

# Wonderfront Music and Arts Festival

2019 REPORTING APPENDIX



# 2019 FIRST YEAR SUCCESSES

- ▶ Success of first festival and now having an established brand drastically reduces over-all risk.
- ▶ With first year success people will now travel nationally & internationally.
- ▶ Rave reviews from attendees, artists, media and sponsors.
- ▶ Accumulation of large email database and social media followers.
- ▶ Strong brand name recognition with patrons and within the music industry.
- ▶ Addition of two new media companies to our investors group enhances marketing opportunities.

# 2019 ATTENDANCE

2019 Weekend Attendance was approximately **57,000**.

In comparison against two of today's most successful US festivals, Wonderfront's 1<sup>st</sup> year attendance drew more than Coachella and Austin City Limits 1<sup>st</sup> year numbers:

FESTIVAL	CITY	GA TIX PRICE	TOTAL ATTENDANCE
Coachella 1999	Indio, CA	\$100	37,000
Austin City Limits 2002	Austin, TX	\$100	42,000
Wonderfront - Year 1	San Diego, CA	\$225	57,000

In 2019 attendance for those two festivals reached 750,000 attendees for Coachella, and 450,000 for Austin City Limits Festival.



# 2019 MEDIA IMPACT

- ▶ Over **27,000,000** impressions with **500,000** engagements
- ▶ **2.8 million** viewers (Newspaper/Magazine)
- ▶ **4.5 million** listeners (Radio)
- ▶ **22 million** follower exposure (Instagram, Snapchat, Facebook, Twitter & TikTok)
- ▶ **1-3 million** viewers (TV & TV News)
- ▶ **1 million** impressions (EMN)

# RAVE REVIEWS

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Wonderfront festival could not have gone better from a sponsorship standpoint. The exposure for our brand and the response from festival goers was tremendous! In the ten years we have been sponsoring festivals, we've never quite experienced anything like it. From the unbelievable setting on the water, to the professional staff and flawless production, the boat parties, and amazing lineup, Wonderfont delivered above and beyond our expectations. The part that really caught our attention was the over-the-top level of positive energy and vibe from the festival goers. It was beyond anything we have ever seen at other festivals, let alone one of this size! – **Walt Kerpa, Uncle Ed's D\*mn Good Vodka**

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"I had a wonderful experience at Wonderfront! I loved the fact that San Diego really showed up to support, day and night! The versatility of artists involved is what a festival should be about. I loved seeing those families enjoying themselves while dancing and singing to their favorite artist's tunes. Thank you Wonderfront! Hope to see you in 2020!" – **Frankie J**

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"Thank you for filling my soul with the amazing music this team put together. I may have pulled every muscle from my hips to my ankles, but it was totally worth it. Great job on the maiden voyage of this event! Looking forward to seeing what you put together next. Even the weather was excited to light this thing up. Thank you, thank you, THANK YOU!" – **Julie Moritz**

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"Great job! Wonderfrontfest!! San Diego was absolutely beautiful this weekend, great layout, better than expected music performances, the detail and fun interaction with the vendors was so fun! That bridge from Uncle Ed's Stage to the KUSI stage was brilliant. The Water Taxi's were so convenient and that Marietta Boat with the bands ( we forgot to get off, we were having too much fun👉 ). Thank you for an amazing 3 days." – **Denna Rose**

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"So Wonderfront, I hit up all three days and thought it was a really well laid out event. Easy to move around, nice variety, good food and drink options. Musically, I found the stage layouts greats and you could hear from most any vantage point. One of the best parts was how it showcased the city and waterfront was an amazing backdrop to everything going on. Looking forward to this being a regular event!" – **Marc Danilowicz**

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"Love, love, loved it! You totally sold me! And for being the first year ever, WHAT! The venue was smooth sailing, app is user friendly with great notifications, and well organized! Great job." – **Michelle Drosis**

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"I just wanted to say that was the most organized festival I've ever been too! No long lines to get wristbands, plenty of bathrooms, not overly crowded! It was amazing and the venue was unreal! So many great vendors as well! I just wanted to say thank you and I hope you guys have another festival soon!!!" – **@amandabergxo**



