

Regional Tourism Marketing Plan

July 2018



DRIVING SUCCESS

MGM Springfield understands and respects the importance of not only supporting local and state-wide businesses, but amplifying them to ensure that visitors from both in and out of the region experience all that Western Massachusetts has to offer.

This coupled with the extensive equity and reach of MGM Resorts' brand and M life Rewards database, creates the optimal marriage of success.

The following pages summarize a comprehensive, proprietary marketing business plan to drive visitation and incremental revenue to the property, city and region through a multitude of channels including: advertising, database, cross-marketing & partnerships, entertainment and employee marketing.

MARKETING OBJECTIVES

1. Use MGM Resorts' brand equity to position MGM Springfield, Pioneer Valley and Western Massachusetts as a world class, full-service tourist destination for the region.
2. Develop and cross-market relationships with local businesses and attractions to further position Western Massachusetts as a premier destination for travel and tourism.
3. Encourage visitation from outside of Massachusetts by leveraging the MGM brand, M life Rewards database, and collaborating with local, regional, and state tourism agencies.
4. Create an environment where customers can experience unparalleled excitement through a diverse portfolio of events and entertainment designed to attract new visitors to the region.
5. Implement a dynamic and consistent marketing strategy, exclusive of seasonality impacts, designed to drive revenue to MGM Springfield and thereby Western Massachusetts.
6. Develop a seasonal tourism strategy that leverages active-cross marketing and visitation patterns to partner with recreation and entertainment attractions such as Tanglewood, Six Flags, regional ski and golf resorts and outdoor adventure venues.

REGIONAL TOURISM & ATTRACTION PARTNERSHIPS



Greater Springfield Convention Visitors Bureau

MGM understands and appreciates the important role the GSCVB plays in driving visitation to the Region and is honored to partner with them to enhance our positioning as a premier attraction in the Region as well as support cross-marketing and visitation for the entire Region and its attractions through a multi-faceted partnership:

- MGM Springfield General Manager, Alex Dixon, Executive Committee
- Substantial financial investment through enhanced membership and marketing funds
- GSCVB brand exposure throughout MGM Springfield on-property touchpoints
- Sharing of research and customer profile studies conducted by MGM allowing additional insights into travel behaviors of Regional visitors
 - We are working with the GSCVB to identify visitor volume baselines that can be utilized in coming years to understand increased visitation trends
- Leveraging of MGM Springfield's paid media plans to provide GSCVB with added value opportunities to amplify their campaigns
 - Full 2018 media plan has been shared with the GSCVB
- Partnering to provide group incentive offers and travel packages
- Integration of GSCVB in grand opening week activities
- Conducting regular Marketing & Sales meetings to brainstorm and consolidate efforts and report out to "Team Springfield" composed of GSCVB President, MGM Springfield General Manager and Massachusetts Convention Center Authority Deputy Director
- Through our partnership with GSCVB, connect with additional regional tourism agencies to bring greater exposure to the region such as the Hampshire County Regional Tourism Council and the Franklin County Chamber of Commerce





Cambridge College, in conjunction with the Commonwealth of Massachusetts, Executive Office of Labor and Workforce Development, Department of Labor Standards, Division of Apprentices Standards, announces the offering of several Hospitality Pre-Apprenticeship Programs.



HOSPITALITY PRE-APPRENTICESHIP PROGRAM

MGP 099 | Greater Springfield Concierge

Students will learn about "all things local" for the Greater Springfield area. The class will cover the highlights that every tourist will want to know about the city, including local landmarks, museums, attractions, restaurants and city history.

All participants of the Hospitality Pre-Apprenticeship Training Program will receive this mandatory class at no additional cost.

MGP 100 | Luxury Guest Services

Specifically designed for potential employees new to the hotel and hospitality industry. The class will cover customer service principles designed for the hospitality industry to maintain and enhance customer service standards.

All participants of the Hospitality Pre-Apprenticeship Training Program will receive this mandatory class at no additional cost.

