



**Training Proposal for:
Live Nation Worldwide, Inc.
Agreement Number: ET15-0159**

Panel Meeting of: June 27, 2014

ETP Regional Office: North Hollywood

Analyst: M. Webb

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Retrainee	Industry Sector(s):	Services Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Los Angeles, Orange, San Diego, San Francisco	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1,530	U.S.: 5,051	Worldwide: 8,324
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	18%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$700,000		\$0	\$0		\$700,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,108,053
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	620	8-200	0	\$600	\$15.60
				Weighted Avg: 40			
2	Retrainee Job Creation Initiative	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	328	8-200	0	\$1,000	\$13.00
				Weighted Avg: 50			

Minimum Wage by County: Job Number 1: \$16.04 in Los Angeles County; \$15.98 in Orange County; \$15.60 in San Diego County; and \$16.25 in San Francisco County.

Job Number 2 (Job Creation): \$13.37 per hour in Los Angeles County; \$13.32 in Orange County; \$13.00 in San Diego County; and \$13.55 per hour in San Francisco County.

Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: Yes No Maybe

Up to \$3.25 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
JOB NUMBER 1		
Accounting/Finance Staff		53
Analyst		52
Administrative/Clerical Staff		82
Creative/Design Staff		19
Customer Support/Client Care		56
Editorial/Writing Staff		7
Engineers		75
Human Resources		21
Facilities/Maintenance Staff		17
IT/Software Development		72
Product/Program Manager		8
Marketing Staff		12
Quality Assurance		9
Sales/Business Development		24
Manager		56
Director*		57

JOB NUMBER 2		
Accounting/Finance Staff		25
Analyst		21
Administrative/Clerical Staff		40
Creative/Design Staff		11
Customer Support/Client Care		25
Editorial/Writing Staff		7
Engineers		40
Human Resources		10
Facilities/Maintenance Staff		9
IT/Software Development		40
Product/Program Manager		10
Marketing Staff		14
Quality Assurance		11
Sales/Business Development		20
Manager		30
Director*		15

*Directors of LNW are frontline workers responsible for leading projects/tasks, strategy planning, and managing LNW employees.

INTRODUCTION

Live Nation Worldwide, Inc. (LNW) was founded in 2010 and is headquartered in Beverly Hills; LNW is a subsidiary of Live Nation Entertainment, Inc. LNW (www.LiveNation.com) is the world's leader in live entertainment and eCommerce; comprised of market leaders such as *Ticketmaster.com* and *Live Nation*. As an event management company, LNW is responsible for concert promotion for various artists and operates approximately 148 venues worldwide. This will be the first Agreement between ETP and LNW. Training is statewide and will take place at 11 LNW locations.

In an effort to grow the business, LNW has expanded services to include acquiring ticketing technologies (Ticketmaster), producing festivals and increasing corporate sponsorship and merchandising businesses. To support this business, the Company will continue to expand by rebuilding ticket platforms such as providing mobile ticketing and advertising options. Going forward the Company hopes to achieve the following;

- Increase LNW's global concert portfolio by growing sponsorship and mobile/online advertising;
- Increase number of tours to more markets;
- Continue to rebuild LNW's core ticketing platform;
- Provide high-level client and customer service; and
- Grow by signing top artists.

LNW has created a formal training plan and invested approximately \$200,000 to upgrade current computer systems and software. Upgrades include program software, from Microsoft

Office 2007 to Microsoft Office 2010, a new financial ERP system, and a new performance management system (Success Factors).

Financial processing functions such as purchase orders, accounts payable, and general accounting are currently processed with Microsoft Excel. Unfortunately, this can result in data errors and inaccuracies. With the new ERP system the Company will be less prone to data. Computer Skills training will be provided to ensure all staff are familiar with the Company's new Learning Management System (LMS). Trainees will learn how to view available courses and training opportunities, register for training classes, and access LNW resources. LNW is not using their LMS for tracking purposes under this Agreement.

Trainees will also receive training in Business and Commercial Skills to increase product knowledge and prepare employees to take on tasks such as event production and promotion, performance management, and marketing. Training in these topics will increase efficiency and improve skill set. Topics will also include Goal Setting, Communication, Team Building, and Process Improvement.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly hired employees is reimbursed at a higher rate and trainees are subject to a lower post-retention wage.