# OVERCOMING CHALLENGES

**In 2019 the Wonderfront team proved they can overcome the challenges that arose and put on a successful festival:**

- ▶ Late announcement of Symphony's groundbreaking inhibits use of one of the planned parks, forcing relocation of 2 stages and causing production and marketing delays and increased production costs.
- ▶ General public skepticism regarding festivals after Fyre Festival's documentaries released Q1 2019 on Netflix and Hulu, as well as Woodstock 50, Miami Beach Pops, and other festivals cancelation news.
- ▶ Competitors disparaging rumors creating the perception that our festival was too ambitious and too big to actually happen.
- ▶ Getting people from other cities aware and willing to travel is always a challenge for a 1st year festival, especially in a year with an abundance of press coverage about other festival cancelations. This created more trepidation for potential buyers to invest in booking travel and lodging and purchase tickets.
- ▶ Late determination that a CDP was needed in year one, which created delays due to the lengthy process and application filing and approvals needed, which caused production and marketing delays, as well as unanticipated additional expenses.



# 2019 LESSONS LEARNED

1. Marketing Roll-Out Timing.
2. Tightening up of the footprint.
3. Better movement options between venues.
4. How to get better attendance at Broadway Port Pier.
5. How to incorporate the Latin music more into the central footprint.
6. How to adjust the layout for Seaport Village to better serve the existing tenants.
7. Improving signage to help people with access and wayfinding information.
8. More leadup information through press, website, app, social media and emails.
9. Ways to improve sound management.
10. Artist Lineup to have further diversification.
11. Working earlier and more closely with Port and City services staff.
12. Work with Port marketing team to further Port's involvement with the event marketing and create greater connection.
13. Further integration of sustainability programs.
14. Better informed and positioned security staff.
15. Better setup of the Command Center and service team needs.
16. Further improvement of mobility plans including mass transit and parking options.



# 2020 REVISION OPPORTUNITIES

## 1. Marketing Roll-Out Timing.

- ▶ **ISSUES:** Because of delays in 2019 we were not able to announce and go on-sale until June. And even then, it was not until early September that we were able to know definitively that the Embarcadero Marina Park South would be unavailable for our event use, thus causing us great delays on designing and then releasing to the public our venue/stage maps and other pertinent information that are key marketing assets to the selling process. This also greatly diminished in 2019 our ability to attract as many out-of-market attendees due to the late marketing timeline.
- ▶ **SOLUTIONS:** We want to get tickets onsale in early May, thus reaching buyers before the summer season, and hitting college students before they are out for the summer break. Also, now instead of starting with a database of zero, we have over 40,000 email subscribers and tens of thousands social media followers, so we will have a giant jumpstart on marketing efforts over last year. We will also be expanding our marketing efforts further geographically, thus giving out-of-market buyers more time to research and arrange affordable travel options.



# 2020 REVISION OPPORTUNITIES

## 2. Tightening up of the footprint.

- ▶ **ISSUES:** Attendees felt that stages were too spread out and it took a lot of walking and time to get between them on a regular basis. The exclusion of EMP-South changed the footprint and expanded the distance between venues and stages more so than originally planned, especially because it dramatically changed the water taxi system use as the main dock was the Fifth Ave Landing dock there.
- ▶ **SOLUTIONS:** Depending on the use for 2020 of EMP-South will help dictate the outcome of the WF2020 footprint. However, some of the options we have been working on include;
  - ▶ Deletion of the Hilton Bayfront Park venue
  - ▶ Working with Flagship to integrate temporary docks to better move people between the venues.
  - ▶ Old Town Shuttle system worked well moving people, so we want to expand on the number of shuttle buses in 2020, look at potential improved routes, and promote this better to patrons through pre-event notices, the mobile app, and on-site signage.
  - ▶ Improvement in the artist genre programming for each stage location to help streamline attendees likely movements.



# 2020 REVISION OPPORTUNITIES

## 3. Better movement options between venues.

- ▶ **ISSUES:** With the EMP-South park exclusion, the FAL dock was way under utilized for water taxi service. Also, the shuttles could have been better promoted and utilized, as well as needing better signage for the stops and routes.
- ▶ **SOLUTIONS:** Hopefully EMP-South is able to be used for WF2020, however we are working with Flagship to develop a temporary dock system for EMP-North / Seaport area to help facilitate water transportation. We will expand the Old Town Shuttle bus numbers, and enhance the route options. We will inform the patrons well in advance of mobility details, as well as much better on-site signage.



