



FY14 ANNUAL OBJECTIVES

1. **Continue to drive positive awareness and perceptions of the United States as a travel destination in order to increase visitation to and spend in the United States.**
 - Support all states and territories with a mix of trade and consumer focused initiatives
 - Time the launch of consumer and trade outreach to maximize the opportunities that exist during peak travel planning periods
 - Encourage return visits by previous travelers who are already holding multi-year validity visas
2. **Focus FY14 campaign activity on the following objectives:**
 - Achieve campaign awareness levels of +15% in consumer media target markets as measured by pre- and post-wave campaign research
 - Improve the image and perceptions of the United States as a destination by statistically relevant increases (+3 points or more) as measured by pre- and post-wave campaign research
 - Increase intent to travel to the United States as measured by pre- and post-wave campaign research with target increases of 5%
3. **Activate the consumer campaign in international markets that generate more than 78% of inbound travel to the United States:**

Consumer Campaign Schedule August 2013 through December 2014

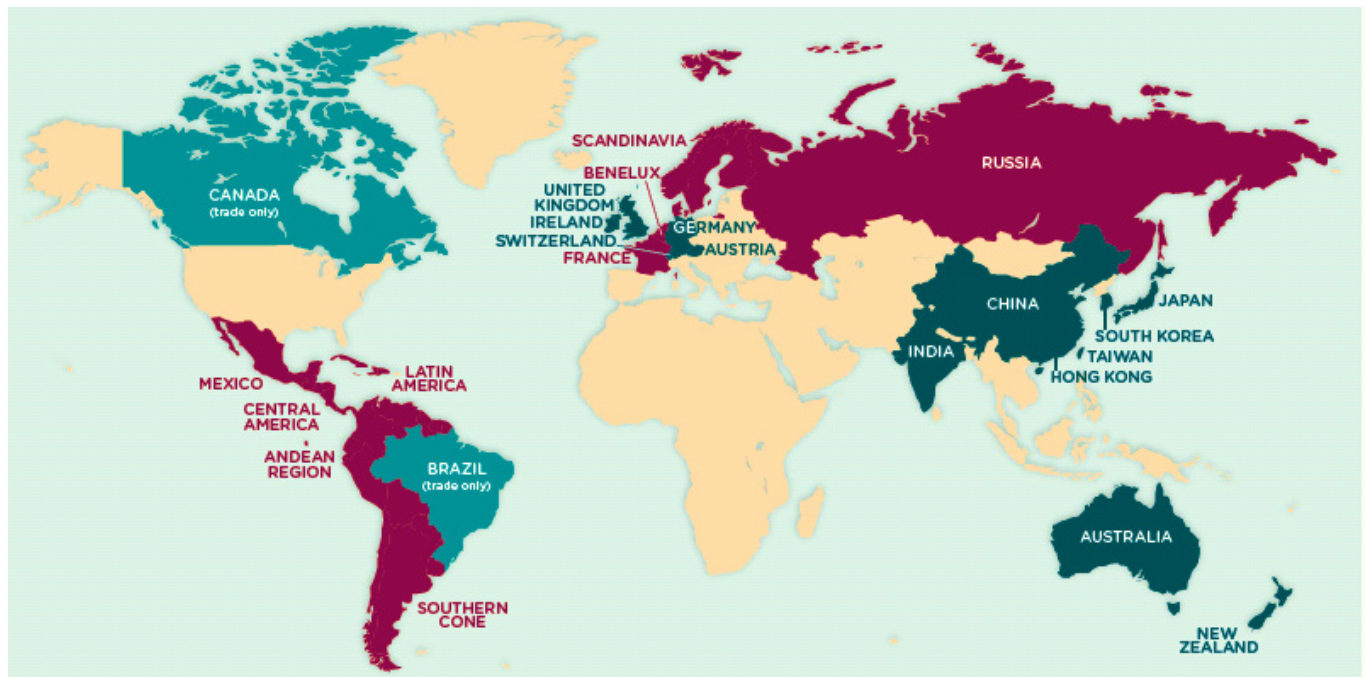
By Market	By Timeline
<ul style="list-style-type: none"> ■ Australia (September 2013* and January-February 2014) ■ Brazil (September 2013, June 2014, September 2014) ■ Canada (January-February 2014, May-June 2014) ■ China (August 2013, October-November 2013, March-April 2014, October-November 2014) ■ Germany (November-December 2013, January-February 2014, November-December 2014) ■ Japan (March-April 2014, September-October 2014) ■ Mexico (January 2014, March-April 2014, June 2014, October 2014) ■ South Korea (May-June 2014, October 2014) ■ Taiwan (August 2013, October-November 2013, March-April 2014, October-November 2014) ■ United Kingdom (January-February 2014, May 2014, September-October 2014) 	<ul style="list-style-type: none"> ■ August 2013 (China, Hong Kong, Taiwan)* ■ September 2013 (Australia, Brazil) ■ September-October 2013 (Japan, United Kingdom) ■ October-November 2013 (China, Taiwan, South Korea) ■ November-December 2013 (Germany) ■ January 2014 (Mexico) ■ January-February 2014 (Australia, Canada, Germany, United Kingdom) ■ March-April 2014 (China, Japan, Mexico, Taiwan) ■ May 2014 (United Kingdom) ■ May-June 2014 (Canada, South Korea) ■ June 2014 (Brazil, Mexico) ■ September 2014 (Brazil) ■ September-October 2014 (Japan, United Kingdom) ■ October 2014 (Mexico, South Korea) ■ October-November 2014 (China, Taiwan) ■ November-December 2014 (Germany)

