- Sally Ann DeBolt - Director of Meetings and Events, Reading Recovery Council of North America
- Maureen Goodson - Executive Director, National Postal Forum
- Derrick Johnson CMP, DES - Independent Meeting Professional
- Kevin Johnson - National Meeting Planner, Kappa Alpha Psi Fraternity
- Katie Klanderud - Director Of Board Development, Minnesota School Board Association
- Julie Krueger - Meeting & Event Sourcing & Contracting Manager, Land O'Lakes
- Teresa Sorenson - Events & Exhibits Manager, Midwest Poultry Federation
- Debbie Van Ravenhorst - Regional Vice President, HelmsBriscoe

Meet Minneapolis & Minneapolis Convention Center Attendees

- Melvin Tennant, CAE - President & CEO
- Jeff Johnson - Executive Director, Minneapolis Convention Center
- Brent Foerster - Senior Vice President Destination Sales
- Jill Anderson - Senior Director of Marketing
- Madonna Carr, CMP - Vice President of Destination Services
- Stephanie Grimaldi - Director of Convention Sales
- Sue Murray - National Account Executive
- Courtney Ries - Senior Vice President Destination Branding & Strategy
- Tom Ruzsa - Director of Meeting Sales
- Katie Smith - Director of Sales and Marketing - Minneapolis Convention Center
- Tamara Spude, CMP - Director of Destination Services
- Betty Williams, CMP - National Account Executive
- Erica Bergum, DES - Destination Services & Events Manager
- Megan Wahman - Marketing Manager



Guest Speakers

- Dr. Simone Ahuja - Founder - Blood Orange
- Stacie Nerf - Senior Sales Account Executive - MICE - Delta Air Lines
- Sue Warfield, CPE - President - American Specialty Toy Retailing Association

Meeting Moderator

- David Kliman – President – The Kliman Group



Minneapolis Overview

Melvin Tennant - President & CEO - Meet Minneapolis

The following summarizes Melvin's comments:



2021 BOARD & CHAIR PRIORITIES STAFF STRATEGIC REALIGNMENT



Today's Outlook

- Minneapolis was hit harder than any other region/destination
 - Hotel occupancy dropped to 3%, compared to 25% nationwide
 - Experienced over 550,000 room night cancellations
 - We are recovering, but at a significantly lower/slower rate than national average
- Near-term projections reflect challenges to meet pace targets
- Traveler sentiment, visitor perception remains a big challenge
- DMO staffing will return to pre pandemic levels of 70 FTEs

Road To Recovery - Where do we want to be?

- Grow Definite Room Nights to >600,000 by 2024
 - Convert > 30% of Tentative Room Nights
 - Exceed Pace Targets
- Support Hospitality Job Growth to Pre-Pandemic Levels
 - Double current workforce numbers
- Double 2020 Annual Visitor Counts and Triple Spending
- Generate Convention Center and Lodging Tax Revenue

Recovery Plan Road Map

- Establishes Our Starting Point
- Identifies Key Challenges for Recovery
- Sets Strategies to Address these Challenges
 - Reputation Management
 - Meeting Planner/Attendee Confidence & Incentives
 - Leisure Visitors
- Provides Multi-Year Funding Mechanism
 - Destination Development/ Tourism Recovery & Improvement District
- Emphasizes Equity and Inclusion
- Builds Capacity for the Future
- The chart below represents initiatives and funds above and beyond normal DMO efforts and budget directed specifically towards recovery efforts:

ROAD TO RECOVERY How do we get there?



Customer Advisory Board

NEED AREA		INITIATIVE	2022-2024+ Investments
REPUTATION MANAGEMENT	Grow Meeting Planner and Event Owner Confidence	Recapture current lost business for future years	\$1,000,000
		Drive new business in competitive market	\$900,000
		Secure CONNECT Mega/Marketplace in 2023	\$815,000
		Secure MPI in 2025 or 2026	\$1,400,000
	Grow Meeting Attendee Confidence	Additional service offerings, safety etc	\$300,000
		Enhanced pre-promote activities	\$150,000
Leisure	Media Campaign	\$2,000,000	
FUTURE PROOF	Destination Development	Update Tourism Master Plan	\$75,000
	Build Sustainable Funding	Tourism Recovery Improvement District (TRID)	\$100,000
Total			\$6,740,000

Tourism Recovery & Improvement District (TRID)

- 2020 effort was very strong and initiatives made it to conference committee, but were ultimately unsuccessful due to differing priorities between the House and Senate
- Working with lobbyist on advance work for the session focused on:
 - Increase public sector support
 - Broaden support and engagement from statewide CVBs
 - Adjust bill language for consistency between legislative bodies and to account for feedback received during last session
- Here is a link to the history and background regarding [Tourism Improvement Districts](#)

Election Updates

- November 2, 2021 election resulted in 7 new council members and incumbent Mayor Frey was re-elected
- Doing outreach and education to new council members about Meet Minneapolis' work
- New leadership at the Council level; those roles will be voted on by the Council at their first meeting of 2022
- Meet Minneapolis has 6 seats for council members on its board. Working with the appropriate contacts at the City to fill those assignments in 2022

2021 ballot initiatives:

- **PASSED:** Government structure. The City will move to a system of a "strong mayor" which is common across USA
- **FAILED** Public safety initiative which would have created new department of Public Safety. The new slate of council members have stated that they are committed to moving toward a more comprehensive public safety strategy
- **PASSED** Rent stabilization initiative authorizes the council to draft policy to address affordable housing

