



Team San Jose



ANNUAL REPORT
FISCAL YEAR 2023-2024

ABOUT TEAM SAN JOSE

Team San Jose is an innovative partnership unifying the San Jose Convention and Visitors Bureau, hotels, arts, labor and venues to deliver an exceptional visitor experience and serve as the gateway to San Jose as a destination. Our company manages the San Jose Convention Center and Arts and Entertainment venues including the California Theatre, the Center for the Performing Arts, Montgomery Theater, San Jose Civic and South Hall.

Team San Jose operates under the consumer brand names Visit San Jose and San Jose Theaters for destination sales and marketing efforts.

MISSION STATEMENT:

Team San Jose promotes San Jose as a destination to stimulate economic development that benefits our community.

VALUES STATEMENT:

- We empower leaders in the arts, business, labor and hotel communities to work together.
- We are dedicated to an open and honest dialogue among diverse partners.
- We are devoted to making San Jose a desirable destination for local, national and international visitors.
- We are committed to fiscal responsibility and accountability to the customer.
- We are dedicated to providing a unique and compelling customer experience.
- We are committed to investing in opportunities and practices that advance diversity, racial equity and inclusion as the right and smart objective to implement to position Team San Jose to succeed.



DEAR FRIENDS AND COLLEAGUES,

Last year, Team San Jose diligently continued efforts that addressed the post-pandemic shifts in meetings, conventions and group business through forging and optimizing new directions in all lines of business. Securing groups to fill our venues and create local employment remains our top priority; however, the aforementioned shifts made it imperative to retain momentum in the new verticals and further reposition efforts to ensure that we are top of mind in new places and industries — particularly those that hadn't considered San Jose as an option in the past.

In addition to the important and expanded work from our Sales, Marketing, Event Services and Theaters teams, this year we invested in a brand-new staff position for Team San Jose. Our new Director of Community Engagement, Nicole Doña, was hired as an important organizational commitment to strengthen ties with local communities and businesses. By building stronger business relationships throughout San Jose — with a renewed emphasis on BIPOC and women-owned-and-operated businesses — we have created an invaluable flow of information, communication, employment pipelines and opportunities for us all.

Further, we are committed to assisting community partners through enhancing their sales, marketing, and earned media outreach efforts, ultimately driving a new positive impact on their bottom lines. Finally, these stronger channels between local businesses and Team San Jose serve to connect our businesses with prospective clients. In a city where innovation is so highly valued, it's a joy to showcase homegrown entrepreneurs that are fueled by their creativity and passion.

We are pleased to present the Fiscal Year 2023–2024 Annual Report. We thank our partners, our champions, our local businesses and our communities. You are everything to the work that we do. Through this look back, we hope you see what we do, that we are poised and ready for all we will accomplish together in the coming year.

Onward,
John LaFortune, President and Chief Executive Officer
Brent Gaines, Chairman of the Board



JOHN LAFORTUNE
*President and
Chief Executive Officer*



BRENT GAINES
Chairman of the Board

SPOTLIGHT ON COMMUNITY ENGAGEMENT

GETTING THE WORD OUT,
BRINGING THE COMMUNITY IN

Our teams have traditionally concentrated their communications and conversion efforts on groups and travelers from across the state, the country and around the globe. When we host the world's most influential companies, thought leaders and change-makers, they make a huge impact on our local economy and, in turn, spread the word about just how special San Jose is as a community and destination. The missing piece was that members of our own community didn't know much, if anything, about our work. This year we made a more concerted effort to share our story with our neighbors and to invite them to join us.

**“WE WANT EVERY SINGLE SAN JOSEAN
TO UNDERSTAND THE IMPORTANCE OF
TOURISM TO THEIR COMMUNITY.”**

- Nicole Doña,

NEW DIRECTOR OF
COMMUNITY ENGAGEMENT

1 VOLUNTEER-LED
MURAL PROJECT

2 COMMUNITY CLEANUP
EVENTS WITH THE
MAYOR'S OFFICE

3 COACHING PROGRAMS
WITH BIPOC AND
WOMEN-OWNED
BUSINESSES

60-DAY ALL EVENTS
CALENDAR LAUNCH

70-PLUS MEETINGS WITH LOCAL
BUSINESSES AND LEADERS

400 CIRQUE DU SOLEIL
TICKETS GIFTED TO
LOW-INCOME FAMILIES





COMMUNITY OUTREACH STRATEGY

We proudly created a new role this year and welcomed Nicole Doña as our first director of community engagement. Born and raised in San Jose, Nicole was the perfect choice for this position, and she has accomplished much in under a year.