Note: Schedule subject to change to optimize media and market opportunities.
 An asterisk indicates the campaign will first launch with social media / digital elements in the specified market.
 Designated markets generated 53 million of the 67 million international arrivals in 2012 (Source: OTTI)

4. Roll out a fully integrated metrics plan to measure performance of all marketing activities, including:

- **Market Intelligence**
 - **Traveler behaviors, preferences, and perceptions**
(Measurement Methodology: Online survey in each target market)
 - **Market share of outbound tourism from target markets (total and by channel)**
(Measurement Methodology: Actuals as reported by global organizations and reservations distribution systems)
 - **Competitor advertising monitoring**
- **Creative and Product Testing**
 - **Traveler reaction to advertising and promotional products**
(Measurement Methodology: Online survey in each target market)
- **Marketing Mix Optimization**
 - **Geographic distribution of advertising units and cost**
(Measurement Methodology: Actual values)
 - **Media channel distribution of advertising units and cost**
(Measurement Methodology: Actual values)
- **Awareness**
 - **Total brand media impressions**
(Measurement Methodology: Actual values)
 - **Consumer destination familiarity**
(Measurement Methodology: Online survey in each target market)
- **Engagement**
 - **Clicks on digital ads**
(Measurement Methodology: Actual values)
 - **Website visitation**
(Measurement Methodology: Actual values)
- **Consideration/Action**
 - **Search volume**
(Measurement Methodology: Actual values from multiple partner sources)
 - **Consumer intent to visit**
(Measurement Methodology: Online survey in each target market)
- **Purchase (Visitation, Spend, Economic Impact)**
 - **Total inbound visitation and spend by source market**
(Measurement Methodology: Paper survey of international air travelers reported by OTTI)
 - **Attributable increase in visitation and spend**
(Measurement Methodology: Delta between forecast visitation and spend based on historic performance, including confounding variables and actuals reported by OTTI)
 - **Attributable increase in economic impact**
(Measurement Methodology: Calculation based on attributable visitation and spend metrics)
- **Sharing**
 - **Consumer net promoter score**
(Measurement Methodology: Online survey in each target market)
 - **Consumer sentiment index**
(Measurement Methodology: Volume and semantic analysis of consumer generated content on social networks and travel websites)