Jeff Johnson - Executive Director - Minneapolis Convention Center

- Future plans include renovation and redesign of meeting rooms
- COVID-19 safety investments include new double filtration MERV 13 and bi-pillar ventilation and filter systems are in place
- [ASHRAE](#) standards are in place
 - Fresh temperature controlled air brought into meeting rooms 6 times hourly
 - Difficult to maintain consistent room temperatures
- Future Outlook for Business:
 - 3-year path matched with Meet Minneapolis plans to reach pre-pandemic revenue levels
- [New Plaza](#): located across from Convention Center features beautiful views and grass space balanced with unique sustainable designs including large patio deck and largest urban meadow in the Midwest. Irrigation from rainwater collected from Center's roof
 - 14 free activations during summer 2021
- CAB feedback:
 - Outdoor spaces offers ability to create modern learning environments with a "campus feel"
 - Easy to use for 60-90 minute lunches vs. longer events



Brent Foerster - Senior Vice President - Destination Sales

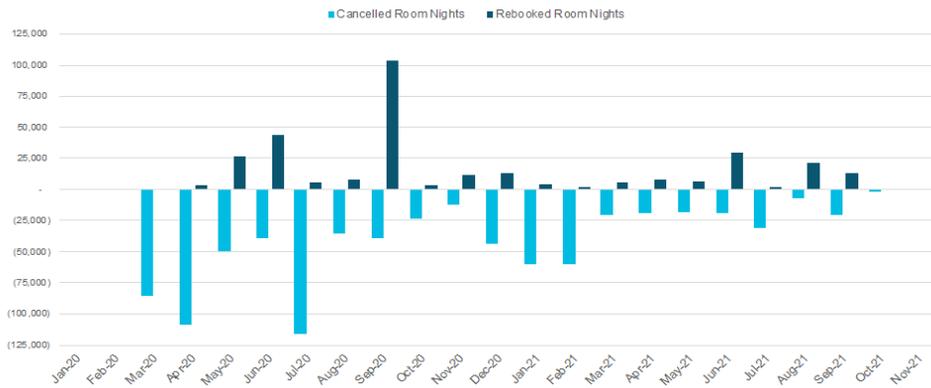
Meet Minneapolis

- Convention Center sales team is part of Meet Minneapolis and creates seamless booking and services experiences for planners
- Unknown factors regarding forecasting meeting attendance remains a reality
- Meet Minneapolis welcomes conversations with planners to discuss financial and other incentives to attract and retain new meetings and events



Customer Advisory Board

REBOOKED 40% OF CANCELLED ROOM NIGHTS

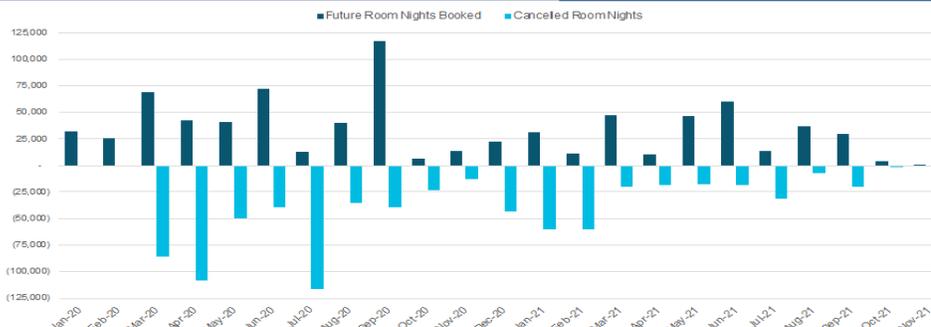


REBOOKED 40% OF CANCELLED ROOM NIGHTS



Customer Advisory Board

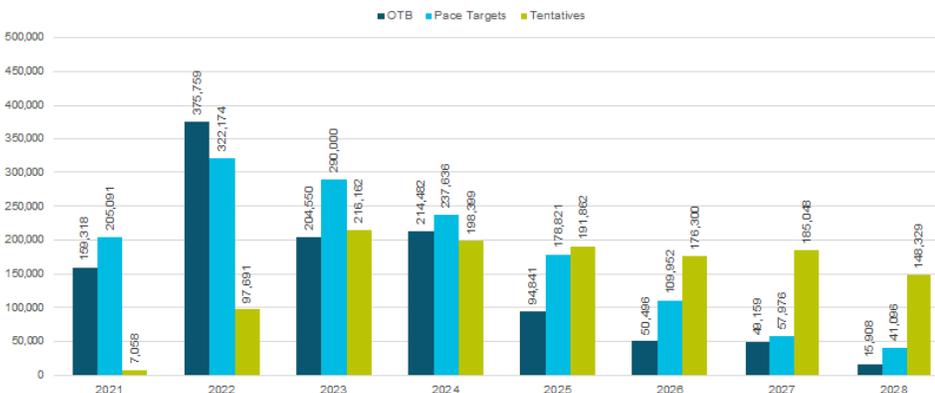
FUTURE BOOKINGS OUTPACING CANCELLATIONS



FUTURE BOOKINGS OUTPACING CANCELLATIONS



Customer Advisory Board



EXCEEDING BOOKING PACE IN 2022

**Transformational Trends -
A Community Leading The Path Forward**
Melvin Tennant & David Kliman



Melvin and David discussed how Minneapolis is confronting social justice, systemic racism, civil and social unrest issues spotlighted by the murder of George Floyd. The following summarizes their comments:

