

**I.. Real-World Application Focus****Enhancing Strategic, Creative, and Resourceful Problem Solving****Assignment #1C: SWOT Analysis/ Being Resourceful  
Analyzing Atlanta as A Convention Site (Georgia World Congress  
Center) For LARGE Meetings**

Develop a SWOT Analysis with the format like on Page 41 but with a **LOT** more detail being similar to the class example we developed for Starbucks. Your table should be very professional; I suggest using Power Point or Word Table Insert. Below I am providing you information on:

- ◆ Top Convention Cities by Convention Space in Square Footage (Capacity Issue)
- ◆ Top Convention Cities by Hotel Rooms Available (Capacity Issue)
- ◆ Top Convention Cities by Number of Large Shows Booked in 2007 (Results)

However you need to be **resourceful** and gather a lot more knowledge including:

- ◆ Understanding Atlanta's current, under construction and potential new major attractions (Aquarium, etc.)
- ◆ Research topic in Atlanta Business Chronicle: [www.bizjournals.com/Atlanta](http://www.bizjournals.com/Atlanta). A few to get you started include
  - "Atlanta Makes Pitch For More Convention Business"
  - Four Key Travel Groups To Meet In Atlanta
  - "Convention Leaders Seek New Way To Woo"
- ◆ Research topic in Atlanta Journal Constitution: [www.ajc.com](http://www.ajc.com). A few to get you started include
  - "Atlanta Hopes To Lure Industries Getting Federal Aid"
  - New Train Shuttle Car

City	(1) Square Feet	Large Trade Shows (2)	Hotel Rooms In City (3)
1. Chicago/ McCormick	2,700,000	150 (2 <sup>nd</sup> )	108,000 (3 <sup>rd</sup> )
2. Orlando	2,540,000	91 (5 <sup>th</sup> )	115,000 (2 <sup>nd</sup> )
3. Las Vegas	2,157,000	250 (1 <sup>st</sup> )	158,000 (1 <sup>st</sup> )
4. Atlanta	1,674,000	100 (4 <sup>th</sup> )	93,000 (4 <sup>th</sup> )
5. New Orleans,	1,509,000		
6. Las Vegas	1,327,000		^ See Above
7. Dallas/ Ft.Worth	1,116,000		75,000 (6 <sup>th</sup> )
8. San Francisco	1,038,000		
9. Phoenix	1,029,000		
10. Houston	1,007,000		
11. Chicago/ Stephens	879,000		^ See Above
12. New York	845,000	145 (3 <sup>rd</sup> )	88,000 (5 <sup>th</sup> )

**Sources**

- (1)– Professional Convention Management Association, Chicago, IL
- (2)– Tradeshow Week Data Book, 2007. Large Trade Shows of space exceeding 5,000 net exhibit space.
- (3)- Smith Travel Research, 2007. Note Chicago and Las Vegas have two large facilities. Space shown based on individual sites, not total city space.

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**Metro Atlanta  
Domestic Business/  
Convention Visitor Profile**



**Business/Convention Visitors**

- 12.4 million business visitors in 2006; 5.7 million of the 12.4 million visited Atlanta for a convention
- The 12.4 million business visitors spent \$5.2 billion in 2006; the 5.7 million conventioners spent \$2.4 billion

Source: D.K. Shifflet and Associates, Ltd., Oct. 2007

**Convention/Meeting Facilities**

- Georgia World Congress Center
- Georgia Dome; [www.gadome.com](http://www.gadome.com)
- Philips Arena; [www.philipsarena.com](http://www.philipsarena.com)
- AmericasMart; [www.americasmart.com](http://www.americasmart.com)
- Georgia International Convention Center; [www.gicc.com](http://www.gicc.com)
- Gwinnett Center; [www.gwinnettcenter.com](http://www.gwinnettcenter.com)
- Cobb Galleria Centre; [www.cobb Galleria.com](http://www.cobb Galleria.com)
- Boisfeuillet Jones Atlanta Civic Center; [www.atlantaciviccenter.com](http://www.atlantaciviccenter.com)
- Hartsfield-Jackson Atlanta International Airport Executive Conference Center; [www.atlanta-airport.com](http://www.atlanta-airport.com)
- Georgia Tech Global Learning and Conference Center; [www.gicc.gatech.edu](http://www.gicc.gatech.edu)

**Business Visitor Trip Data**

- 2006 Average Party Size = 1.59 persons
- 2006 Average Stay Length = 2.49 days
- 2006 Average Party Spend = \$668
- 2006 Spend per person per day = \$169

Source: D.K. Shifflet and Associates, Ltd., Oct. 2007

**Top U.S. hosts of Large  
Tradeshows\***

1. Las Vegas, 250 shows
2. Chicago, 150 shows
3. New York, 145 shows
4. Atlanta, 100 shows
5. Orlando, 91 shows

\*Shows with over 5,000 net sq. ft. of exhibit space  
Source: Tradeshow Week Data Book, 2007

