



# Marketing Committee Meeting of the Board of Directors

September 15, 2015

USA  
DiscoverAmerica.com

Brand USA

# Marketing Committee Meeting of the Board of Directors



**Barbara Richardson**

Vice Chair, Board of Directors

Chair, Marketing Committee



DiscoverAmerica.com

# Agenda

- Opening Remarks
  - Call the Meeting to Order
  - Introductions: Management, Legal Counsel, and Invited Guests
- Approval of the Minutes from the July 23, 2015 Meeting\*
- CEO Report
- FY2016 Marketing Plan\*  
(vote to approve recommendation to the board to adopt the proposed plan)
- Requests for Proposals: Update
- VisitTheUSA.com
  - Communications and Roll-Out Plan
- Discussion and Closing Remarks





# Brand USA Marketing Committee



**Barbara Richardson**  
**Chair**



**Caroline Beteta**



**John Edman**



**George Fertitta**



**Randy Garfield**

Also in attendance from the Board of Directors:



**Mark Schwab**

# Executive and Senior Management



**Chris Thompson**  
President & CEO



**Anne Madison**  
Chief Communications Officer



**Don Richardson**  
Chief Financial Officer



**David Whitaker**  
Chief Marketing Officer



**Tom Garzilli**  
SVP, Global Partner Marketing



**Karyn Gruenberg**  
VP, Partner Programs



**Stanley Mattos**  
VP, Operations



**Carroll Rheem**  
VP, Research & Analytics

# Agenda

- Opening Remarks
  - Call the Meeting to Order
  - Introductions: Management, Legal Counsel, and Invited Guests
- Approval of the Minutes from the July 23, 2015 Meeting\*
- CEO Report
- FY2016 Marketing Plan\*  
(vote to approve recommendation to the board to adopt the proposed plan)
- Requests for Proposals: Update
- VisitTheUSA.com
  - Communications and Roll-Out Plan
- Discussion and Closing Remarks





## CEO REPORT

# CEO REPORT



**Chris Thompson**

President & CEO

Brand USA

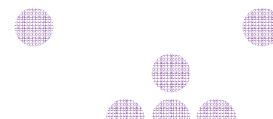


DiscoverAmerica.com



# Contributions Update

- On Target to Reach \$100 Million in Cash and In-Kind Contributions
  - On Target to meet our FY2015 cash contributions goal of \$45 million and in-kind contributions of \$70 million.
  - Cash contributions received during Q3 2015 were from the following: Visit Florida; Miami Convention & Visitors Bureau; SeaWorld Parks & Entertainment; Hawaiian Airlines; Avis/Budget Car Rental, LLC; Scenic Tours; Greater Houston CVB; and Philadelphia Convention and Visitors Bureau
  - \$30.1 million in in-kind contributions were received during Q3 2015.



# Giant-Screen Film Update

- **Film is nearly complete**
  - Fall 2015: Robert Redford's narration and final music selection to be added
- **August 23, 2015: Screened 12 minute-length film in 3-D at ESTO – positive and enthusiastic feedback from partners and stakeholders**
- **Sept. 9, 2015: Screened full-length 3-D at Giant Screen Cinema Association (GSCA) for theater operators around world**
- **Feb. 10, 2016: Premiere in DC at Smithsonian's Natural History Museum**
- **Finalizing theaters and schedule of run**
  - Two levels of promotions: Premiere Events & Promotion Events
    - Premiere Events in at least 6 international markets
    - Promotion Events in at least another 12 markets
- **Sponsors:**
  - Expedia - 1<sup>st</sup> Global sponsor
  - Subaru - 1<sup>st</sup> non-endemic Global sponsor
  - Other Sponsors: REI and Youku
  - More to come!