- First local COVID-19 case was reported January 21, 2020
- While the entire world experienced collective trauma like no other times, Minneapolis has experienced multiple simultaneous traumas and crises unlike elsewhere
 - Generated the need to reevaluate the DMO's organizational values
 - Added a genuine and strong focus on Diversity, Equity & Inclusion and Social Justice initiatives with defined links to the hospitality industry

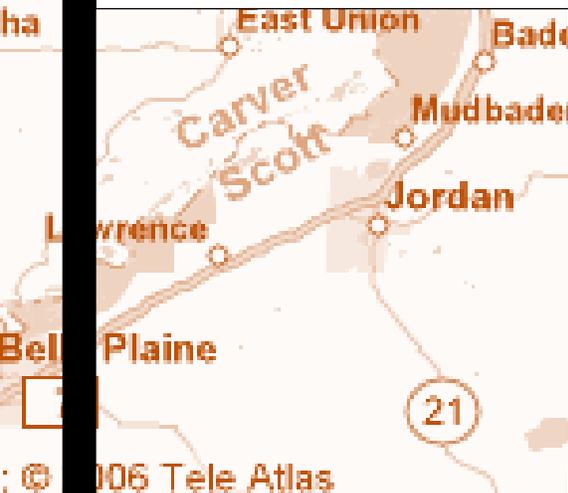
2020-2021 Minneapolis Journey: High Hopes, Hope Deferred

- Hope Renewed: Meet Minneapolis Response
 - Meet Minneapolis Mission, Vision, Values
 - Meet Minneapolis Legacy Project
 - Organization wide-Diversity, Equity and Inclusion Focus and Integration
- Destination Next: Transformational Trends Key Highlights:
 - **Destination Alignment:** Aligning the public, private and civic sectors drives destination performance
 - **Sustainable Development:** Destination and product development should combine people, planet, profit and policy
 - **Values Based Marketing:** A community's values, goals and creative energy are the new competitive
- The typical homogenous images used to promote most destinations directly contradicts the majority of travelers' demands for images and experiences that link to diversity, equity, inclusion, accessibility and sustainability
- Many planners look to how destinations respond to social justice and equity and want to work with those cities that embrace these values
- Values Based Marketing: A Community Leading the Path Forward



2020 – 2021 TIMELINE
HIGH HOPES, HOPE DEFERRED, HOPE RENEWED

 <p>COVID-19 CORONAVIRUS (SARS-CoV-2)</p>	 <p>UNEMPLOYMENT BENEFITS APPLICATION FORM</p>	<p>Hundreds demand justice in Minneapolis after police killing of George Floyd</p> <p><small>Protesters clash with police, who deploy teargas and stun grenades, following death of black man at hands of white officer</small></p>
<p>March 2020</p>	<p>Mid - May 2020</p>	<p>Late - May 2020</p>
<p>COVID-19 crisis and stay-at-home orders profoundly interrupted the local national hospitality/tourism industries.</p>	<p>Hospitality industry unemployment reaches 51% nationally.</p>	<p>Local, national and international outrage at the killing of George Floyd. Massive peaceful protests collided with unsavory elements used to inflict destruction on areas of the community already reeling from the COVID-19 impact.</p>



Values Based Marketing

- The overall quality of a destination’s visitor experience includes what local communities value, and how residents are striving to achieve their collective goals.
- Post COVID-19, creative, cultural and community energy will become a greater competitive advantage to help destinations not just be known, but be known for something authentic and meaningful
- Repeat visitors return to the same destinations because they want to be part of a community where the local cultural DNA aligns with their own identity and priorities.
- Communicating that subjective quality represents the next evolution of destination marketing.

REASON 1

A COMMUNITY LEADING THE PATH FORWARD

As the catalyst city for a nationwide movement in 2020, **Meet Minneapolis stands in solidarity** with our leaders from all backgrounds in recognizing the need to transform our city from the inside out—to ensure Minneapolis is both a safe and equitable place for everyone to live, work and visit.

Key Performance Indicators

2020 – 2021 TIMELINE

HIGH HOPES, HOPE DEFERRED, HOPE RENEWED

Group Room Nights
556,739 through December* - 104.1%

Goal: 535,000

Leisure Room Nights
>125,000 through December* - >100.0%

Goal: 92,000

MCC Revenue
\$21,211,742 through December* - 103.5%

Goal: \$20.5 million

Private Revenue
\$2,875,000 through December* - 110.4%

Goal: \$2.6 million

Key Performance Indicators as of December 31, 2019

HOPE RENEWED

A Community Leading the Path Forward

MISSION/VISION STATEMENT

To positively impact the economic and *social* prosperity of our Minneapolis community by attracting visitors, meetings and events which directly support jobs and local businesses and generate critical revenues.