5. **Create and add value for partners by developing and executing programs and campaigns that support the objectives of the Travel Promotion Act and the National Travel and Tourism Strategy.**
 - Develop, expand, and implement a range of partnership programs that provide relevant co-operative, publisher, research, and other opportunities for destinations and travel brands
 - Develop unique content that promotes travel to the United States and that can be repurposed by destinations and travel brands
 - Integrate and time the launch of consumer and trade outreach to maximize the opportunities that exist during peak travel planning periods
 - Collaborate with the Tourism Policy Council Marketing and Promotion Working Group to develop and conduct joint activities and leverage Federal assets to support Brand USA marketing efforts
 - Collaborate with the Tourism Policy Council Ease of Travel Working Group (specifically the Departments of State and Homeland Security) to communicate visa, entry, and other policy information provided by the TPC through multiple channels, including DiscoverAmerica.com, social media, the USA inspirational visitor guide, in-market representation and communications, and other trade and consumer event
6. **Expand global representation firms to have a presence in markets that generate 90% of inbound travel to the United States; align international firms to complement and augment marketing strategy and campaign market launches.**



Current International / Trade Representation (as of 7/22/13)			Expansion Markets	
Australia	Germany	New Zealand	Benelux	January 2014
Austria	Hong Kong	South Korea	Canada	August 2013
Brazil (trade only)	India	Switzerland	France	October 2013
Canada (trade only)	Ireland	Taiwan	Latin America	September 2013
China	Japan	United Kingdom	■ Andean Region	
			■ Brazil	
			■ Mexico & Central America	
			■ Southern Cone	
			Russia	February 2014
			Scandinavia	January 2014

7. Align and unify the industry's international marketing efforts through tradeshow, sales missions, workshops/seminars and other travel trade outreach and consumer marketing programs.

- Continue to expand the USA's presence at international tradeshow as measured by year-over-year increases in US exhibitor participation (target 15% in emerging markets)
- Establish the first USA Pavilion in Russia
- Further enhance USA Pavilion presence at each show through continuity and quality in graphics, collateral and pre-show exhibitor orientation/education
- Continue to promote the USA Discovery online platform launched in the UK and Ireland in June 2013 as a worldwide travel trade online USA destination-training program

Tradeshow	City Country	Event Dates	Consumer (C)/ Trade (T) Target	Number of Visitors
TTG Incontri	Rimini, Italy	October 17-19, 2013	T	T: 50,685
Taipei ITF	Taipei, Taiwan	October 18-19, 2013	T&C	T: 18,581 + C: 232,650 = 251, 231
ITB Asia	Singapore	October 23-25, 2013	T	T: 8,500
WTM	London, UK	November 4-7, 2013	T	T: 47,776
EIBTM	Barcelona, Spain	November 19-21, 2013	T	T: 9,330
Vakantiebeurs	Utrecht, The Netherlands	January 15-19, 2014	C	C: 103,856 (2013)
SATTE	New Delhi, India	January 29-31, 2014	T	T: 7,419 (2013)
FITUR	Madrid, Spain	January 22-26, 2014	T&C	T: 64,473 + C: 91,082 = 155,555 (2013)
BIT	Milan, Italy	February 13-16, 2014	T&C	T: 60,000 + C: 30,000 = 90,000 (2013)
ITB Berlin	Berlin, Germany	March 5-9, 2014	T&C	T: 110,000 + C: 60,000 = 170,000 (2013 prel.)
MITT	Moscow, Russia	March 19-22, 2014	T&C	T: 54,586 + C: 19,179 = 73,765 (2013)
TUR	Gothenburg, Sweden	March 20-23, 2014	T&C	T: 11,700 + C: 21,000 = 32,700 (2013)
COTTM	Beijing, China	April 9-11, 2014	T	T: 4,500 (2013 prel.)
WTM Latin America	São Paulo, Brazil	April 23-25, 2014	T	T: 8,000+ (2013)
ATM	Dubai, United Arab Emirates	May 5-8, 2014	T	T: 17,575 (2012)
IMEX	Frankfurt, Germany	May 20-22, 2014	T	T: 8,782 (2012)
HITS	Seoul, South Korea	TBA, May-June 2014	T&C	T+C: 71,000 (2012)
ABAV	São Paulo, Brazil	TBA, September 2014	T&C	T: 28,000 (2012)
FITA	Mexico City, Mexico	September 25-28, 2014	T&C	T+C: 60,000 (2012)
JATA	Tokyo, Japan	TBA September 2014	T&C	T: 49,485 + C: 76,504 = 125,989 (2012)
IFTM Top Resa	Paris, France	September 23-26, 2014	T	T: 28,788 (2012)
TTG Incontri	Rimini, Italy	October 9-11, 2014	T	T: 50,685 (2012)
Taipei ITF	Taipei, Taiwan	TBA	T&C	T+C: 262,590 (2012)
ITB Asia	Singapore	TBA	T	T: 8,500 (2012)
FIT	Buenos Aires, Argentina	TBA	T&C	T+C: 92,233 (2012)
International Golf Travel Market	Italy	TBA, October 2014	T	T: 1,300 (2012)
WTM	London, England	November 3-6, 2014	T	T: 47,425 (2012)
CITM	Shanghai, China	TBA	T&C	T+C: 100,000+ (2012)
EIBTM	Barcelona, Spain	November 18-20, 2014	T	T: 15,200 (2012)