MGP 101 | Restaurant Servers

Students will learn about suggestive selling techniques, dining room etiquette, proper service techniques, kitchen equipment, and safety and health department regulations.

Two Week Course | Tuition including all materials:
\$259.00

MGP 102 | Front Counter Team Member

Students will learn to interact with guests in a fast, courteous and efficient manner; learn to manage a cash drawer and follow cash handling policies and procedures; take guest orders and payment using the Point Of Sale (POS) system. Students will learn how to prevent waste and promote positive customer interactions.

One Week Course | Tuition including all materials:
\$159.00

MGP 103 | Public Area Attendant

Students will learn about cleaning public areas, operating utility equipment, and cleaning and maintaining various types of floor surfaces.

One Week Course | Tuition including all materials:
\$159.00

MGP 104 | Busser/Runners

Students will learn about proper dining room etiquette and safety and health department regulations, as well as how to clean and reset tables, take and serve drink orders, and properly clear dishes.

One Week Course | Tuition including all materials:
\$159.00

MGP 215 | Security Officers

This course is tailored for the entry level security officer and focuses on the foundation knowledge: how to effectively handle routine security activities and emergencies, as well as using sound judgment and practical skills.

Three Week Course | Tuition including all materials:
\$359.00

SIGN UP AT: www.cambridgecollege.edu/academic-programs/hospitality-pre-apprenticeship-program



Successful Completers of the above programs will be issued a Certificate of Completion issued by the Commonwealth of Massachusetts, Executive Office of Labor and Workforce Development, Department of Labor Standards, Division of Apprentices Standards.
This does not constitute a promise, offer, or guarantee of employment.



GSCVB Partnership Highlight: CAMBRIDGE COLLEGE APPRENTICESHIP PROGRAM

MGM Springfield partnered with Cambridge College to provide training classes to prepare City of Springfield job seekers for jobs that will be in high demand.

Mary Kay Wydra, President of the Greater Springfield Convention Visitors Bureau assisted in the development of a "Springfield Concierge Course" which was developed to educate Cambridge College students on the history of Springfield and promote the various attractions in the area.

The program was designed to benefit all employers in the Springfield area with open positions in hospitality.

Massachusetts Office of Travel and Tourism

Through the GSCVB partnership and specific marketing efforts, we look forward to further expanding our partnership with MOTT to include:

- Exploration of Co-Operative Marketing opportunities such as a Social Media Summit where social influencers from in and out of the region are brought together to experience a dynamic itinerary of regional activities in exchange for substantial social coverage.
- We will identify ways to partner with and support MOTTs various intended International Sales Missions; specifically targeting China and Canada.
- After opening, MGM will look to support MOTT and GSCVB at major tradeshows such as U.S. Travel Association's IPW
- Develop and coordinate Media familiarization trips
- We have also identified opportunities for MOTT integration in MGM Springfield grand opening activities such as representation in the media command center in which hundreds of media outlets will pass through, throughout the week of grand opening.
- Identify MGM marketing channels for massvacation.com exposure, such as website and in-room.
- Conduct twice-annual meetings with MOTT to coordinate Sales and Marketing efforts with the first meeting taking place in September

ADDITIONAL AGENCIES

1Berkshire

As an incredible region full of culture, outdoor activities and entertainment, the Berkshires represent a significant opportunity to align with the thousands of visitors traveling to and through Springfield. We have held preliminary discussions with 1Berkshire to identify ways to engage their Board of Directors and thousands of businesses in meaningful ways to promote visitation to the Berkshire region. In addition, we are exploring advertising and co-marketing opportunities above and beyond the substantial brand campaign which includes exposure in this part of the state.

Worcester Regional Chamber of Commerce

MGM Springfield recognizes the greater Worcester area as a critical market for its resort. To this end, we have engaged in a robust effort to reach into the region and increase awareness of the MGM brand. Of note, MGM Springfield is a leading sponsor of Worcester's professional hockey team, the Worcester Railers, hosting key stakeholders at Railer events and co-branding a variety of prominent marketing assets. MGM Springfield is also an active member of the Worcester Regional Chamber of Commerce and has hosted vendor fairs and multiple project briefings through the Chamber for regional businesses and community leaders. In addition, MGM continues to utilize local media assets such as the Worcester Telegram, MassLive, and the Worcester Business Journal to increase interest in the property in the lead up to our Grand Opening.