# 2020 REVISION OPPORTUNITIES

## 4. How to get better attendance at Broadway Port Pier.

- ▶ **ISSUES:** With the exclusion of EMP-South thus minimizing the FAL dock usage there, far less people were taking the Marietta boat and water taxis over to the Broadway Port Pier than planned for. Also, this was the farthest venue from the central hub, and longest walk between venues.
- ▶ **SOLUTIONS:** We are exploring the idea of making this the free community stage to heighten attendance at this venue, and to have this community programming feature. We are also working on the water and shuttle transportation options to enhance better movement to this venue.

## 5. How to incorporate the Latin music more into the central footprint.

- ▶ **ISSUES:** Due to the exclusion of EMP-South in 2019, this changed the stage placements dramatically, and only option for the Latin stage was to be at Hilton Bayfront Park. This made it feel like this genre was out on an island of its own a bit, and disconnected from the central hub of the festival.
- ▶ **SOLUTIONS:** For WF2020 we are looking at how we might incorporate the Latin artists into the other stages, rotating throughout the weekend. So instead of Latin music fans being constrained to one venue, one stage, they would now experience more of the full festival grounds throughout the weekend and be a much more integrated part of the festival.



# 2020 REVISION OPPORTUNITIES

## 6. How to adjust the layout for Seaport Village to better serve the existing tenants.

- ▶ **ISSUES:** The Seaport Village, Headquarters and surrounding food and beverage tenants had very strong sales. However, the retail tenants in Seaport Village did not do as well on sales as anticipated. We heard three main reasons for this; 1) because of our restrictive bag policy people couldn't buy items and bring them in bags back into the venues, 2) the access for attendees to get in and out of Seaport Village public areas was too closed off, and 3) the signage wasn't clear enough in regards to access to the shopping areas.
- ▶ **SOLUTIONS:** We have been working on the following solutions to address these issues, and looking for ways to drive more pedestrian traffic to the Seaport Village retain tenants:
  - ▶ Revisions to our bag policy. We will rework out bag policy plan to allow for attendees to purchase retail items in Seaport Village and carry them back into the venues.
  - ▶ Better access in/out of Seaport Village shopping areas. We will add additional entrance/exits with RFID scanners at key access points between the Seaport Village lot stages and the Seaport Village shops, such as the Southwest lot corner (by Hot Licks store) and Northwest lot corner (by Carousel). This will give easy access to/from the shops and these stages in the venue which should greatly help the retailers and the restaurants further as well. This also creates another route for attendees to move between the Seaport stages and EMP-North stages (instead of just over the pedestrian bridge) thus creating much more walking traffic through the shops.
  - ▶ Better signage surrounding access points to Seaport Village area. More marquee stand up structure signage directing festival goers, as well as general public, how to access Seaport Village shops and restaurants. Also at the new entrance/exit points (as noted above) banner signs in the venue with big Seaport Village Shops naming and logo calling attention for people to access this area. We will also have more dedicated information on our website, mobile app, emails and social posts promoting the Seaport Village shopping experience and tenants. The mobile app is a great marketing tool, where we can push information to attendees like shop specials and highlights, unfortunately with the 2019 delays we were not able to do this due to programming time needed. In 2020 we have a large database to market to already, we will have earlier ticket buyers we can get informative emails to, and the mobile app is fully complete now to utilize all the marketing features.
  - ▶ Some other ideas we are brainstorming for ways to drive further traffic to the Seaport Village shops include; 1) creating an activation in the courtyard plaza space on the east side to pull attendees there, and 2) bringing in a sponsor to fund creating a free entertainment stage open to the public in Seaport Village, perhaps by the Carousel plaza.
  - ▶ We also plan to work earlier and closer with Seaport Village management and tenants association to have better pre-event communication and more collaboration into the planning and marketing efforts.



# 2020 REVISION OPPORTUNITIES

## 7. Improving signage to help people with access and wayfinding information.

- ▶ **ISSUES:** Signage planning and production was delayed in 2019 due to the late notice of venue layout and the CDP plans. This short timeline greatly diminished the planning process. As well the two days of heavy rains during the setup week caused delays and damaged some of the signs that then had to be replaced.
- ▶ **SOLUTIONS:** For WF2020 we will have more time to get the plan in place, a better understanding of the venue layouts and how the patrons flow between the venues, how patrons were accessing the venues, and other pertinent information we now have to utilize into our planning. As well we learned this position will be better managed by a local staff member instead of one of our national team, and will be hiring that position locally going forward.