ORGANIZATIONAL VALUES

<p>Service</p> <p><i>We Have A Spirit To Serve</i></p>	<p>Collaboration</p> <p>We Do Great Things Together</p>	<p>Inclusion</p> <p><i>We Champion Diversity, Equity and Belonging for All</i></p>	<p>Passion</p> <p>We Are Proud Ambassadors</p>	<p>Integrity</p> <p>We Are Honest And Transparent</p>
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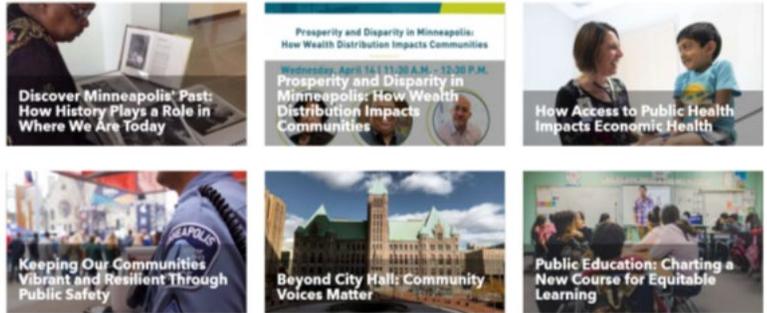
Committee Chairs:

- Betty Williams, CMP - National Account Executive
- Jen Schmid - Public Affairs Program Manager

Committee Members:

- Tyler Boike - Sports Operations Manager
- Michael Hernandez - Director of Visitor Services
- Tami Oats - Convention Sales Administrative Assistant
- David Nguyen, CISSP, MCSA - Director of Information Technology
- Tom Ruzsa - Director of Sales
- Hana Ansari - Digital Content Manager

Past Recordings



2021 BOARD & CHAIR PRIORITIES DEI INITIATIVES 2021



2021 BOARD & CHAIR PRIORITIES DEI INITIATIVES 2022



2021 BOARD & CHAIR PRIORITIES STAFF STRATEGIC REALIGNMENT



Objectives

- Develop targeted social justice and racial reconciliation initiatives for Meet Minneapolis team members and the broader hospitality/tourism industry that will assist in rebuilding and restoring hospitality industry workers, local businesses and the community at large.
- Demonstrate that the local hospitality industry is a major economic and social contributor to the community in both prosperous and challenging times.

[Destination Next](#) was discussed.

Meet Minneapolis
City by Nature

TOP 8

REASONS WHY MINNEAPOLIS

SHOULD BE YOUR NEXT MEETING DESTINATION

- #1 A COMMUNITY LEADING THE PATH FORWARD
- #2 DELTA AIR LINES HUB, COMPACT CITY - EASY TO EXPLORE
- #3 AWARD WINNING MINNEAPOLIS CONVENTION CENTER
- #4 9,000 ROOMS DOWNTOWN - ALL BRANDS, ALL BUDGETS
- #5 UNIQUE MEETING & EVENT VENUES
- #6 GREAT BITES, BREWS & FUN FOR EVERYONE
- #7 CITY BY NATURE: TOP PARKS, 22 LAKES & THE MIGHTY MISSISSIPPI
- #8 INCENTIVES: GET MORE FOR LESS IN MPLS

LEARN MORE AT minneapolis.org

Courtney Ries – Reputation Management

- Focused on authentically and effectively taking recent social and societal issues and making them part of the destination’s story vs. THE story
- Significant recent feedback from event professionals regarding safety perceptions including COVID and social unrest
- Perceived safety of hosting meetings in Minneapolis is a complicated issue
- Safety message developed using multiple channels and spokespersons
- Local populations’ safety (mis) perceptions are counterproductive and problematic; the DMO is working with these organizations to change perceptions:



Meet Minneapolis Customer Advisory Board
City by Nature

JOINT PROGRAM OF WORK

mpls downtown council **MPLS REGIONAL CHAMBER** **TwinWest CHAMBER OF COMMERCE** **Greater Minneapolis Hotel Association**

BOMA GREATER MINNEAPOLIS **HENNEPIN THEATRE TRUST ORPHEUM • STATE • PANTAGES • NEW CENTURY** **GREATER MSP**
Minneapolis Saint Paul Regional Economic Development Partnership

Improve perceptions of Minneapolis by residents living within 50 miles of the downtown core through a program of work focused on reputation management strategies

- Media coverage has been unfairly and overwhelmingly negative
- Meet Minneapolis Strategy & Tactics include:
 - Conversations with clients (“Here’s what’s really happening in Minneapolis”)
 - Influences on policy (“We support the evolution of public safety”)
 - Narrative storytelling/marketing (“A Community Leading the Path Forward”)
 - Proactive media pitching (“Here are stories you may be interested in that show a broader story of Minneapolis.”)
 - FAM/Tours (“Come and see what we see”)
 - Influencer outreach (“Look at the experience others are having”)