NURTURING TALENT

A large portion of Nicole's role has involved reaching out to local businesses and community-based organizations to share information and assess best how we might partner. She immediately identified several BIPOC and women-owned businesses with the goal of creating a pipeline for enterprises to reach potential clients at the convention center, in theaters, in the hospitality industry and beyond. Those efforts included a vendor fair, personalized coaching sessions, cross-disciplinary introductions and helping these business owners prepare presentations so they could put their best foot forward for prospective clients.

SAN JOSÉ STATE UNIVERSITY HOSPITALITY SCHOLARSHIP

We are fortunate to represent and be a part of the San Jose and global hospitality industry. In fact, many of us at Team San Jose began our careers in entry-level hospitality jobs, so cultivating the next generation of talent and leadership is an important part of our work. This year, to do this, we established the Team San Jose Kirchgesler Scholarship at San José State University.

Beginning this fall, the scholarship will award \$10,000 annually to a third or fourth-year student pursuing a degree in hospitality, tourism and event management. The scholarship was created to honor Karolyn Kirchgesler — our former president and CEO who passed away far too soon. Those of us who were fortunate enough to know her appreciated her great passion for this industry and San Jose. Through this fund, we are proud to ensure her legacy of mentorship and civic service for future generations of hospitality leaders.



COMMUNITY OUTREACH STRATEGY

COMMUNITY INITIATIVES

In this first year, Nicole has already conducted over 70 meetings with organizations and leaders in the community and has established ongoing conversations with key stakeholders that align with our values.

Under Nicole's leadership, we revamped, improved and deployed a 60-Day All Events Calendar of high-profile events in the Team San Jose managed-facilities. Events such as NVIDIA, SynBioBeta, SID Display Week and FanimeCon 2024 have been featured. The calendar keeps nearby businesses informed of when they can expect busier periods so they can be prepared with adequate staffing and inventory.

This year, over 30 volunteers from Team San Jose came together on multiple Saturday mornings to help with community cleanups. We also joined hundreds of locals and the San Jose Downtown Association for the San Pedro Square Market street mural project.

ARTS AND CULTURE

When KOOZA by Cirque du Soleil came to town, we made sure that opportunities were available for low-income families to attend. We partnered with local nonprofits to secure \$25 tickets for 400 families and students. We also partnered with the SJ Public Library to create a free arts and reading program for over 100 children, including a story time with KOOZA cast members.

We have a lot more in store in the coming months and years. Stay tuned!



**“TOGETHER, LET’S CONTINUE TO
ELEVATE TEAM SAN JOSE AS A
BEACON OF COMMUNITY AND
ECONOMIC IMPACT.”**

- Nicole Doña,

**NEW DIRECTOR OF
COMMUNITY ENGAGEMENT**

THE STATE OF CONFERENCES

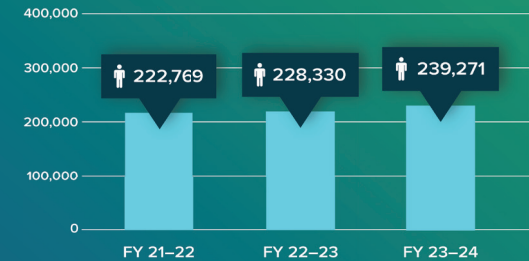
Meetings, conventions and events play a vital role in San Jose's economy and contribute to the innovative spirit of the destination. Team San Jose takes great pleasure in offering a unique place for local groups, regional businesses and national organizations to meet and to explore San Jose's unique culture. As we continue to assess the post-pandemic meetings landscape, the Sales team continues to shift strategies to evolve with the times.

By expanding outreach to a variety of different groups, we have successfully driven results, leading to a total attendee spend of \$75.6 million throughout TSJ-managed facilities for FY23-24. The experience and feedback from attendees and organization leaders has been overwhelmingly positive with 100% of event planners saying they would return for a future event. This feedback demonstrates that the tactics are delivering.

