

# 2025 BUSINESS PLAN

**BUFFALO**  
CONVENTION CENTER

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# ABOUT BUFFALO CONVENTION CENTER



The Buffalo Convention Center is the premier meeting and exhibit facility in Western New York. We can host large gatherings of up to 7,000 and accommodate small, intimate groups. Our unique space allows us to create the perfect environment for our customers' needs.

- The Buffalo Convention Center has over 110,000 square feet of flexible meeting/exhibit space.
- Soaring ceilings add volume to the 64,000 square feet of contiguous exhibit space, accommodating general session setups and up to 350 exhibit booths. This space may be sectioned into two halls, with easy access to the loading docks. Four covered loading docks and direct drive-in access to each hall make setup easy and efficient.
- The Convention Center's Ballroom spans 12,367 square feet with banquet seating for up to 1,000 guests. Pre-function areas extend the Ballroom space by 8,800 square feet. More than 46,000 square feet of flexible meeting space (21 meeting rooms) feature wireless and hardline capability in every meeting area.
- Dedicated Convention Center staff totaling over 100+ years of industry service.

# 2025 MEETING PLANNER TRENDS



## MARKET EXPANSION

The global business travel spending is projected to reach \$1.5 trillion in 2024, surpassing 2019 levels, with an anticipated annual compound growth rate of 7% from 2025 to 2028.



## RISING COSTS

The average cost per attendee per day for events and meetings is expected to increase by 4.3% in 2025, influenced by higher prices in air travel, accommodations, and services.



## INCREASED MEETING VOLUME

Nearly 40% of planners anticipate organizing more meetings in 2025 compared to 2024, indicating a robust demand for in-person events.

# EVENT INDUSTRY STATISTICS FOR 2025

Approximately 77.7% of event attendees feel that in-person B2B conferences are the best format for networking, reinforcing the importance of face-to-face connections.

(Source: G2)

47% of event marketers believe in-person events have the highest ROI and are key to future success.

(Source: NextGen)

Around 89% of businesses say that events are vital to achieving key business objectives, emphasizing the strategic role that live gatherings play in corporate marketing and growth plans.

(Source: Marketing Profs)

Attendance for in-person events for business meetings worldwide is expected to increase by 69% by 2025.

(Source: Statista)

Roughly 26.8% of attendees say that sustainability and diversity, equity, and inclusion (DEI) are their top priorities when choosing an event to attend.

(Source: G2)

More than 61% of millennials and 63% of Gen Z attendees plan to attend more global events in 2025 and beyond.

(Source: G2)

The average number of events increased by 52% in 2024 compared to 2023.

(Source: Meetings Today)

The global event industry is forecasted to exceed \$1.5 trillion by 2028, growing at an impressive annual rate of 11.2%.

(Source: Allied Market Research)

In the coming years, over 86% of event organizers planned to maintain or increase in-person events compared to 2023.

(Source: G2)

Inflation is affecting over 65% of event organizers, leading to increased costs across various event elements.

(Source: Vesta)

# 2025 CONVENTION CENTER INDUSTRY BEST PRACTICES

ADVANCED TECHNOLOGICAL INTEGRATION	HEIGHTENED SECURITY MEASURES	SUSTAINABILITY INITIATIVES	FLEXIBLE AND ADAPTABLE SPACES	DATA-DRIVEN DECISION MAKING
<p>Facilities are implementing AI-driven personalization, digital signage, and immersive audiovisual systems to engage attendees and streamline event management.</p>	<p>In response to recent incidents, convention centers have increased law enforcement presence, installed metal detectors, and employed advanced surveillance technologies to ensure attendee safety.</p>	<p>Emphasis on eco-friendly practices includes energy-efficient designs, waste reduction programs, and the use of renewable energy sources to minimize environmental impact.</p>	<p>Centers are designing modular spaces that can be reconfigured to accommodate various event types and sizes, providing versatility for organizers.</p>	<p>Utilizing analytics, convention centers monitor attendee behaviors and preferences to optimize layouts, services, and offerings, enhancing overall satisfaction.</p>