LOCAL ATTRACTIONS – Marketing Partnerships

MGM Springfield is exploring or has entered into a number of formal joint marketing and sponsorship agreements with local attractions and sports entities throughout Massachusetts and continues to identify strategic partners from the Commonwealth that support cross-regional visitation.

- **Basketball Hall of Fame**: Multi-year agreement and investment centered on activities around Enshrinement weekend and other high-profile events in an effort drive cross-visitation as well as on-going tactics to bring Alumni and other Community events to the region
- **Springfield Museums**: Joint Marketing Agreement and specially curated collection of artifacts to be on display at MGM Springfield
- **Six Flags**: Significant brand activation and marketing sponsorship agreement
- **Big E**: Currently discussing a marketing and sponsorship agreement. Established a partnership to engage Big E in grand opening activities
- **Sports Sponsorships**: Currently have executed marketing partnerships with Springfield Thunderbirds, Worcester Railers, New England Patriots and Boston Red Sox with others in discussion

22 WWLP.com
NEWS Working for You

WATCH LIVE - NEWS - WEATHER - THE CW - REPORT IT - COMMUNITY - MASS APPEAL

COUPONS AVAILABLE ACTIVATED

Local News

MGM Springfield partnering with Basketball Hall of Fame to improve tourism in city

By Ashley Alvarez

Updated May 28, 2023 11:45 AM EDT
Original May 28, 2023 11:45 AM EDT

MGM Springfield partnering with Basketball Hall of Fame to improve tourism in city

1 minute 11 seconds

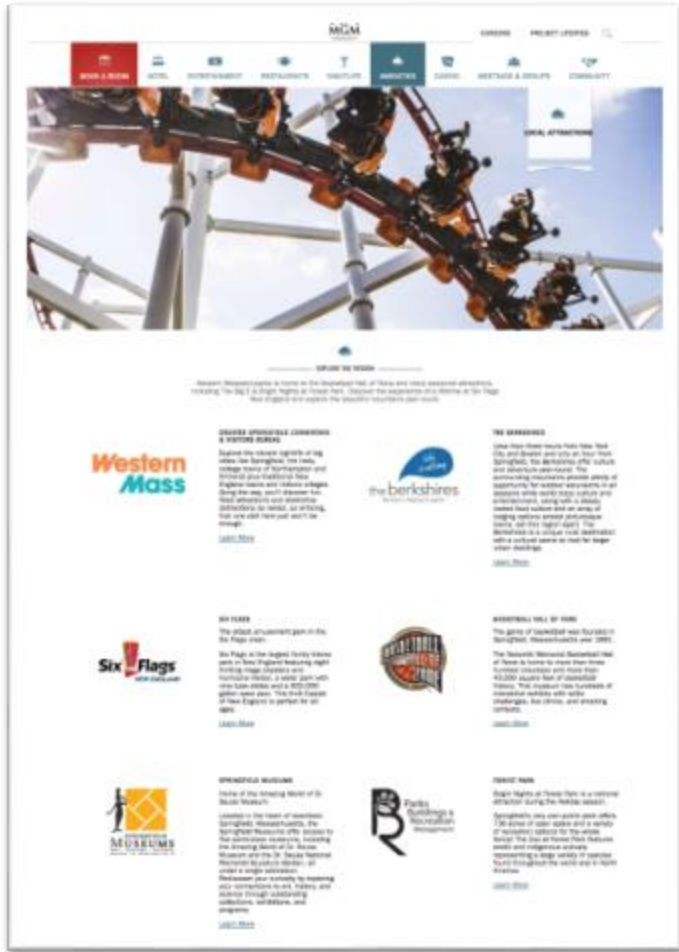
MGM CASINO

22 NEWS WORKING FOR YOU

SPRINGFIELD, Mass. (WWLP) - SPRINGFIELD, Mass. (WWLP) - MGM announced a new partnership that will focus on tourism and hospitality in the Springfield area on Tuesday.