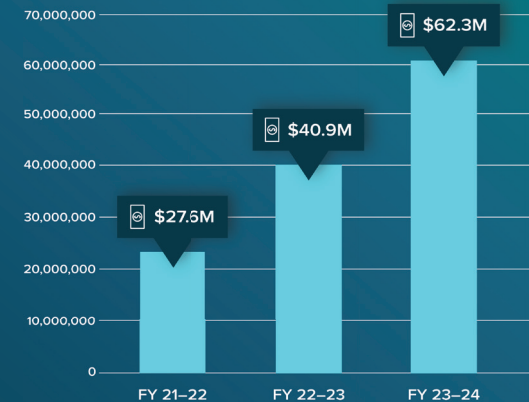
CONFERENCE GROWTH:

- 45% YOY growth in visitor spending at convention center facilities with nearly a 5% increase in attendees over the last year.
- During the FY23-24, total attendance at TSJ-managed facilities was nearly 240,000 people.

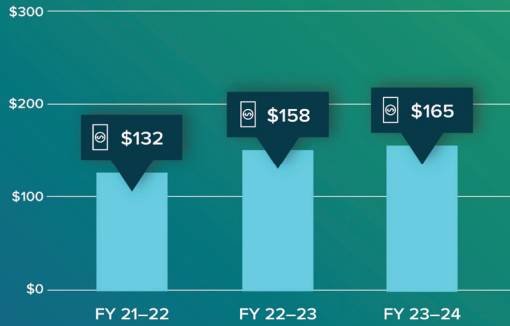
ATTENDEES AT CONVENTION FACILITIES (SJCC AND SOUTH HALL)



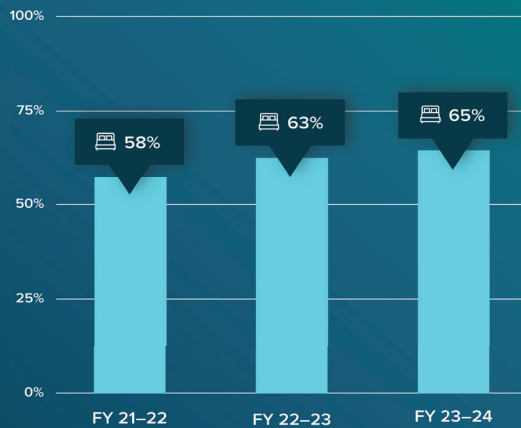
ESTIMATED VISITOR SPENDING FROM ATTENDEES OF CONVENTION FACILITIES (SJCC AND SOUTH HALL)



AVERAGE DAILY HOTEL RATE BY FISCAL YEAR



PERCENTAGE OF HOTEL ROOMS OCCUPIED BY FISCAL YEAR



HOTEL REVENUE SUCCESS

Throughout FY23-24, San Jose's hotels continued to see growth in occupancy each day of the week. The hotel occupancy rate was highest on Tuesdays and Wednesdays at 72%. Calendar year-to-date information has especially seen significant growth YOY. From January to June 2024, San Jose saw an average daily hotel rate of \$169.98 compared to only \$158.38 from the same time period in 2023. Hotels also reported a 7% increase the first six months of the fiscal year compared to a 3% increase from the year prior. San Jose hotel performance led our competitive set of 13 destinations in YOY growth in revenue per available room (RevPAR) by producing a 14.9% increase for this time period. Team San Jose's sustained strategic efforts across theaters, sales, earned media, paid marketing, organic social and community engagement have all contributed to this important recovery path for our hotel partners.

TEAM SAN JOSE FY23-24 OVERVIEW

The numbers speak for themselves. Take a look at the results that have come from our efforts this year.

OPS / FINANCE



51 EVENTS IN THE
SAN JOSE MCENERY
CONVENTION CENTER
AND SOUTH HALL



239,271 ATTENDEES IN
CONVENTION FACILITIES
(SJCC AND SOUTH HALL)