**Other Facts**

- 10,695 hotel rooms at 23 properties within a 1-mile radius of the Georgia World Congress Center
  - 14,820 hotel rooms at 53 properties in Downtown and Midtown Atlanta
  - 10,361 hotel rooms at 64 properties in Airport area
  - 7,847 hotel rooms at 40 properties in Buckhead
- Source: Smith Travel Research, Year End 2007

**City-Wide Groups**

Year	1500-4999 peak night		Over 5000 peak night		Totals	
	# of groups	Roomnights	# of groups	Roomnights	# of groups	Roomnights
*2003	41	427,217	11	275,956	52	703,173
*2004	42	458,881	15	420,784	57	879,665
*2005	45	475,913	16	412,168	61	888,081
*2006	30	329,650	18	594,429	48	924,079
*2007	45	472,808	17	490,586	62	963,394

\* numbers reflect historical year-end totals

# SWOT Analysis: Atlanta Convention Page 1

## I. Real-World Application Focus Enhancing Strategic, Creative, and Resourceful Problem Solving

Env	<u>EVALUATION</u>	
I N I	<p><b><u>Positive: Strengths</u></b></p> <ul style="list-style-type: none"> <li>◆ Current Capacity To Support Large Conventions                             <ul style="list-style-type: none"> <li>- Largest Airport in World</li> <li>- Fourth Largest Convention Center (GWCC) in SQFT</li> <li>- Sixth Largest Hotel Space in Total Hotel Rooms</li> </ul> </li> <li>◆ Quality Attractions                             <ul style="list-style-type: none"> <li>- Georgia Aquarium: Newest and largest in world</li> <li>- New World of Coca Cola Tour</li> <li>- Centennial Olympic Park &amp; CNN Center Tour close</li> <li>- Major Professional Sports Team</li> </ul> </li> <li>◆ Warm/Moderate Climate especially during winter</li> <li>◆ Setup Labor for Conventions Reasonable and NON-UNION</li> <li>◆ Strong Black and Gay community and presence</li> <li>◆ Excellent proximity of Georgia Dome close to GWCC</li> <li>◆ Fox Theatre second biggest venue attraction in US (only NY's Radio City Music Hall more active)</li> <li>◆ Atlanta's stature as music city for recording</li> <li>◆ Excellent transportation from airport → downtown                             <ul style="list-style-type: none"> <li>-- MARTA</li> <li>-- New Rental Car Train Sytem at Hartsfield Airport</li> </ul> </li> </ul>	<p><b><u>Negative: Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>◆ Limited "Unique" Day and Nightlife compared to cities like NY, CHI, Orlando, and Las Vegas                             <ul style="list-style-type: none"> <li>- "Typical" Restaurants</li> <li>- Limited Theatre "district"</li> <li>- Shopping Concentration not downtown; Buckhead/Perimeter is far away</li> </ul> </li> <li>◆ Atlanta does not have International reputation like New York, Chicago, Orlando and Las Vegas. Limitation on attracting International vs Domestic con</li> </ul>

# SWOT Analysis: Atlanta Convention Page 2

## I. Real-World Application Focus

### Enhancing Strategic, Creative, and Resourceful Problem Solving

<p><b>Env</b></p>	<p><b><u>EVALUATION</u></b></p>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>◆ During 2009 four of the most important travel groups will conduct annual meetings in Atlanta. Must “court” and “impress” these groups as they Influence bookings greatly.</li> <li>-Society of American Travel Writers</li> <li>- Destination Management Association International</li> <li>- International Association of Exhibitor and Events</li> <li>-Meeting Planners International</li> <li>◆ Continue to Leverage New and Coming Attractions</li> <li>-Georgia Aquarium relatively new and powerful</li> <li>-Center for Civil Rights -National Health Museum (?)</li> <li>* Gambling in Atlanta: Major impact yet controversial</li> <li>◆ Target large groups needing “adjoining stadium”: Ga Dome</li> <li>◆ Target Federal Budget Initiatives/Priorities to be front runner in attracting related groups:             <ul style="list-style-type: none"> <li>- Alternative Energy - Alternative Transportation - Green</li> </ul> </li> <li>◆ Strong Black and Gay Communities/Presence in ATL and leverage to bring these Groups to Atlanta</li> <li>◆ Leverage CDC’s unique Atlanta Headquarters to attract related technological and government shows</li> <li>◆ Leverage Atlantic Station’s base to increase size, uniqueness to have “true shopping” and restaurant district for conventioners. Develop free shuttle service program</li> </ul>	<p><b><u>Threats:</u></b></p> <ul style="list-style-type: none"> <li>◆ Weak Economy reduces convention turnout and length they stay in Atlanta greatly.</li> <li>◆ Atlanta’s “unsafe” environment in turns of panhandlers and crime.</li> <li>◆ City’s unwillingness for gambling</li> </ul> <p><b><u>Opportunities (continued)</u></b></p> <ul style="list-style-type: none"> <li>◆ Leverage Atlanta’s music stature and activity to attract music related events</li> <li>◆ Focus Promotional efforts to create more awareness for Atlanta as “International City”</li> <li>◆ Leverage Southern Hospitality theme in conjunction with “City Lights, Southern Nights”</li> </ul>

**E X T E R N A L**