MGM Springfield announced the opening of AMC

Get groceries delivered in as little as 1 hour
FREE delivery with Express Membership*



LOCAL ATTRACTIONS – On Property Exposure

MGM Springfield has identified opportunities for local attractions and key partnerships to utilize owned assets for amplified exposure:

- mgmspringfield.com
- Social Media platforms
- Email newsletters
- On-property signage
- Collateral in-room and various locations on property including Front Desk and M life Rewards Desk
- Showcasing local attractions and businesses at events located on the MGM Springfield Plaza. (For example, small business bazaars showcasing local small business owners from throughout Western Mass)

DOWNTOWN BUSINESSES

In addition to Regional partners and local attractions, MGM is committed to supporting and engaging with small businesses and groups within Downtown Springfield. We do this by providing access to our venues and marketing channels as well as collaborating on ways to activate their venues such as pre and post event parties and promotions.

The intention of these partnerships is to "bring people back Downtown" from both inside the city and outside of Springfield.



ADVERTISING



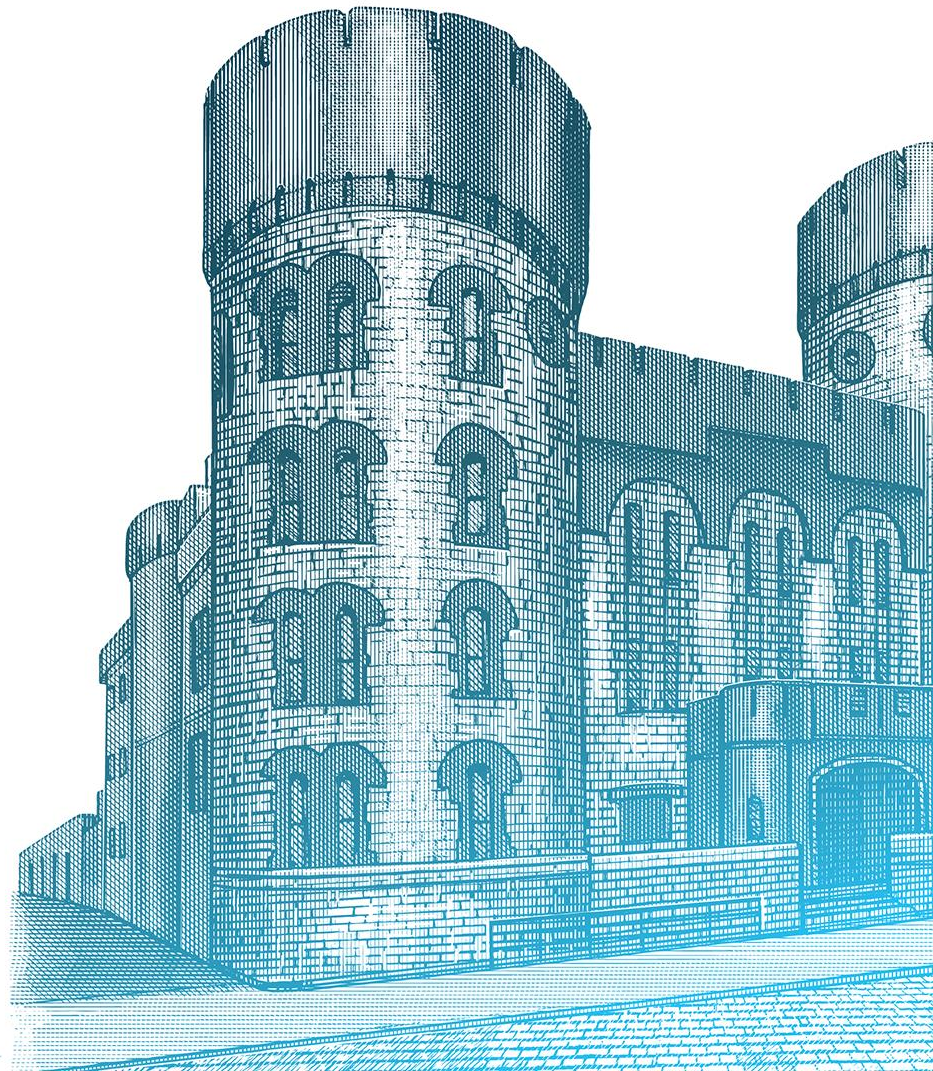
ADVERTISING: REGIONAL MEDIA PLAN

- In March 2018, MGM Resorts International launched a global media plan welcoming the world to the show. New England was specifically chosen as a media market to begin laying the groundwork for MGM Springfield's campaign
- In July 2018, MGM Springfield will launch a substantial omni-channel marketing campaign reaching into key feeder markets, such as Albany, Providence, New Hampshire, Vermont, Connecticut and Maine with a focus on Hartford and Worcester
- Advertising channel strategy of TV, radio, billboards, print, digital, social and PR
- Creative strategy is designed to highlight the property in Springfield but appeal to a much broader, Regional visitor



- Media markets were chosen after expansive research was conducted on the region to include population, income, media consumption behaviors and propensity to visit and game. We then overlaid our M life Rewards database. Allocation of media dollars was fine-tuned to align with revenue forecasted from each distinct market while ensuring broad awareness across the region

M LIFE REWARDS



M LIFE REWARD DATABASE

One of MGM Resorts' greatest assets is the M life Rewards database and it will serve as the backbone of all Marketing efforts and incentivizing non-Massachusetts customers through:

- Direct-marketing efforts
- Cross-property marketing
- Casino host relationships
- Local benefits