# 15 KEY EVENT TRENDS SHAPING THE INDUSTRY IN 2025

1 VIRTUAL AND IN-PERSON EVENTS GO HAND IN HAND	2 VENUE SELECTION ALIGNING TO EVENT EXPERIENCE	3 AI IS THE KEY	4 ATTENDEE ENGAGEMENT	5 TECH BRINGS EVENTS TOGETHER
<p><b>Seamless Integration:</b> Ensuring a smooth transition between in-person and virtual elements.</p> <p><b>Engaging Virtual Experiences:</b> Creating interactive virtual sessions and networking opportunities.</p> <p><b>Data Analytics:</b> Measuring the impact of both in-person and virtual attendance.</p>	<p><b>Venue Selection:</b> Choosing venues that align with event goals and attendee expectations.</p> <p><b>Technology Integration:</b> Incorporating technology for enhanced attendee experiences (e.g., interactive displays, mobile apps).</p> <p><b>Customization:</b> Offering flexible spaces that can be adapted to different event formats.</p>	<p><b>Attendee Personalization:</b> Using AI to tailor experiences based on attendee data.</p> <p><b>Predictive Analytics:</b> Forecasting attendee behavior and optimizing event logistics.</p> <p><b>Chatbots and Virtual Assistants:</b> Enhancing attendee support and engagement.</p>	<p><b>Interactive Formats:</b> Incorporating gamification, workshops, and experiential learning.</p> <p><b>Networking Opportunities:</b> Facilitating meaningful connections among attendees.</p> <p><b>Post-Event Engagement:</b> Building lasting relationships through follow-up and community building.</p>	<p><b>Event Management Software:</b> Utilizing platforms to streamline communication and collaboration.</p> <p><b>Virtual Site Inspections:</b> Conducting virtual walkthroughs of venues.</p> <p><b>Data Sharing:</b> Sharing relevant data to optimize event planning and execution.</p>

# 15 KEY EVENT TRENDS SHAPING THE INDUSTRY IN 2025

## 6 EVENTS TURNING INTO TOOLS

**Lead Generation:**  
Converting attendees into leads and customers.

**Brand Awareness:**  
Using events to increase brand visibility and recognition.

**Measuring ROI:**  
Tracking the impact of events on marketing goals.

## 7 TECHNOLOGY COMPETENCY

Staying updated on the latest event technology trends.

Developing in-house technical expertise or partnering with technology providers.

Leveraging technology to improve efficiency and productivity.

## 8 THE KEY IS TO MAXIMIZE ROI

Budgeting and cost-cutting strategies.

Measuring event ROI to justify expenses.

Identifying cost-saving opportunities without compromising quality.

## 9 SET UP A CENTRALIZED ZONE

Selecting the right event management software.

Integrating data from multiple sources.

Leveraging the platform for automation and efficiency.

## 10 LEVERAGE TECHNOLOGY AND PERSONALIZATION

**Interactive Experiences:**  
Incorporate polls and Q&A sessions to foster engagement.

**Personalized Attendee Journeys:**  
Utilize data analytics to tailor content and experiences to individual preferences.

**AI-Powered Enhancements:**  
Explore AI for attendee segmentation, personalized recommendations, and predictive analytics.

# 15 KEY EVENT TRENDS SHAPING THE INDUSTRY IN 2025

## 11 FOCUS ON EXPERIENTIAL LEARNING

**Immersive Environments:**  
Create engaging atmospheres that align with your event theme.

**Hands-On Workshops:**  
Offer practical learning opportunities to enhance knowledge retention.

**Networking Opportunities:**  
Facilitate meaningful connections through structured networking sessions.

**Storytelling:**  
Weave compelling narratives into your event content to create emotional connections.

## 12 PRIORITIZE SUSTAINABILITY AND SOCIAL IMPACT

**Eco-Friendly Practices:**  
Implementing sustainable event practices.

**Accessibility:**  
Ensuring the event is accessible to people with disabilities

**Diversity and Inclusion:**  
Promoting diversity among speakers, attendees, and staff.

**Community Engagement:**  
Support local businesses and charities to give back to the community.

**Ethical Sourcing:**  
Ensure that event materials and food are sourced responsibly.

## 13 DATA-DRIVEN DECISION MAKING

**Collect Valuable Insights:**  
Gather attendee data to measure event success and identify areas for improvement.

**Utilize Analytics:**  
Analyze event data to inform future planning and decision-making.

**Personalize Attendee Experiences:**  
Use data to tailor content and recommendations.

## 14 FOSTER COMMUNITY AND NETWORKING

**Online Communities:**  
Create online platforms for attendees to connect and engage before, during, and after the event.

**Mentorship Programs:**  
Offer opportunities for attendees to network and learn from industry experts.

**Exclusive Networking Events:**  
Host exclusive networking events for VIP attendees or specific industry segments.

## 15 CONTINUOUS INNOVATION

**Stay Updated on Trends:**  
Keep abreast of the latest event technology and industry best practices.

**Experiment with New Formats:**  
Try out innovative event formats like pop-up events or experiential marketing campaigns.

**Gather Feedback:**  
Seek attendee feedback to identify areas for improvement and incorporate their suggestions.

# GOAL #1: INCREASE REVENUE AND MARKET SHARE

## OBJECTIVES

Achieve \$5M in total earned revenue within the fiscal year.