\$75.6M TOTAL ATTENDEE
SPEND IN TSJ-MANAGED
FACILITIES



\$43.4M IN GROSS
OPERATING REVENUES



\$5.7M IN GROSS
OPERATING RESULTS



100% OF SURVEYED
EVENT PLANNERS
WOULD RETURN TO
SAN JOSE FOR A
FUTURE EVENT

HR



103 FULL-TIME
EMPLOYEES



1,407 PART-TIME
EMPLOYEES



72 EMPLOYEE
TRAININGS COMPLETED

SALES



121,835 HOTEL
ROOM NIGHTS SOLD
FOR ALL YEARS



41 TRADE SHOWS
AND CLIENT
EVENTS ATTENDED



1,252 EVENT LEADS
ACQUIRED FOR
FUTURE YEARS

THEATERS



232 EVENTS IN SAN
JOSE THEATERS



603,643 THEATER
ATTENDEES

THEATERS IMPACT



\$13,292,621 TOTAL
ATTENDEE SPEND



20% YOY GROWTH



SAN JOSE
THEATERS

SALES

With expert knowledge of our convention center, theaters, hotels, local businesses and cultural institutions, our Sales team is the go-to resource for planners to create a successful conference or meeting. We have had the privilege of hosting the world's biggest and most innovative events, yet flexibility and personalization are at the core of what we do for groups of all sizes.

In the heart of Silicon Valley, we have an important reputation as the world's technology home; however, the tech sector's needs are still evolving post-pandemic. To stay abreast of market changes, we are expanding our reach and strengthening local tech partnerships with new verticals in the space. We have opened our doors to the booming AI industry, biotechnology, pharmaceuticals, and in-state regional and local associations.

We work hand-in-hand with planners to customize events, whether that means hosting a special event in a Team San Jose-managed theater or organizing off-site social gatherings at The Tech Interactive, MACLA or local businesses like Mezcal, Rollati or Eataly. By plugging in to our local community and using the opportunity to educate partners on all we can do, we directly benefit our critical downtown businesses and create dedicated ambassadors for both the City of San Jose and Team San Jose.

**“MORE THAN EVER, IT’S
IMPORTANT FOR TEAM SAN
JOSE TO TELL OUR OWN STORY.
WE HAVE DIVERSIFIED THE
TYPES OF GROUPS THAT HOST
THEIR EVENTS HERE, AND WE
ARE MORE DIRECTLY ENGAGED
WITH COMMUNITY OUTREACH.”**

- Matthew Martinucci,
VICE PRESIDENT OF SALES AND
DESTINATION SERVICES





SALES TACTICS

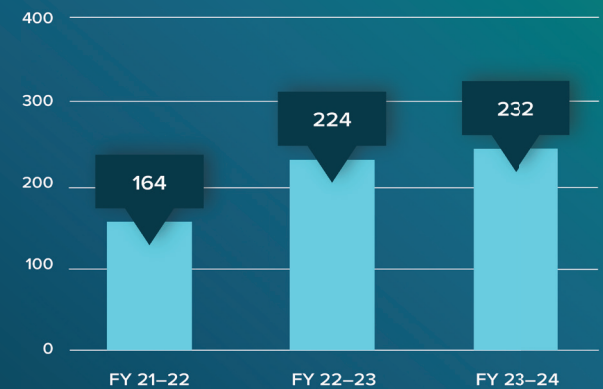
San Jose is much more than a concentration of tech companies; we are an incubator for ideas and innovation. Our priorities have shifted to enhance our reach within our own community, partnering with local stakeholders to create dynamic, exciting and world-class events. Armed with that knowledge, we have unlocked access for other industries to enter our world-class facilities throughout the calendar year. Our success is not just measured in revenue, but also in the number of booked days in our facilities and increased foot traffic to our Downtown.

SAN JOSE THEATERS

Team San Jose manages multiple world-class performing arts venues: the California Theatre, the Center for the Performing Arts, the San Jose Civic and the Montgomery Theater. Not only do our theaters raise the curtain on some of the best shows on the West Coast, but they also provide our larger convention center clients with stunning spaces to use beyond their convention center programming. Since we are an “open house,” our city-owned facilities do not restrict booking to one promoter. Any organization is able to book their programs in the theaters. For our local cultural groups, these architectural treasures are truly special assets to our community. For our clients, we are grateful, and we look forward to preserving and promoting them as one-of-a-kind event locations for years to come.