The logo for Mlife Rewards, featuring the word 'Mlife' in a large, gold, serif font, with 'REWARDS' in a smaller, gold, sans-serif font below it, separated by a thin horizontal line.

M LIFE REWARDS REACH

- ARIA
- Bellagio
- Vdara
- MGM Grand
- Signature
- Mandalay Bay
- Delano
- Park MGM
- The Mirage
- New York-New York
- Luxor
- Excalibur
- Circus Circus



Mlife
REWARDS

30 Million+
Members

M LIFE REWARDS TACTICS

Direct Marketing Efforts

There are over 500,000 existing M life Rewards members within a designated mileage radius to MGM Springfield, we will actively market messaging about our amenities and Western Massachusetts. A high percentage of our M life Rewards members will be tracked through our M life Rewards loyalty card program. As they use their M life Rewards card, they will become eligible for offers. Our database marketing program will mail and email offers designed to incent increased numbers of visits, length of stay and expenditures from our guests. We will create loyalty to MGM Springfield as a hedge against tourism dollars going to other states by implementing the following direct mail and email programs:

- Monthly free slot play and promo chip offers
- Food and hotel offers
- Loyalty “play up” mailings to areas with competition
- Special Events for VIP guests
- General brand loyalty mailers for promotions, birthdays, and entertainment
- Entertainment offers including MMC, Symphony Hall or CityStage

M LIFE REWARDS TACTICS

Cross-Property & Casino Hosts

MGM Springfield has access to over 30 million M life Rewards guests in the MGM database. We plan to utilize this database by creating events and offerings that will appeal to the general population of M life Rewards guests who frequent other MGM properties. We will also target high end cross property guests by engaging our Casino Host teams to provide personalized and exclusive experiences.

Examples include:

- Direct mail and email gaming packages including room, food, entertainment
- Special events with large culminating event prizes
- Promotion of unique experiences
 - Leveraging sponsorships such as Red Sox and Basketball Hall of Fame
- Live entertainment
 - Leveraging our Live Entertainment Agreements, driving M life Rewards members to experience other attractions such as MassMutual Center, Majestic Theater, Hanover Theater
 - Celebrity appearances
- Local and regional experiences
 - Such as partnership with local golf courses, trophy fishing, leaf-peeping and ski resorts

M LIFE REWARDS BENEFITS

We are excited to offer localized M life Rewards member benefits. Above and beyond the standard rewards each member gets, they will also receive access to businesses, attractions and experiences throughout the region such as grocery, sports, entertainment, retail, travel and more.