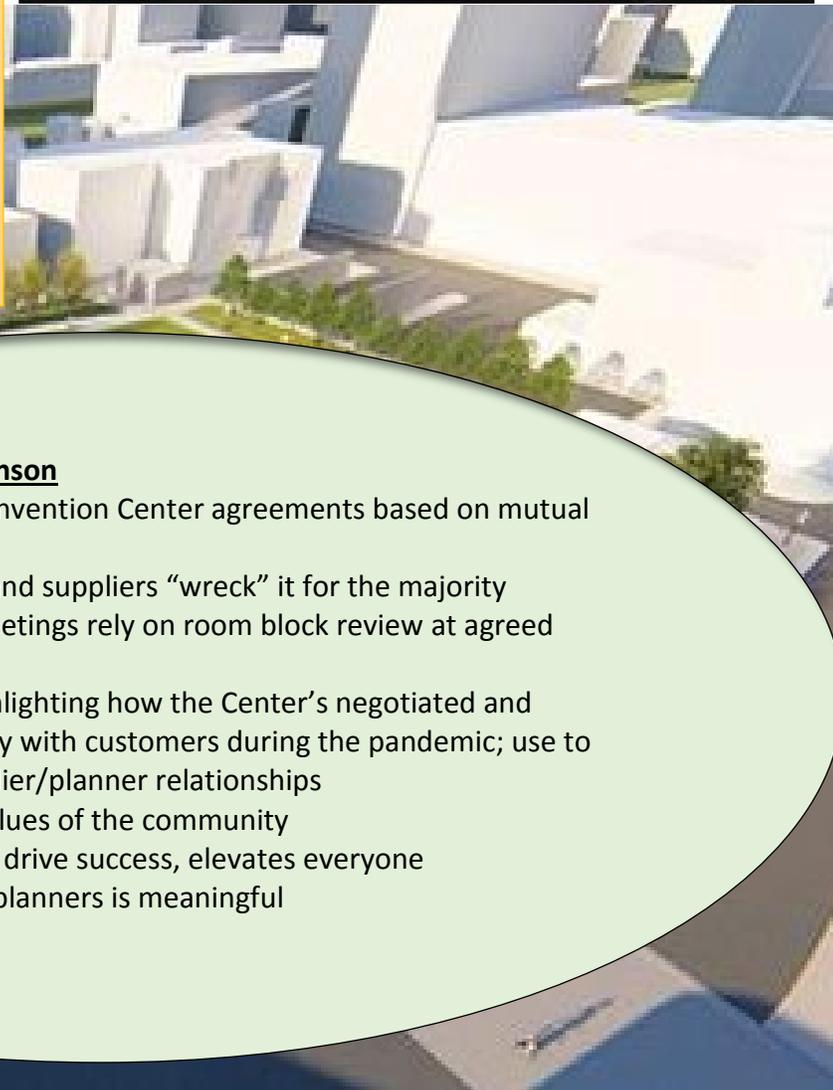
Jill Anderson - Future of Marketing: Focused on how the DMO can strengthen its messaging and where marketing goes from here. Jill outlined portals (MPI, PCMA, Cvent, USAE, Association Forum etc.) and tools used to market to event professionals. The Top 8 Campaign is in use:



Jill asked the CAB to talk about the values statements that support messages. The following summarizes the CAB feedback:

Recall of marketing campaign:

- Personalized emails were seen by some CAB members
- Cvent banner ads were recalled but not the city highlighted
 - When planners use Cvent, they're already focused on specific destinations
- LinkedIn posts were recalled
- Use of consistent themes, font, colors and images is helpful to enhance recall, but city images aren't effective in the small pictures in the ads
- IMEX booth:
 - Magic 8 Ball is "cute", but it's an unknown factor to Gen Z
- Most event professionals now work virtually making "mailed to office" paper publications a complete waste
- Consider adding ASAE to enhance relationships with association leaders



Termination Clauses – Jeff Johnson

- Develop and market Convention Center agreements based on mutual accountability
 - Some planners and suppliers "wreck" it for the majority
- Self-contained hotel meetings rely on room block review at agreed timepoints
- Create case studies highlighting how the Center's negotiated and shared risk and flexibility with customers during the pandemic; use to promote effective supplier/planner relationships
 - Speaks to the values of the community
 - Collaboration to drive success, elevates everyone
- Testimonies from peer planners is meaningful



Open Topics & Peer-to Peer Solutions

- Incentive programs can move the needle in site selection; most importantly any financial incentives that have meaningful impact on customers' bottom line
 - Airline tickets
 - % off rebates
 - One comp room per 35/40 etc.
- Leveraging external resources outside hotel, access to local speakers, discount rentals, sustainable food options, all of which engage the community
- Climate change and tourism industry actions to combat climate change and take a stance
 - Lack of meaningful data makes documentation cumbersome
 - Delta Air Lines has major sustainability initiatives that are outlined below
 - City of Minneapolis has significant sustainability measurement data, but it's not specific to impact of events
 - Measuring specific event impact cited as excellent opportunity
 - Convention Center can offer some data and this would link well to the "City By Nature" brand statement

Stacie Nerf - Delta Air Lines



DELTA EARNS J.D. POWER NO. 1 AIRLINE RANKING



THANK YOU
FOR MAKING US #1 IN
CUSTOMER SATISFACTION
AMONG AIRLINES.

For J.D. Power 2021 award information, visit jdpower.com/awards

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DELTA'S DIVERSITY, EQUITY & INCLUSION STRATEGY.

Empathy, respect and care for all.

Our goal is to connect and reflect the world — bringing people together and representing the communities that Delta serves.

- Goal to double % of Black Officers and Director-level employees by 2025
- 20K employees trained on unconscious bias in 2020

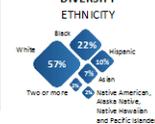
STRENGTHENED COMMITMENTS:

- Rebuilding Delta to better reflect our world
- Reimagining our talent strategy
- Addressing inequity
- Creating more opportunities for underrepresented groups
- Stepping up inclusion training at every level
- Committing to supporting our minority-owned business partners

SUPPLIER DEI PROGRAM

Delta to increase spend with diverse suppliers with plans to double spend with Black-owned businesses by 2025.