# 2020 REVISION OPPORTUNITIES

## **8. More leadup information through press, website, app, social media and emails.**

- ▶ **ISSUES:** First year events are always tough in this regard. You start with no audience to get information to, and first year events mostly sell much closer to the event dates, thus giving a small window to get informational notices to the large numbers of people that ultimately attend. Also with the layout planning delays, the mobile app was delayed to program that information in, and only released the week prior to the event.
- ▶ **SOLUTIONS:** Going forward we now have a large database of all 2019 ticket buyers, large email subscriber list, large social media followers, and a larger media partnership network. Also with a creditable brand recognition now tickets will sell earlier giving us more time to get informational notices in front of attendees. Now that the mobile app is built and online, we have the ability to push notifications to a large number of active audience members.



# 2020 REVISION OPPORTUNITIES

## 9. Ways to improve sound management.

- ▶ **ISSUES:** As with it seems any events taking place along the waterfront that include amplified music there were noise complaints from nearby residents. The system put in place to monitor and react to these calls has room for improvement which after careful evaluation we are making the following revisions.
- ▶ **SOLUTIONS:** We have identified to date the following potential improvements;
  - ▶ The complaint line monitor will be trained as to not just log the calls, but also;
    - ▶ Get the caller's name and contact information.
    - ▶ Have production experience and full knowledge of the stage placements and artist programming times for each stage.
    - ▶ Ask the caller the appropriate questions to thus determine which stage and artist the complaint is against, thus being able to now pass along this information to the noise monitoring personnel.
    - ▶ Log all call details
  - ▶ Have a pre-determined trigger for when the complaint line monitor radios the noise monitoring personnel that a reading should be taken. For example, if 3 complaint calls within 15 minutes.



# 2020 REVISION OPPORTUNITIES

## 9. Ways to improve sound management (continued):

- ▶ Have pre-determined noise monitoring locations for each stage at their appropriate property line designations. This is where each reading will take place for consistency of readings and to adhere to the permit guidelines.
- ▶ Use an impartial, third party monitoring group to work as the noise monitoring personnel that will be responsible for performing the decibel readings and recording of each reading.
- ▶ Upon any readings that exceed the decibel limits the monitor will radio (on a direct channel) to the Festival Director with the decibel level and the location.
- ▶ The Festival Director will immediately radio to the stage production manager for the stage in question the decibel reading and immediate action will be taken at the front of house sound board to lower the volume down into the permitted range.



# 2020 REVISION OPPORTUNITIES

## 10. Artist Lineup to have further diversification.

- ▶ **ISSUES:** This first year the lineup was definitely geared younger, more for millennials and younger. This is because this is the most active audience to attend a first year festival, and these artists are more inclined to accept an offer to play on a first year festival.
- ▶ **SOLUTIONS:** Going forward we want to expand our target audience by including more classic rock artists, country artists, and adult alternative artists thus broadening further our demographic of buyers. We also will be integrating more comedy, film, visual arts, and e-gaming offerings into our activations.

## 11. Working earlier and more closely with Port and City services staff.

- ▶ **ISSUES:** The planning timeline was greatly reduced due to the late notification of venue layouts due to the EMP-South park exclusion, and CDP planning approvals. This did not allow the time window we usually like to have to work with local service providers in the planning process.
- ▶ **SOLUTIONS:** We have a much better window of time, and our staff and the Port and City service provider teams all have a better understanding of the layout and machinations of the event to better plan together going forward



# 2020 REVISION OPPORTUNITIES

## 12. Work with Port marketing team to further Port's involvement with the event marketing and create greater connection.