94% DAYS OCCUPIED
20% YOY GROWTH
603,643 THEATER ATTENDANCE
\$13,292,621 TOTAL ATTENDEE SPEND

NUMBER OF PRODUCTIONS BY FISCAL YEAR



DIGITAL MARKETING STRATEGY

FY23-24 CONSUMER CAMPAIGN OVERVIEW

Our primary FY23-24 goal was to maintain the strong return on ad spend (ROAS) as the FY22-23 consumer campaign. Not only did our efforts achieve this goal, but we surpassed it, reaching an impressive \$38.25 ROAS. Our objective was to drive hotel bookings and revenue in support of local hotels and business owners. Our always-on approach continued to be successful as it utilized a mix of key endemic, digital and premium publishers. Creatively, we continued to feature local businesses, artists, community events and experiences, and our global restaurant scene in our digital assets. Our “San Jose Love” creative emphasized the importance of the diverse local community across our digital, search and paid social media channels.

Our partnership with Visit California expanded, which allowed us to enhance our storytelling capabilities. This included a San Jose feature in both print guides, various email newsletters and digital custom content such as a feature on the historic New Almaden neighborhood. Also, a summer production shoot focusing on sports allowed us to capture a host of new assets that we look forward to incorporating into a partnership paid marketing program with the San Jose Sports Authority and the San Jose Mineta International Airport.

Also of note, we worked with local arts agencies who requested assistance on marketing strategies and employed these strategic marketing plans to drive their specific needs. Through this, our organization elevated the reputation of San Jose arts organizations. This work benefits arts partners through awareness, direct ticket sales, PR support and more, at no additional cost to partners, and so their limited funds can be directed other ways.

ALL RESULTS:

TOTAL RETURN ON AD SPEND: \$38.25

REVENUE GENERATED: \$36,743,274

HOTEL REVENUE: \$15,729,084

FLIGHTS REVENUE: \$19,384,390

TOTAL BOOKINGS: 61,245

HOTEL BOOKINGS: 46,628

FLIGHT BOOKINGS: 14,617

IMPRESSIONS: 89,218,312

INQUIRIES: 6,407,415

PAID SOCIAL RESULTS:

IMPRESSIONS: 36,839,151

CLICKS: 194,447

INQUIRIES: 116,121



ALL RESULTS:

IMPRESSIONS: 57,037,782

INQUIRIES: 1,424,472

PAID MEDIA GENERATED LEADS: 4,163

(webinar leads provided by media vendors, RFP submissions via GA, direct on-site and modal sign-ups)

PAID SOCIAL RESULTS:

IMPRESSIONS: 18,158,759

CLICKS: 26,372

INQUIRIES: 1,370,905

DIGITAL MARKETING STRATEGY

FY23-24 MEETINGS CAMPAIGN OVERVIEW

In FY23-24, our meetings campaign strategy shifted to an increased focus on lead generation. Our primary goal was to increase our meetings leads by 4% year over year, which we successfully achieved with 4,163 media leads, surpassing our goal of 3,790. We garnered these leads through webinar placements and paid emails reaching valuable databases of national meetings planners. We increased our qualified leads and bookings through RFP submissions, direct on-site and meetings modal sign-ups. All meetings campaign creative continued to feature our iconic venues as well as local experiences meeting attendees can enjoy while in San Jose. We targeted meetings planners for all types of groups to maximize group hotel bookings and new business opportunities.



EARNED MEDIA

The marketing and communications team prides itself on growing a positive brand image across local, regional, national and international publications, and news organizations through our earned media efforts. We support local businesses and cultural partners across all neighborhoods by vetting unique earned media opportunities that are customized to our partners' needs. This fiscal year, our comprehensive strategy led to increased performance compared to FY22-23 while ensuring our messaging resonated and supported overall business objectives. In FY23-24, the team secured 271 placements in national and local publications which had the impact of:

- **442.7M unique views**
- **Advertising value of \$3.8M**

The first half of the fiscal year had an immense impact on Team San Jose's earned media success. The increase is attributed to international and national TV broadcast exposure. To highlight a few examples, we saw coverage on "ABC World News Tonight with David Muir," secured an interview with the Savannah Bananas at Excite Ballpark and created placements that highlighted Beyoncé's citywide activations. We also received exposure in a countrywide Canadian TV morning show media blitz from a travel writer that we hosted here.








The second half of the fiscal year focused on driving economic impact by pitching meetings, featuring the city as a backdrop for tech launches and debuts, promoting the sports scene in San Jose and much more. These efforts drove success for these initiatives through coverage in SEEMA, Samsung, ABC and Fox outlets.