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Increase annual bookings by 10% year-over-year.

## STRATEGIES

- Expand sales efforts to target corporate, association, and social event clients through a dedicated sales team focused on lead generation and relationship building.
  - Explore dynamic pricing models based on peak and off-peak seasons to optimize revenue generation and attract a wider range of clients.
  - Establish tiered pricing and service packages that accommodate different budgets and event sizes. This will ensure accessibility while maximizing revenue.
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- Develop a unified revenue optimization strategy that integrates dynamic pricing, tiered service packages, and analytics to ensure a consistent, streamlined approach and eliminate redundancy.
  - Leverage analytics tools to identify trends in event bookings and adjust sales strategies accordingly.

## OBJECTIVES

Establish five new long-term partnerships with corporations and associations.

## STRATEGIES

- Offer tailored packages with exclusive long-term benefits, such as priority booking, bundled services, and discounted rates for frequent events.
- With VBN, you can develop business relationships and attend and participate in national, state, and regional trade shows, networking events, and industry conferences.
- Engage in direct outreach to local corporations, universities, and professional organizations to present customized event solutions.
- Regularly collect feedback from partners to refine packages and services, ensuring the relationships remain mutually beneficial.
- Conduct periodic performance reviews and adjust strategies as needed, ensuring that the center remains on track to secure the targeted long-term partnerships.

# GOAL #2: ACHIEVE FINANCIAL GROWTH AND STABILITY

## OBJECTIVES

Diversify revenue streams to ensure long-term profitability.

- Bundle services such as catering, audiovisual support, event planning, décor, and security.
- Expand premium service offerings, including catering, branded event experiences, and VIP activations/opportunities.
- Offer the venue for alternative uses during off-peak times, such as training sessions, community programs, or filming and photography shoots.

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Maintain financial sustainability.

- Use analytics to assess event profitability, adopt dynamic pricing based on demand and segmentation, and conduct quarterly reviews to fine-tune pricing and resource allocation.
- Monitor the cost of goods such as food and beverages regularly.
- Implement strategic cost-cutting measures, such as bulk purchasing agreements for supplies.

## STRATEGIES

## OBJECTIVES

Increase revenue by 5% annually over the next five years.

## STRATEGIES

- Expand market reach by targeting out-of-state clients and international events.
- Offer early booking discounts and incentives for large-scale multi-year agreements.
- Research non-traditional uses for the center, especially for the need periods of the year.
- Engage Buffalo Niagara Sports Commission sales team for amateur athletic events.
- Use technology resources to show the layout of the exhibit floor space opportunities for amateur athletic events.

# GOAL #3: EXPAND MARKETING AND SALES EFFORTS

## OBJECTIVES

Increase brand awareness and digital presence.

- Continue to enhance the website with virtual tours, event booking capabilities, and online client testimonials.
- In cooperation with VBN, influencer partnerships, and local media will be utilized to showcase successful past events at the convention center.
- Collaborate with VBN to develop a comprehensive digital strategy that integrates every facet of digital marketing, unifying all marketing and outreach initiatives into a cohesive plan.

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Develop a strong sales pipeline for corporate, social, and cultural events.

- Create industry-specific electronic sales materials for different event types, highlighting the center's unique offerings.
- Leverage CRM tools to track leads, automate follow-ups, and nurture client relationships.

## STRATEGIES

## OBJECTIVES

Establish a client referral program to encourage repeat business.

## STRATEGIES

- Offer incentives or complimentary services to clients who refer new bookings.
- Develop a strategic outreach program targeting local event planners, businesses, and trade associations.

# GOAL #4: ELEVATE EVENT SERVICES AND CLIENT EXPERIENCE

## OBJECTIVES

Ensure all events meet or exceed client expectations, achieving a Net Client Score (NCS) of 90%.

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Develop a menu of customizable service packages tailored to different event types.

## STRATEGIES

- Develop customized event planning guides and checklists for different event types to assist clients in their planning.
- Assign dedicated services staff for all large-scale events to provide personalized assistance.

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- Offer tiered service packages with options for catering, event decor, audiovisual needs, and seating arrangements.
  - Develop and provide premium add-ons such as event branding, special guest services, and VIP treatment options.

## OBJECTIVES

Introduce state-of-the-art audiovisual and streaming technology.

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Train staff through the VBN Certified Travel Ambassador program.

## STRATEGIES

- Hire an in-house AV staff specialist
- Evaluate existing and identify new high-definition projectors, sound systems, and video streaming capabilities.
- Implement a unified technology and innovation strategy, consolidating all tech initiatives under a single framework.
- To accommodate virtual audiences, offer hybrid event solutions, including on-demand and real-time streaming.