These benefits will be consistently communicated throughout our M life Rewards communication cycles.



ASIAN MARKETING

In addition to engaging with MOTT and MassPort on Asian efforts including Sales Trips, we will partner with our MGM properties in Cotai and Macau to charter flights and bring known Asian customers to experience MGM Springfield and tour Western Massachusetts.

Also to ensure our marketing to Asian customers outside of the Region is meaningful and successful, we are in the process of developing an Asian Marketing Agency RFP.



TRANSPORTATION MARKETING



TRANSIT MARKETING EFFORTS

- Establishing a Motor coach program, with local bus operators, designed to intercept and divert daytrip and overnight business going to Connecticut, Rhode Island, and New York.
- Partnering with local and non-local tour operators to encourage charter business travel to Massachusetts from Canada, New York, Vermont, New Hampshire, Connecticut, and Rhode Island.
- Attendance at the American Bus Association (ABA) conventions, Group Leaders of America (GLAMER), and other travel associations, targeting group leaders, to promote tourism to MGM Springfield and Western Massachusetts. Packages that will be offered include:
 - Day trips: gaming offers and discounted round trip transportation, discounts to local/regional attractions
 - Overnights: Hotel stay discount based on double occupancy, gaming offers, discounted round trip transportation, discounts to local/regional attractions
- Creating a National and International air program, including our Asian Marketing program, in partnership with MassPort and local and regional airports.
- Partnering with passenger railroad companies, such as Amtrak and New Haven Rail-Hartford-Springfield rail program to offer travel discounts on tickets purchased to Massachusetts as the final destination.

THE LOOP DOWNTOWN SHUTTLE

MGM Springfield is proud to sponsor “The Loop”, designed to quickly and easily provide MGM Springfield guests the opportunity to explore multiple attractions downtown.



THE LOOP DOWNTOWN SHUTTLE

- New public transportation service linking downtown tourist attractions, hotels, restaurants, and art and culture destinations.
- No-cost service provides Springfield visitors opportunity to visit downtown attractions without having to drive or walk.
- Environmentally-conscious, electric vehicle; seats 40 comfortably
- Wednesdays-Sundays; 10:00 a.m. to 10:00 p.m.
 - 10:00 a.m. to 6:00 p.m. -- 60 minute route from Union Station to MGM Springfield, MassMutual Center, Basketball Hall of Fame, Springfield Museums, Springfield Armory, The Sheraton, Hampton Inn, Holiday Inn Express
 - 6:00 p.m. to 10:00 p.m. -- 40 minute route including La Quinta Inn & Suites and removing the Springfield Armory



THE LOOP DOWNTOWN SHUTTLE

“

“The Loop is yet another sign that the City of Springfield is on the rise and tourism is a vital component to its revitalization. The Loop will be a welcome boost for tourist-oriented businesses. It will allow us to package the whole area as a consolidated travel destination rather than just individual attractions.”

**Alex Dixon, General Manager
MGM Springfield**

”

“

“For the hospitality community, The Loop has always been a key component of the MGM Springfield project. The Loop introduces visitors to the many attractions that make Springfield special, provides access to MGM Springfield, and has the potential to increase visitor stays in the region.”

**Mary Kay Wydra, President
Greater Springfield Convention & Visitors Bureau**

”