DELTA'S WORKFORCE DIVERSITY



Delta is a founding member of OneTen — a coalition supporting 1 million jobs for Black Americans over 10 years.

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CARBON NEUTRAL FROM MARCH 2020 ONWARD

Delta has an ambitious vision to fly sustainably by investing in:

- Carbon reduction** from decreasing jet fuel consumption and enhancing flying efficiency
- Carbon removal** by investing in innovative projects and technologies to take carbon out of the atmosphere
- Stakeholder engagement** to build coalitions that advance carbon reduction and maximize global impact

DELTA
FLIGHT TO NET ZERO™

"Connecting the world and protecting our environment for future generations cannot be mutually exclusive. You and your travelers should not have to choose between seeing the world and saving the world."

— Ed Bastian
CEO, Delta Air Lines

Committed \$1 billion over ten years to become the first carbon-neutral global airline

Book confidently knowing that Delta offsets jet fuel emissions when you and your travelers fly

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DELTA EDGE MEETINGS.

Delta's customers have access to exceptional service and a host of cutting-edge travel innovations in the air and on the ground.

-  **Rules and requirements:**
 - Must have an active Corporate Sales Agreement
 - Available for Corporate Travelers only
 - For any destination that Delta services from U.S./Canada Point of Sale and Point of Origin
-  **Eligible for backend incentive for meetings with 50 or more attendees traveling on Delta or Delta codeshare flights.**
-  **Automatically received the better discount between your Corporate Sales Agreement (CSA) and our Delta Meetings Network® discount (2%, 3%, or 10%*).**
-  **Take less than 30 seconds to register a meeting; plus, simplify the process event more by batch uploading all meetings at once.**

To sign up, contact your Delta Account Executive.

*Discount based on booked fare class
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DELTA MEETINGS NETWORK.

Delta's customers have access to exceptional service and a host of cutting-edge travel innovations in the air and on the ground.

-  **Intended for:** Associations, conventions and events with 50 or more travelers
-  **Requirement:** Travelers on Delta must originate from two or more cities going to a common destination within a defined window of time
-  **Domestic discounts** between 2-10% and **international discounts** between 3-10% (Applicable on Delta and Delta codeshare flights)
-  **Multi-meeting agreements** available
-  **Dedicated team of specialist** to help navigate every step of the way



To sign up, visit delta.com/contactus/meetingTravel and fill out the meeting request form.

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SKYTEAM GLOBAL MEETINGS.

Delta's customers have access to exceptional service and a host of cutting-edge travel innovations in the air and on the ground.

-  **Requirements:** Attendees must originate from at least 2 different countries other than the country where the meeting is being held.
-  **Attendees save** between 5-15% for international meeting, events, and conferences.
-  **Applicable** on all SkyTeam member airlines.
-  **Must have a minimum of 50 attendees** traveling by air.
-  **Participants may register** for the event 2 months to 5 years in advance.

To sign up, visit: skyteam.com/en/business-solutions/global-meetings

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WE'RE REOPENING THE TRAVELER EXPERIENCE.

See how we're expanding opportunities across the travel journey, while keeping safety top of mind.

TRAVEL JOURNEY UPDATES	DEDICATION TO SAFETY
 <p>Prepare for travel with operational updates.</p> <p>As vaccination rates increase and the world returns to travel, we're making the following adjustments to streamline travel and account for increased traffic:</p> <ul style="list-style-type: none"> • Removing middle seat blocks to meet more travelers' needs and provide more options when flying. • Reducing airport baggage and distorting mixers to accommodate more travelers at the podium to the plane. • Reopening Delta Sky Club® throughout the summer months with capacity levels in accordance to state and local regulations. • Expanding Club offerings to include assorted fresh foods and grab & go buffets. 	<p>CONTINUED PRECAUTIONS</p> <p>While we're making adjustments to the travel experience, we remain committed to safety and cleanliness through the following precautions:</p> <ul style="list-style-type: none"> • Increasing staff to help minimize crowding and long lines, enforce masks and distance safety measures. • Disinfecting screening flights on every flight. • Re-opening airport concessions for more space and seating besides the gate areas as travelers wait for their flights. • Maintaining plexiglass shields and routine cleaning of high-touch surface areas for traveler safety. • Requiring all employees and travelers to wear masks in accordance to government and medical guidelines. <p>EXPERT PARTNERSHIPS</p> <p>We consider expert advice, government guidance and public health recommendations when making any adjustments to the travel journey.</p> <ul style="list-style-type: none"> • We partner with Mayo Clinic to help minimize risk and implement health and safety protocols. • We work closely with local and international governments to help safeguard the return to travel. • We offer complimentary hand sanitizer on each flight in partnership with PURELL®. • We partner with United® Fire Solutions to disinfect surfaces and enhance cleanliness in the airport and on the aircraft. <p><small>Visit delta.com for more information about travel updates, safety standards and more.</small></p>

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American Specialty Toy Retailing Association (ASTRA)

Sue Warfield, President



Customer Report August 5 - 8, 2021

Sue provided an overview of ASTRA's recent meeting in Minneapolis; the following summarizes her comments:

- 2,100 attendees including 270 exhibitors
 - 2019 Pittsburgh numbers were closer to 3,000 with 420 exhibitors
- Some attendees had pre-meeting misconceptions regarding safety issues
 - Worked with the DMO to gather accurate information and this was communicated to attendees
 - Mayor's customized video was used and well received by attendees
 - Fact that Sue is local and has deep experience in the City was helpful
 - Positive and accurate communications by locals active on message boards was helpful
- Attendee satisfaction was very high
- All meetings and social events took place at the Convention Center and Hilton Hotel
- Mask requirements were in place at the Convention Center
- Hilton was head-quarter hotel
- Moved meeting from June 2021 to August 2021 to ensure maximize attendance; this resulted in lack of room availability at the Hyatt Regency
- Did not have attendee vaccination mandate and had no COVID-19 post meeting outbreak
- No hybrid component, but produced post market show with virtual exhibitors 14 days after the face-to-face event
- Forecast for future face-to face events and tradeshow:
 - Association innovation council is actively looking at the future of their events
 - Metrics and tools used to measure show effectiveness include January 2022 roundtables with select members to better understand key needs and issues. Also reviewing international shows (Nuremberg Germany) to understand market trends
 - Expect more regional events in addition to one large national show
 - Building of relationships at tradeshow is fundamental to the toy industry
 - Members are anxious to meeting face-to-face
 - Pre-registration for 2022 meeting in Long Beach, CA is very strong
 - Columbus, OH planned for 2023, 2024 dates are open
- Hottest toys are sensory [Fidget Toys](#)
- Summit Expos was show decorator
 - Used wide aisles but no social distancing of booths
- Educational Day on first day and was all in person
- Networking and social events
 - First evening: Networking meet & greet with cash bar at Hilton
 - Second night: Party – Convention Center Ballroom
 - Third Evening: Lip Synch contest in Convention Center Ballroom
- Very responsive hotel and convention center service delivery
 - Skywalk hours extended to accommodate evening events cited as a great experience
- Opportunities for improvement
 - Lack of independent restaurants due to pandemic was not controllable by the DMO

The Path to Higher Impact

Dr. Simone Ahuja is a bestselling author, keynote speaker and founder of [Blood Orange](#), an innovation and strategy consulting group with special expertise in innovation, jugaad (or frugal) innovation and intrapreneurship (innovation execution).

She is co-author of [Jugaad Innovation](#) #1 international bestseller called "the most comprehensive book yet on the subject" of frugal innovation by the Economist.



The following summarizes her comments:

- Change is the new normal
- Moving from reactivity to being agile and proactive is a successful means to manage change
- Embracing clear steps to confidently navigate change
- Democratize innovation is fundamental to problem solving
- Innovation is about finding and delivering new value (for many people)
 - Examples shared and brainstormed about improvised solutions and leveraging existing and limited resources
 - Empathy is critical to innovation
 - Limited resource constraints can spark innovative solutions
- CAB examples of Jugaad
 - Bakery owner shifted during pandemic to remotely teach people how to make charcuterie board (followed by shipping boards to participants)
 - New methods to seat bar patrons during pandemic space restrictions
 - New home office set up
 - Distilleries that shifted to hand sanitizer production
- Pandemic has created a unique time for self-reflection

Intrapreneurs are:

- Action Oriented
- Frugal by Nature
- Co-Designers
- Get and Manage Messy
- Married to the Mission
- Hackers

Intrapreneur [Balanda Atis](#) at L'Oreal was cited. She developed a new and financially successful foundation product for people of color even though her job was specifically focused on mascara.

What makes intrapreneurship so hard?

- Fear/risk aversion
- Lack of recourse
- Lack of incentives
- Existing Processes
- Competing priorities

Path to Highest Impact

- Innovation Index
- Place “Big” Small Bets (micro actions)
- Iterate to Innovation
- Build your Innovation DNA

INTRAPRENEURS CODE *ACTION PLAN*

intrapreneurship:
The act of behaving like an entrepreneur while working within a larger system or organization

NAME YOUR PATH OF *HIGHEST IMPACT*: _____

LEAD & *DREAM TEAM*: _____

Include at least one person with whom you have never collaborated, but who could help advance your experiment. Circle name of lead.

CURRENT DEFINITION OF *SUCCESS*: _____

What does a big win look like? What will you have learned?

KEY ACTION STEPS:

Lay out the tasks that have to happen to complete this experiment & then circle the items you can complete within 14 days. Make these steps as simple and specific as possible. Start with a verb (e.g. call, research, etc). Add in high level 30, 60, and 90-day actions. Assign a lead and goal date to each (www: Who will do What by When?)

ACTION	LEAD	GOAL DATE

METRICS:

Define what data you'll want to capture to assess the effectiveness of the experiment.

RESOURCES:

What do you need to make this happen? What resources do you already have? Who do you know or want to meet?

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The Hyatt team was recognized and thanked for their hospitality in hosting the CAB meeting. Melvin thanked the CAB members for their extraordinary feedback and ideas. The meeting was adjourned.