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- Require all department heads, managerial, and front-facing staff to complete the training program to enhance guest experience and professionalism.
  - Incorporate real-time coaching and performance evaluations to ensure high-quality service standards.

# GOAL #5: ENHANCE OPERATIONAL EFFICIENCY AND CLIENT SATISFACTION

## OBJECTIVES

Achieve a 90% client satisfaction rate.

- Implement a post-event feedback system to gather client insights, track satisfaction levels, and make real-time service improvements.
- Develop internal rapid response teams available during events to handle client concerns or last-minute issues immediately.
- Provide a client concierge service that offers personalized assistance from the initial inquiry through event completion.

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Implement a streamlined booking and resource allocation system.

- Utilize the Momentus operations and finance package platforms to automate scheduling, invoicing, and resource tracking.
- Train staff extensively on the new system, ensuring a seamless transition and optimized efficiency in handling bookings.
- Integrate a real-time availability calendar on the convention center's website, allowing clients to check open dates and request bookings instantly.

## STRATEGIES

## OBJECTIVES

Maintain facilities at the highest level, exceeding industry standards.

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Adopt sustainable practices, reducing the operational carbon footprint by 20% by 2027.

## STRATEGIES

- Conduct bi-annual facility inspections and implement proactive maintenance schedules to prevent potential issues.
  - Invest in high-quality furnishings, lighting, AV equipment, and decor that align with modern event industry standards as needed.
  - Establish an in-house maintenance team dedicated to rapid response and event-day support.
  - Successfully renegotiate four union contracts to achieve operational efficiency, maintain financial sustainability, and foster a positive labor-management relationship while ensuring the seamless operation of the convention center.
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- Promote energy-efficient LED lighting, water-saving fixtures, and smart HVAC systems to reduce energy consumption.
  - Partner with local, sustainable vendors for decor and waste management services.
  - Research incentives for eco-friendly event setups, such as using digital over printed materials.

# GOAL #6: COMMIT TO SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY

## OBJECTIVES

Become a leader in sustainable event management.

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Support community engagement and local partnerships.

## STRATEGIES

- Work with Erie County to become one of the country's solar-powered convention centers.
- Introduce "green event packages" with incentives for clients who use eco-friendly materials.
- During need periods, provide venue space for nonprofit and community events at discounted rates.
- In cooperation with VBN, partner with local educational institutions to provide internships and hands-on training programs.

## OBJECTIVES

Promote diversity and inclusion in hiring and client outreach.

## STRATEGIES

- Continue to implement inclusive hiring practices.
- Explore local, regional, and state WMBE businesses for product and vendor opportunities.
- Through VBN's programming with area hospitality education programs, develop workshops, internships, and apprenticeship opportunities that reflect the community's and industry's diversity.

# MEASURING RESULTS/KEY PERFORMANCE INDICATORS

## Functional KPIs

These are the quantifiable or qualifiable metrics used to measure the effectiveness of tactics:

REVENUE PERFORMANCE	OPERATIONS PERFORMANCE	SALES LEADS, SOLICITATIONS AND LOST BUSINESS
<ul style="list-style-type: none"><li>• Total Revenue</li><li>• Rent Revenue</li><li>• Food &amp; Beverage Revenue</li><li>• Electrical Services Revenue</li><li>• Other Revenue</li></ul>	<ul style="list-style-type: none"><li>• Total Number of Events</li><li>• Number of Conventions</li><li>• Number of Meetings</li><li>• Number of Banquets</li><li>• Number of Consumer/Public Shows</li><li>• Total Number of Attendees</li><li>• Total Number of Days Occupied</li></ul>	<ul style="list-style-type: none"><li>• Total Leads</li><li>• BCC Generated Leads</li><li>• VBN Generated Leads</li><li>• Total Confirmed Bookings</li><li>• Total Solicitation Calls</li><li>• Existing Clients</li><li>• New Clients</li><li>• Total Lost Business</li></ul>

# CURRENT AND FUTURE BOOKED BUSINESS (AS OF YEAR END 2024)

	<b>2019</b> <small>(recovery benchmark)</small>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Number of Events</b>	<b>138</b>	<b>122</b>	<b>95</b>	<b>66</b>	<b>41</b>
<b>Expected Attendance</b>	<b>249,975</b>	<b>172,743</b>	<b>204,957</b>	<b>222,892</b>	<b>153,665</b>
<b>Number of Hotel Room Nights</b>	<b>25,000</b>	<b>21,094</b>	<b>23,686</b>	<b>25,416</b>	<b>14,282</b>
<b>Expected Economic Impact</b>	<b>\$34,063,840</b>	<b>\$28,254,890</b>	<b>\$29,154,963</b>	<b>\$24,583,519</b>	<b>\$17,131,034</b>