



FY15 ANNUAL OBJECTIVES

| Objective | Goals | Strategies |
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| <p>1. Increase international visitation, spend, and global market share for the United States.</p> | <ul style="list-style-type: none"> ▪ Achieve year-over-year market targets for Department of Commerce forecast and Brand USA metrics plan. ▪ Support the United States' increase in global market share from 12.6% long haul and 6.4% international in 2013 to 12.9% and 6.65% for 2014 (Source: Department of Commerce). | <p>Drive results through dynamic content, marketing mix, and storytelling.</p> <ul style="list-style-type: none"> ▪ Optimize the mix of consumer marketing, trade outreach, and co-op programs and platforms to increase awareness, intent to travel and demand. ▪ Support all 50 states, the District of Columbia and the five territories with an optimized mix of trade and consumer focused initiatives. ▪ Promote travel to, through, and beyond the gateways. ▪ Encourage return visits by previous travelers who are already holding multi-year validity visas. ▪ Engage and inspire travelers through storytelling that emphasizes experience and provides a call to action/booking opportunities. ▪ Build and distribute dynamic content with a focus on the Great Outdoors, Urban Excitement, and Culinary. |
| <p>2. Maximize the return on investment of Brand USA's international marketing initiatives.</p> | <ul style="list-style-type: none"> ▪ Execute against 100% of the Brand USA metrics plan. ▪ Keep administrative costs to 15% or lower. | <p>Operate efficiently and effectively.</p> <ul style="list-style-type: none"> ▪ Leverage market intelligence and proprietary research to make market-driven decisions regarding markets, timing, and budget allocation. ▪ Track results based on established performance analytics. ▪ Time, target and execute consumer and trade outreach during peak travel planning periods to optimize marketing effectiveness and efficiency. ▪ Execute the consumer campaign in markets that generate 80% of inbound travel to the United States. ▪ Expand global representation firms to have a presence in markets that generate 90% of inbound travel to the United States. ▪ Focus the majority of Brand USA's total budget/spend on marketing efforts. |

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| <p>3. Support the objectives of the National Travel and Tourism Strategy (January 2012) and Presidential Memorandum (May 2014).</p> | <ul style="list-style-type: none"> ▪ Deploy international arrival program in 2 of the 17 airports designated in the National Memorandum. ▪ Achieve 100% of the annual objectives shared with the Tourism Policy Council. | <p>Market the welcome.</p> <ul style="list-style-type: none"> ▪ Collaborate with the Federal government on communication of visa and entry policy. ▪ Collaborate with the Department of Homeland Security to promote trusted traveler programs, such as Global Entry. ▪ Work with the Department of Homeland Security/Customs and Border Protection and airport authorities to understand the arrivals experience at our ports of entry, as well as points of departure from the United States. This effort will include, but will not be limited to, the creation of video and OOH collateral for international arrival halls. ▪ 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 U.S. 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. Participate in the development of in-country strategies with Department of Commerce Commercial Service offices and Visit USA committees. ▪ Equip in-market reps with resources 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. ▪ Working with the Tourism Policy Council, determine the key metrics to track the success of entry policy communication and other joint promotional efforts—using a combination of KPIs. |
| <p>4. Maximize industry participation and support as measured by in-kind and cash contributions.</p> | <ul style="list-style-type: none"> ▪ Generate \$100 million in industry contributions. ▪ Target 50% from cash contributions and 50% from in-kind contributions, but no less than 30% cash and no more than 70% in-kind. ▪ Maintain a 90% or higher partner program retention rate in FY15 over FY14. ▪ Ensure Brand USA pavilions are “sold out” (i.e., 100% participation) at key international trade shows. | <p>Add and create value.</p> <ul style="list-style-type: none"> ▪ Leverage Brand USA's size, scale, and capabilities to pioneer programs and campaigns that individual destinations and travel brands would be challenged or unable to develop on their own. ▪ Develop programs and platforms that add, create, or amplify value to partners. ▪ Work in collaboration with our partners to continually develop programs that promote the entirety of the United States and help them achieve their business objectives. ▪ Develop unique content that promotes travel to the United States and can be repurposed by destinations and travel brands. |

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| <p>5. Build and maintain engagement, trust, and support for Brand USA.</p> | <ul style="list-style-type: none"> ▪ Maintain 100% compliance with policies, procedures, and the Travel Promotion Act. ▪ Earn an 85% or better rating on partner satisfaction surveys. | <p>Demonstrate commitment to integrity and compliance in words, action, and transparency of operations.</p> <ul style="list-style-type: none"> ▪ Ensure ongoing compliance management and monitoring with appropriate policies, procedures, and controls. ▪ Produce and deliver the organization’s FY14 annual report to the Department of Commerce for transmittal to Congress by May 15. ▪ Produce and deliver the organization’s annual objectives, budget, and marketing plan to the Department of Commerce by August 1 for FY15. ▪ Implement a strategic communications and industry relations plan that ensures consistent, accurate, and frequent updates on progress through a series of webinars, newsletters, meetings, and other communications. ▪ Report on initiatives, successes, and plans through media outreach. ▪ Cultivate industry relationships and seek partner input and feedback through a series of partner roundtables and other cultivation events. ▪ Maintain active participation in key industry conferences. |