

BRAND USA
OPEN TO THE PUBLIC MEETING OF
THE MARKETING COMMITTEE

July 22, 2013

A public meeting of the Marketing Committee of the Board of Directors (the “**Committee**”) of The Corporation for Travel Promotion d/b/a Brand USA (the “**Corporation**” or “**Brand USA**”) was held today in Washington, DC and via teleconference for the public commencing at 1:05 p.m. EDT. The following members of the Board participated in the meeting:

David Lim, Committee Chair
George Fertitta (via phone)
Randy Garfield (via phone)
Diane Shoher (via phone)

In addition to the members of the Committee, attending from Brand USA were CEO Christopher Thompson, Yvonne La Penotiere, Don Richardson, Anne Madison, Tom Garzilli, Alfredo Gonzalez, Michael Carroll and Carol Rheem. Also in attendance was George Schutzer, Esq. of Patton Boggs LLP and Robyn Mandel, Esq. of Katten Muchin Rosenman LLP. Ms. Mandel served as recording secretary. There being a quorum present, the Committee Chair called the meeting to order.

Opening Remarks

Committee Chair Lim first welcomed members of the general public listening to this meeting and noted that the agenda for the meeting has been circulated to the Directors

and posted on Brand USA's website.

Approval of Meeting Minutes

Committee Chair Lim asked for approval of the Meeting Minutes from the Marketing Committee Meeting held on April 15, 2013, a copy of which was distributed to the Board members. The Committee members in attendance unanimously approved the April 15, 2013 meeting minutes.

Marketing Activities Overview

Committee Chair Lim asked Chief Marketing Officer La Penotiere to go over Brand USA's marketing strategies and initiatives.

Strategy Map, Definitions and Balanced Score Card

CMO La Penotiere explained at a high level the Strategy Map, Definitions and Balanced Score Card that the Brand USA team is developing to focus their goals and measure success. The Strategy Map presents a host of objectives that relate to several categories - people, process, customer and financial, with the ultimate objective of driving visitation and spending in the USA.

CMO La Penotiere further explained that the Strategy Map Overview and Definitions is an accompaniment to the Strategy Map to show how it works. She also presented a quick overview of the proposed Brand USA balanced scorecard, which includes one to three goals for each objective. Success will be measured by looking at those goals.

FY14 Objectives and Marketing Plan to Commerce

CMO La Penotiere announced that the Objectives due to the Department of Commerce on August 1, 2013 had been developed. She briefly described the 9 objectives, which include:

1. Continue to drive positive awareness and perceptions of the United States as a travel destination in order to increase visitation and spend to the U.S.A.
2. Focus FY14 campaign activity on these objectives.
3. Activate the consumer campaign in international markets that generate more than 80% of inbound travel to the United States.
4. 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.
5. 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.
6. Align and unify the industry's international marketing efforts through tradeshow, sales missions, workshops/seminars and other travel trade outreach and consumer marketing programs.
7. Build engagement, trust and advocacy for Brand USA through strategic communications and industry relations.
8. Collaborate with the Federal government on communication of visa and entry policy and implementation of the National Travel and Tourism Strategy.
9. Generate a combination of cash and in-kind contributions from the private sector to exceed \$100 million and thereby maximize the 1:1 match.

FY14 Preliminary Marketing Plan

CMO La Penotiere presented a few highlights of the Marketing Plan, noting that a few items had changed from the FY13 Marketing Plan. In the FY14 plan, there is heightened focus on ensuring that all programs are integrated in order to leverage more value to partners. With regard to deployment into markets, there is a new criteria being considered internally, which is market potential, to determine where Brand USA's resources should go. There will be less traditional media and more digital marketing in order to reach a new audience and be more cost effective.

The plan is still under development and will be published on September 23.

Outline and Timetable for FY14 Business Plan

CMO La Penotiere went into further detail about what will be included in the final version of the Business Plan and the timeline for finalizing it. It will begin with an introductory message from CEO Thompson, and then contain a recitation of Brand USA's mission and values. The team will link the Objectives presented to the Department of Commerce with methods to achieve those objectives.

There will be a section focusing on key lessons learned over the first few years of Brand USA's operations, specifically addressing information received from sources in the travel and tourism industry, internal strengths and weaknesses, results of the GAO Audit and internal research and marketing. Key strategies and tactics and goals by department will be included and this planning framework will align with the Balanced Scorecard that is being developed. All marketing and public relation activities will relate to the travel life cycle. The Plan will include accountability for external and internal people that are part of the Brand USA team, including employees, contractors

and GSA's. Finally, there will be a collective commitment from CEO Thompson and other senior leaders that they are committed to making this business plan a reality.

After the plan is published on September 23, Brand USA will host a webinar or similar venue for the industry to discuss the Business Plan to take place in mid-October.

In addition, as soon as business planning for FY14 is complete this fall, Brand USA will start working on FY15 business planning with a goal of presenting the preliminary plan at IPW in Chicago in April 2014. This will permit plenty of time for refinements to the plan well in advance of the August 1 deadline for submission to Department of Commerce.

Committee Chair Lim thanked CMO La Penotiere and her team for a great body of work.

Public Questions

Committee Chair Lim sought questions from the public. There were none.

Adjourn

There being no further business before the Committee, Committee Chair David Lim adjourned the meeting at 1:25 p.m. EST.

The foregoing minutes approved by the Marketing
Committee of the Board of Directors on October 28, 2013

Signature on file

David Lim, Marketing Committee Chair