ORGANIC SOCIAL MEDIA GROWTH

Social media has become a cornerstone for modern day communication and branding, especially when it pertains to engagement, awareness and outreach. The marketing and communications team leveraged social media channels to connect with our audiences and entice users to travel to and explore the diverse neighborhoods, unique cultural events and culinary experiences San Jose has to offer. Establishing a digital presence through channels like Meta platforms and LinkedIn has amplified our reach and enhanced visibility for the greater destination and our local partners. The Visit San Jose follower count saw an increase across all profiles when compared to June 2023. Although the follower growth is impressive, the more encouraging metric is that average engagement sustained 5.5% across all platforms. The content strategy for FY23-24 social posts was to highlight small businesses, local celebrations, holiday festivities and upcoming sporting events.

SOCIAL FOLLOWER COUNT

PLATFORM	FY22-23	FY23-24	YOY
 FACEBOOK	30,475	30,626	0.50%
 INSTAGRAM	28,545	33,298	16.65%
 LINKEDIN	3,105	3,437	10.70%
 YOUTUBE	460	479	4.13%
 PINTEREST	633	676	6.79%
 TIKTOK	371	1,258	239.08%
 THREADS	-	5,936	-

An aerial photograph of downtown San Jose, California, featuring various high-rise buildings and a prominent church with a dome. The image is overlaid with a semi-transparent teal color. In the background, rolling hills are visible under a clear sky.

“TEAM SAN JOSE WAS A VITAL PARTNER FOR SAN JOSE JAZZ’S SUMMER FEST 2024, SHARING MARKETING KNOW-HOW AND RESOURCES TO HELP US REALIZE OUR TICKET AND HOTEL ROOM NIGHT SALES GOALS. IN DOING SO, THEY HELPED US DEMONSTRATE THE POWER OF LIVE MUSIC TO BRING BOTH PEOPLE AND BUSINESSES TO DOWNTOWN SAN JOSE.”

— Brendan Rawson,
EXECUTIVE DIRECTOR OF SAN JOSE JAZZ

BOARD OF DIRECTORS

Team San Jose is overseen by a Board of Directors made up of 18 representatives. Of the total, 16 voting members are from the hotel, labor, business and arts communities. Two liaison seats are held by representatives of the City of San Jose.

BUSINESS COMMUNITY PARTNERS



TAMARA ALVARADO
David & Lucile
Packard Foundation



MICHAEL E. FOX, JR.
Goodwill Industries of
Silicon Valley



MICHAEL MULCAHY
SDS NexGen Partners, LP



LEAH TOENISKOETTER
San Jose Chamber
of Commerce



RU WEERAKOON
Weerakoon Company

CITY PARTNERS



KERRY ADAMS HAPNER
City of San Jose



OMAR TORRES
Councilmember, D3,
City of San Jose

HOTEL PARTNERS



BRENT GAINES
Chairman of the Board
Hotel Valencia Santana Row



YVES HANSEL
Treasurer, Holiday Inn
San Jose – Silicon Valley



CATHERINE HENDRICKS
Hilton San Jose



JOHN SOUTHWELL
San Jose Marriott

ARTS PARTNERS



SHAWNA LUCEY
Opera San Jose



ROBERT MASSEY
Symphony San Jose



DANA ZELL
Children's Musical
Theater San Jose

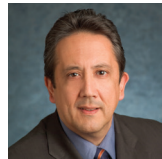
LABOR PARTNERS



JEAN COHEN
South Bay Labor Council



BILL FAIRWEATHER
IATSE Local 134



ENRIQUE FERNANDEZ
UNITE HERE Local 19



OWEN MURPHY
Sign Display Local 150

DEPARTING BOARD MEMBER



CHUCK TOENISKOETTER
Toeniskoetter Development, Inc.



SENIOR TEAM



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President & CEO



IHAB SABRY
CFO



MADINA MOORE
EVP of Human Resources



LAURA CHMIELEWSKI
VP of Marketing & Communications



TANYA FLEMING
VP of Operations



MATTHEW MARTINUCCI
VP of Sales & Destination Services



BENJAMIN ROSCHKE
VP of Research & Strategic Development

THANK YOU!

An enormous thank you goes to our Board of Directors and to the dedicated staff at Team San Jose. Your tireless efforts have infused fresh energy into San Jose as we elevate our presence within the local community and expand our reach across an array of industries. We are grateful for your support and look forward to the next year together.

Thank you for all of your hard work with Team San Jose and for the continued success and economic benefit for the city of San Jose.