November 2021 - Action Items and Recommendations

Minneapolis Convention Center

- Provide indoor backup space for all events taking place in the new Plaza
- Flexible meeting room design:
 - Flexibility required to ensure effective event design configurations for each event
 - Revised spacious seating are highly desirable, no longer able to maximize room capacities
 - Event design needs to anticipate and accommodate multiple settings for attendees learning in diverse ways (standing, sittings, soft seating, pods etc.)
 - Enhanced modern fiber optic lighting and temperature control are needed
 - Abundant electric access points required
 - Hybrid meetings are here to stay and require infrastructure and bandwidth
 - Include ability to make last minute changes to allow hybrid meeting access
 - Easy access to hard wired internet lines
 - Anticipate technology changes
 - Ensure ability to accommodate multiple simultaneous groups
 - Effective navigation and wayfinding is critical
 - Leverage Center's sustainability assets and resources and document connection to planner's events and global climate change
 - Planners prefer neutral room design and consistency of meeting rooms
 - Chandeliers etc. should be used sparingly and typically in ballrooms only
 - Color changes can be used to differentiate floors and/or areas
 - For cancellations and performance both parties should be flexible and reasonable. Example: The venue should be flexible around damages owed but at the same time planners can't walk completely away from their obligation.

General Topics

- DMOs that genuinely position their destinations and venues as flexible and willing to partner with planners will truly differentiate themselves
- Offering turn-key on site supplier partners to manage planner funded COVID-19 testing and vaccinations is highly desirable
- Make it easier to contact all DMO employees
 - Redesign <https://www.minneapolis.org/about-us/staff-list-contact/> to include direct phone and email details and photos for ALL employees
- Highlight Minneapolis' philanthropic and civic engaged community and culture



Values Based Marketing

When asked “Does Values Based Marketing Matter to Planners and Key Stakeholders”? the CAB provided the following feedback:

- Definitively yes, extremely important to both corporate C Suite executives and associative executives
- The terminology *Values Based Marketing* resonates with planners
- It is the “north star of the events industry to help drive social and economic transformation in communities” and touches people’s emotions which turns into loyalty to the destination and supports of the DMO actions
- Aligning with planners’ organizational values is critical and meetings either won’t be considered or booked events get relocated from destinations that are not values based
- Because society has changed completely in the last 12-18 months, some believe Values Based Marketing should be the sole priority
 - Pragmatic issues (lift, dates, space etc.) don't need to be promoted because planners know how to easily access that information.
- Value Based Marketing as the core #1 focus
 - One year ago there was significant planner push back to this focus
 - There have been numerous negative comments from the marketplace
 - The DMO is committed to maintaining and promoting values based marketing

Reputation Management

- What isn’t measured, cannot evolve
 - DMO is doing good work in measuring critical data
 - Data is being used to advocate for changes, include TRID, data shows a gap between local and wider domestic perceptions
- Add accessibility to the DEI narrative
- Changing locals’ misperceptions is critical
- Providing the right tools is critical including:
 - Alignment with the decision making process; some Boards of Directors are more involved vs pre pandemic due to financial risks
 - Sharing local and state regulations which make attendees safe and secure and helps event professionals tell this story
 - Hosting key stakeholders (i.e. Boards of Directors) is “game changing” and helps change misperceptions and makes these leaders become advocates for the destination
 - Offering planner testimonials in all formats (video, written, ads, etc.)
 - Sending planners video messages in embedded formats (vs attachments) using tools such as www.bombbomb.com



November 2021 - Action Items and Recommendations (continued)

Advertising:

- *Top 8* ad should be redesigned to focus instead on a single values based topic: i.e.: “Changing the World Starts Here”
 - Too much information, small bite sized content is much more desirable
 - Some prefer ads to focus on financial incentives
 - Some like reverse psychology: “Don't click on this link”
 - Some polled their teams and responses to homework regarding video vs print was mixed, 50% like video and 50% like print
 - Ties to educational learning and links to planners; example of today's Hilton lunch that created a memorable and unique experience (orchestrated serendipity that ties to the destination)
 - Some felt the campaign lay out and images were “too busy” and overwhelming, make it simpler, “strip-it down”; leave planners wanting more
 - “Why Minneapolis”, followed by top 8 reasons
 - One person didn't like sunset image, prefers sunrise image
- Recent memorable campaigns
 - [Iceland](#) viewed 6 million+ times in less than one week since release
 - [Indy](#) boutique hotel campaign
- Use Connect 2023 to pre-promote the destination (experiences vs traditional advertising)
 - Create subcommittee of CAB members to brainstorm ideas to promote Connect 2023
- Host sales missions/events in major cities to attract planners, especially those working from home who crave networking opportunities and leverage values based experiences to tell Minneapolis' story
- Create customized automatic response messages to planner's Cvent searches when the DMO is copied.
 - Currently, planners get generic responses. Responses should be customized
- Use Cvent's “Promotions” page to promote Minneapolis
- Recommended booking Incentives:
 - \$8.00 per room rebate, airline voucher, parking costs, 3% rebate to master and discounts at convention center are attractive.
 - 1 comp room per 35, but small catering discount and planner hotel points are not attractive, planners can get those as part of negotiating.
 - Consider comp coffee break, VIP amenities, discount or money for outlets, double hotel points for attendees
 - Could be menu option: "pick two" items

The Community Leading the Path Forward is the story, proof points include:

- DMO Values
 - Service, Collaboration, Inclusion, Passion are the story
 - Use images and stories that connect to the core narrative
- Pragmatic issues of dates rates and space do not need to be highlights; planner know how to access that information
- Communicate genuine values based narratives
- Reword the narrative to make it more descriptive beyond the general statement, make it “direct and in your face”