NOTE: Schedule also posted on www.TheBrandUSA.com/industry-partners/events

8. Build engagement, trust and advocacy for Brand USA through strategic communications and industry relations.

- Maintain a comprehensive partnership guide detailing program opportunities—working in collaboration with our partners to continually develop and offer programs that help them maximize and achieve their business objectives
- Meet with the Tourism Policy Council and the TPC Working Groups for Marketing and Promotion, Ease of Travel, and Research monthly at the staff level; quarterly at the VP/CEO level; and biannually at the CEO-Secretary level to ensure a coordinated national approach to travel promotion
- Track progress of programs and results against pre-determined metrics (to be established with the Federal agencies) to measure success of entry-policy communication and other joint promotional efforts—leveraging a combination of KPIs currently tracked by the Federal agencies and Brand USA
- Provide quarterly updates on campaign progress and other initiatives to government and industry stakeholders
- Develop and launch national media site and distribution for destinations
- Create a series of toolkits to launch in advance of key events and initiatives to support partners
- Provide monthly updates to the industry via eNewsletter series to include an umbrella newsletter augmented with with communications customized for industry, partners, stakeholders, media, and supplier partners
- Produce the organization’s annual report for Department of Commerce transmittal to Congress by May 15 as required by the Travel Promotion Act
- Maintain directionally positive sentiment across social channels of 80% average or higher as measured on a quarterly basis
- Increase active fan community by 15% on a year-over-year basis through targeted promotions, advertising, and relevant content
- Maintain active participation in key government and industry conferences

9. Collaborate with the Federal government on communication of visa and entry policy (specifically with the Departments of State and Homeland Security) and implementation of the National Travel and Tourism Strategy.

- Meet with the Tourism Policy Council and the Working Groups on Marketing and Promotion, Ease of Travel, and Research monthly at the staff level; quarterly at the VP/CEO level; and biannually at the CEO-Secretary level to ensure a coordinated national approach to travel promotion
- Collaborate with the Tourism Policy Council Ease of Travel Working Group to communicate visa, entry, and other policy information provided by the TPC through multiple channels, including DiscoverAmerica.com, social media, the USA inspirational visitor guide, in-market representation and communications, and other trade and consumer events
- Collaborate with the Department of Homeland Security to promote and expand trusted traveler programs, such as Global Entry and TSA Pre✓™ and explore collaboration on arrival halls improvement project to establish a more welcoming environment
- Work with the Department of Homeland Security/Customs and Border Protection and airport authorities to understand and improve the customer experience at our ports of entry
- Collaborate with the Tourism Policy Council Marketing and Promotion Working Group to develop and conduct joint activities and leverage Federal assets for Brand USA’s campaign
- Collaborate with the US missions abroad to develop new collateral and enhance existing communications materials that can be distributed and displayed at embassies, consulates, key information centers, digital properties, meetings, and high-profile events
- Arm in-market reps with resources to support to support their collaboration with embassies on the above programs
- Collaborate with the State Department and the Foreign Commercial Service on in-market communications, social media, and embassy events
- Determine with the Tourism Policy Council, and particularly the Research Working Group, the key metrics to track to determine success of entry policy communication and other joint promotional efforts—using a combination of KPIs currently used by the Federal Agencies and Brand USA

10. Generate a combination of cash and in-kind contributions from the private sector to generate \$100 million and thereby maximize the 1:1 match

- Target 50% from cash contributions and 50% from in-kind contributions, but no less than 20% cash and no more than 80% in-kind