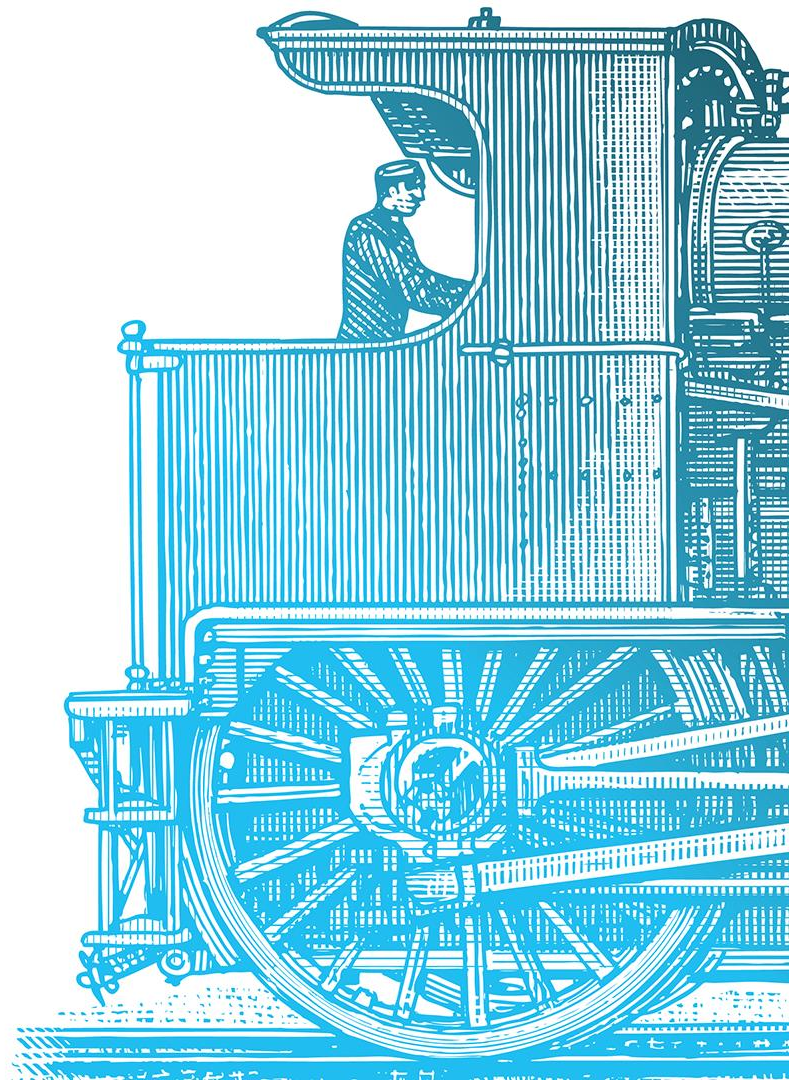
“

“The Loop will be operated with a zero emissions electric bus as part of PVTA’s goal of providing sustainable transportation.”

**Sandra E. Sheehan, Administrator
Pioneer Valley Transit Authority**

”

ENTERTAINMENT



MASSMUTUAL CENTER

MassMutual Center has served as one of the biggest entertainment venues of the region and now with MGM managing the venue, we are excited to further enhance the programming, driving visitors from all across the Region. We are committed to programming MassMutual Center with four annual MGM-caliber events.

We market the venue as part of a campus-approach:

- Highlighting the programming through all marketing channels
- Buying blocks of tickets for customers and employees
- Leveraging other venues throughout the portfolio such as MGM National Harbor and Borgata to create East-Coast tours for headlining entertainers



LIVE ENTERTAINMENT AGREEMENTS



The
HANOVER THEATRE
for the Performing Arts

MAJESTIC THEATER



Entertainment is what MGM does best and through our various partnerships and agreements with local venues, we have the opportunity to support some of the incredible venues within the Region by creating opportunities for our visitors to experience. This goes above and beyond just booking entertainment for the venue but also promoting through our numerous marketing channels, buying blocks of tickets for customers, buying blocks of tickets for our employees and including specific shows in our bus charter programs.

For example, we have committed to program six annual events of MGM quality at Symphony Hall and City Stage plus an additional events at either venue annually.

Additionally, we are partnering with Majestic Theater to create exclusive offerings for our M life Rewards motorcoach customers to attend performances bought out by MGM Springfield.

Finally, we look forward to continuing discussions with the Boston Symphony Orchestra to identify opportunities to partner with Tanglewood for the summer seasons.