- ▶ **ISSUES:** The Port's marketing team was in transition during most of the event marketing window, and thus much of the anticipated co-op marketing did not get adequately planned and executed. There can be much greater connection between the Port and the Wonderfront Festival, and how that is portrayed publicly going forward.
- ▶ **SOLUTIONS:** The Port has hired a new VP of Marketing, that we are already working with on ways to best maximize the Port's marketing and association value within the event going forward. We are working to take the Port's goals and build into the festival marketing and on-site experience how to best capitalize and execute a strong ROI for the Port with achieving those goals.
  - ▶ Further sponsorship benefits to the Port that create more awareness of Port involvement.
  - ▶ Identifying additional sponsor / marketing assets to further connect the Port's logo and branding into the marketing materials; such as Port logo on all attendee RFID wristbands.
  - ▶ Further integration into the festival website and mobile app with Port splash page highlighting the Port's year round activities and benefits for San Diego citizens and tourists.
  - ▶ More San Diego based leadup events as part of the "Road to Wonderfront" that year round give the Port further marketing exposure and awareness.



# 2020 REVISION OPPORTUNITIES

## 13. Further integration of sustainability programs.

- ▶ **ISSUES:** Further our reusable product efforts and have more refillable water stations at each venue. Our backstage artist and staff catering used almost all recyclable products, but we want to work with the food and beverage providers to further their use of these items as well.
- ▶ **SOLUTIONS:** The aluminum can water service worked very well and alleviated a lot of plastic bottle waste, and makes for a great reusable option. We need to expand the refillable water stations further throughout the venues making this an even more viable option. Also we will work with our F&B providers to adopt more recyclable product delivery.



# 2020 REVISION OPPORTUNITIES

## 14. Better informed and positioned security staff.

- ▶ **ISSUES:** First year events always create uncertainties and learning curves on where breach points, safety hazards, or other safety/security issues may be. It is also harder to communicate a clear plan to security staff when management is learning and adapting by the hour with a first year event. On top of that the rain days caused production delays on an already very tight load in timeline, thus forcing our production team to scramble the last 48 hours just to get the venues ready to open on time, and this caused the curtailing of some pre-event security detail information meetings that we normally do.
- ▶ **SOLUTIONS:** Having a better understanding of the event footprint, the attendees flow, possible breach points, access points, and more time to plan this year the security team will be much more educated, and will be able to execute on more stable plans for WF2020.



# 2020 REVISION OPPORTUNITIES

## 15. Better setup of the Command Center and service team needs.

- ▶ **ISSUES:** Due to the delays caused by rain days, the production team was scrambling to get the venues ready to open and that caused them to neglect the proper setup of the Command Center at the Headquarters Gymnasium. This site did not get prepared properly.
- ▶ **SOLUTIONS:** This will not be an issue for WF2020, that point has been made loud and clear to our production team. Our team will get a detailed list of setup items, furnishing needs, etc from the service team providers and have that all prepared prior to their loadin.

## 16. Further improvement of mobility plans enhancing mass transit and parking options and notifications.

- ▶ **ISSUES:** Mass transit hours not running late enough. Short time window to get parking and access information to attendees.
- ▶ **SOLUTIONS:** As stated prior, this gets much better after the first year as now we will get earlier ticket buyers, have a large database to send information to already, and can better prepare attendees in advance with information on best ways to get to/from the event, where to park, buying advance parking, and more detailed information on mass transit options. We will also be meeting with MTS to work on extended hours of operation (which we requested in 2019 but they said they do not do for first year events).



# 2020 TICKET SALES FORECAST

- ▶ First year festivals tend to have a disproportionate amount of comps to paid tickets. This is due to the awareness campaigns needed for first year festivals, including a larger number of media and sponsor comps. As well, for this festival, we were required to give out 9,000 charity comps.
- ▶ Historically, when a festival has a successful first year launch, the 2<sup>nd</sup> year can see a 3x or greater shift from comps to paid tickets.
- ▶ Wonderfront received rave reviews from attendees, artists, the music industry, sponsors and the media. Wonderfront has already been chosen by the San Diego Union Tribune as one of the must go-to events for 2020.
- ▶ Based on the 2019 results and expected growth patterns, our Wonderfront 2020 budgeted ticket numbers are as follows:
  - ▶ Total Weekend Attendance Forecast for 2020 = **85,000**
    - ▶ For comparative numbers this represents a 49% increase in attendance over 2019. Coachella 2<sup>nd</sup> year had a 49% increase, Austin City Limits Festival 2<sup>nd</sup> year had a 350% increase, and Lollapalooza 2<sup>nd</sup> year in Chicago had a 275% increase.