LNW is the world's largest concert promoter and ticketing company and continues to grow. With an expanded business portfolio, new positions must be filled to support all lines of business at multiple locations. The Company will hire 700 new employees over the next 2 years. Through recruiting, LNW has already filled 102 positions this year. Occupations to be hired include Marketing Staff, Engineers, Sales/Business Development, and Editorial/Writing Staff. LNW has committed to hiring 328 new employees (Job Number 2). Trainees must be hired within the three-month period prior to Panel approval or during the term of contract.

PROJECT DETAILS

Training Plan

Business Skills (30%): Training will be offered to all occupations in an effort to increase Customer Service Skills. Training in Leadership, Goal Setting, Product Knowledge, and Marketing will ensure employees are prepared to provide customers with the best service possible.

Commercial Skills (10%): Training will be offered to Creative Design Staff, Customer Support/Client Care, Editorial/Writing, Product/Program Management, Marketing, Sales/Business Development, Managers and Directors. Trainees will participate in courses such as Event Promotion/Production, Sponsorship Processes, and Venue/Exhibition Operations.

Computer Skills (30%): Training will be offered to all occupations to ensure all staff are capable of accessing computer programs used by LNW. Topics will include Sales Force, Project Management Software, and eCommerce.

Continuous Improvement (30%): Training will be offered to all occupations to improve in areas such as Team Management. Through Continuous Improvement courses, trainees will learn necessary skills to improve organizational processes.

Commitment to Training

LNW's current budget for training is approximately \$20,000 per year. Historically training has focused on: leadership development; performance management; service/sales; brand education; and internal systems. As the Company continues to grow, training is utilized to communicate change initiatives. LNW has invested in company trainers, train-the-trainer programs, training materials, and communication strategies.

LNW represents that ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Training will be provided by in-house trainers and training vendors. Project leads have been identified in each location to assist with administration duties. Duties include collection of rosters after each training session, auditing rosters to ensure they have been completed correctly, and providing all rosters to the Contract Representative. LNW has hired a third party to provide administrative services throughout the duration of the Agreement. The Director of Organization and Talent Development for LNW also has experience administering ETP projects and will play a key role in the administration process.

LNW's training plan includes two levels: Overall Corporate Initiatives and Division Specific. Each level has its own managing team. Corporate Initiatives include curriculum on new company initiatives as well as topics that cross all business lines such as communication skills, software programs, and product knowledge. Division Specific are job specific courses required of the trainees division (Sales and Marketing, Administration, Customer Service, Creative Design, etc.). Division business leaders work alongside Human Resource staff to manage training and provide weekly reports to the Director of Organization and Talent Development.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Training Funding Source in Seal Beach assisted with development for a flat fee of \$15,000.

ADMINISTRATIVE SERVICES

Training Funding Source will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting- Understanding P & L's
- Budgeting & Financial Management
- Business Development
- Coaching/Feedback
- Communication Skills
- Cultural Diversity
- Customer Service/Client Relations
- Employee Engagement
- Goal Setting
- Interview Skills
- Leadership and Management
- Marketing
- Negotiation Training
- Organizational and Time Management
- Personality Inventories: Myers Briggs/DISC
- Performance Management
- Presentation Skills
- Product Knowledge
- Proposal Writing
- Rewards and Recognition
- Sales
- Team Building

COMMERCIAL SKILLS

- Advertising
- Artist Management
- Booking Events
- Concert Management
- Convention and Trade Show Organization
- Event Promotion/Production
- Live Entertainment Production
- Sponsorship Processes
- Ticketing Processes
- Venue/Exhibition Operations

COMPUTER SKILLS

- ERP
- Adobe (Advanced/Intermediate)
 - PDF
 - InDesign,
 - Photoshop
 - Illustrator
- Agile
- Success Factors (LMS)
- ConFoo-Web Techno
- eCommerce
- JQuery TO (JavaScript)
- Microsoft Office (Advanced/Intermediate)
- Oracle
- Professional Scrum Master
- Project Management Software
- Sales Force
- SharePoint
- Word Press
- WebEx

CONTINUOUS IMPROVEMENT

- Change Management
- Process Improvement
- Team Management

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.