EMPLOYEE MARKETING



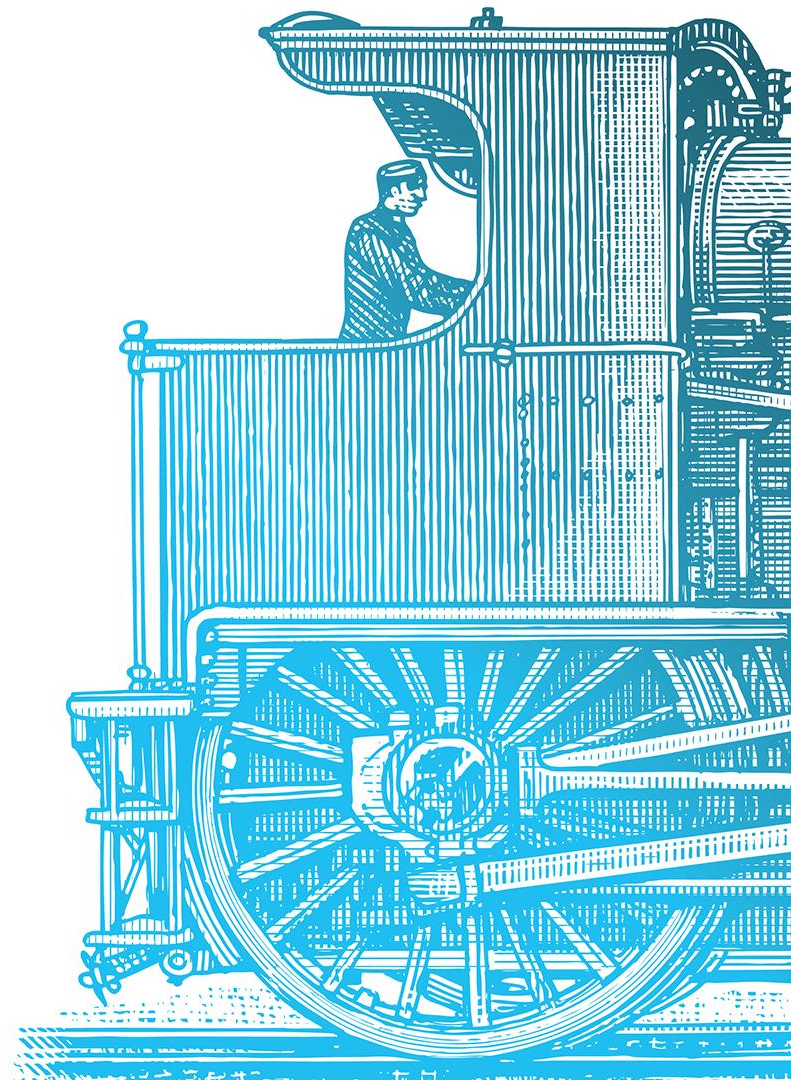
EMPLOYEE MARKETING PROGRAMS

MGM Springfield is proud to be building an employee base of 3,000 talented and engaged community members. Therefore we are and will continue to:

- Promote Regional events and attractions to our employee base to drive visitation through various employee communication channels such as team updates, newsletters, back-of-house signage and more
- Partner with events and attractions to provide our employees with discounts and experiences in addition to buying blocks of tickets specifically for employees at locations such as Springfield Museums and Basketball Hall of Fame
- Provide our employees with opportunities to volunteer and get involved with various organizations
- MGM Springfield has and will continue to cooperate with the UMass Donahue Institute with respect to the SEIGMA Study. MGM Springfield employees are provided the opportunity to complete the SEIGMA survey during onboarding. MGM Springfield looks forward to providing available data to the Donahue Institute around the economic impact and increased regional tourism post-opening.



MEASUREMENT & REPORTING



MEASUREMENT & REPORTING

The GSCVB plays the primary role in Regional reporting, so MGM Springfield will partner with the Bureau on an ongoing basis to share insights of tourism marketing measurements in an effort to better understand the impact we play on overall Regional visitation.

In addition, MGM will report out on all tourism marketing efforts and results to the MGC on a quarterly basis.



THANK YOU