# National Parks Adventure

- Narrated by Robert Redford
- Multi-million dollar partnerships
  - Global: *Expedia Media Solutions*
  - Domestic: *REI (Recreational Equipment, Inc.)*



- World premier will be held in Washington, D.C. on February 10, 2016, followed by premiers in-market in key international markets
- Marketing communications tool kits to be provided to Brand USA partners once theater schedule is finalized



# America. The Beautiful.

- Eight half-hour episodes produced by MacGillivray Freeman Films and the Travel Channel
- Narrated by Robert Redford
- Airing domestically through August
- Airs internationally in the UK starting in October 2015
- Showcases the country's national parks and natural wonders
- Series supports the overall great outdoors campaign including the big screen film



Courtesy of the Travel Channel





# U.S. – China Tourism Leadership Summit



- First year planned and hosted by Brand USA
  - Previously co-organized by the U.S. Travel Association and the China National Tourism Administration (CNTA)
- Discussed mutually beneficial strategies of joint marketing reflecting a new era of Chinese-U.S. tourism cooperation
- 190 delegates, including 90 from China
- Premier Sponsors: Visit California and LA Tourism & Convention Board



# India Mission 2015

- 1st MICE focused event - Experience USA MICE September 4-6: Goa
  - Hosted 22 corporate decision makers from companies such as Microsoft, Hitachi, Nestle, Michelin
- India Sales Mission September 6-11
  - Chennai
    - 145 buyers
  - Mumbai
    - B2B Session attended by 280 buyers
    - VIP Dinner attended by 100 buyers
    - VIP Dinner Attended by the Consul General in Mumbai, Thomas Vejda
- New Delhi
  - B2B session expected 200-250 buyers (#s TBC at end of event)
  - VIP dinner expected 100-125 (#s TBC at end of event)
- VIP Dinner attended by Deputy Chief of Mission, Michael Pellitier and Commercial Services – Paul Frost (Commercial Officer)
- Media Day (New Delhi)
  - 40 journalists invited (final #s TBC at end of event)



# USA Suppliers

- 7M Tours
- Beverly Hills Conference and Visitors Bureau
- Gray Line New York Sightseeing
- Greater Miami Convention & Visitor Bureau
- Hornblower Cruises & Events
- Las Vegas Convention & Visitors Authority
- Los Angeles Tourism & Convention Board
- Marriott International Inc.
- Maxim Tours LLC
- Nevada Commission on Tourism
- NYC & Company
- Papillon Helicopters & Scenic Airlines
- Philadelphia Convention & Visitors Bureau
- San Francisco Travel Association and San Francisco International Airport
- San Incredible Vacations LLC.
- Santa Monica Travel and Tourism
- Sawgrass Mills-Simon
- SeaWorld Parks & Entertainment
- Simon Shopping Destinations
- Starwood Sales Organization
- The Empire State Building Observatory
- The Metropolitan Museum of Art
- The New Tropicana Las Vegas
- Tours Limited LLC
- Travel Oregon
- Universal Orlando Resort
- Universal Studios Hollywood
- Visit California
- Visit Florida
- Visit Orlando



# World Routes 2015

- Durban, KwaZulu-Natal, South Africa • 19 - 22 September 2015
- US Partners Participating
  - Baltimore Washington Airport
  - Los Angeles World Airports
  - Las Vegas
  - Visit Florida
  - Chicago
  - Denver International Airport
  - Dallas Ft. Worth International airport
- Brand USA hosting opening reception, 9/19 at Greyville Racetrack
  - This event was well attended last year (700 people)
- Carroll Rheem, VP Research & Analytics to speak:
  - Strategy Summit, 9/20
  - Routes Exchange Briefing Forum, 9/21







# FY2016 MARKETING PLAN

# FY2016 MARKETING PLAN



**David Whitaker**  
Chief Marketing Officer  
Brand USA



DiscoverAmerica.com

# FY2016 Marketing Plan Presentation

## Key Subject Areas

- 2016 Marketing Planning Overview
- Market Structure
- Market Prioritization
- Targeted Customer Segmentation
- Situational Analysis
- Purchase Decision Journey
- FY2016 Paid Media Alignment and Allocations
- Media Overview







## 2016 Planning, Market Structure & Prioritization



# 2016 Planning

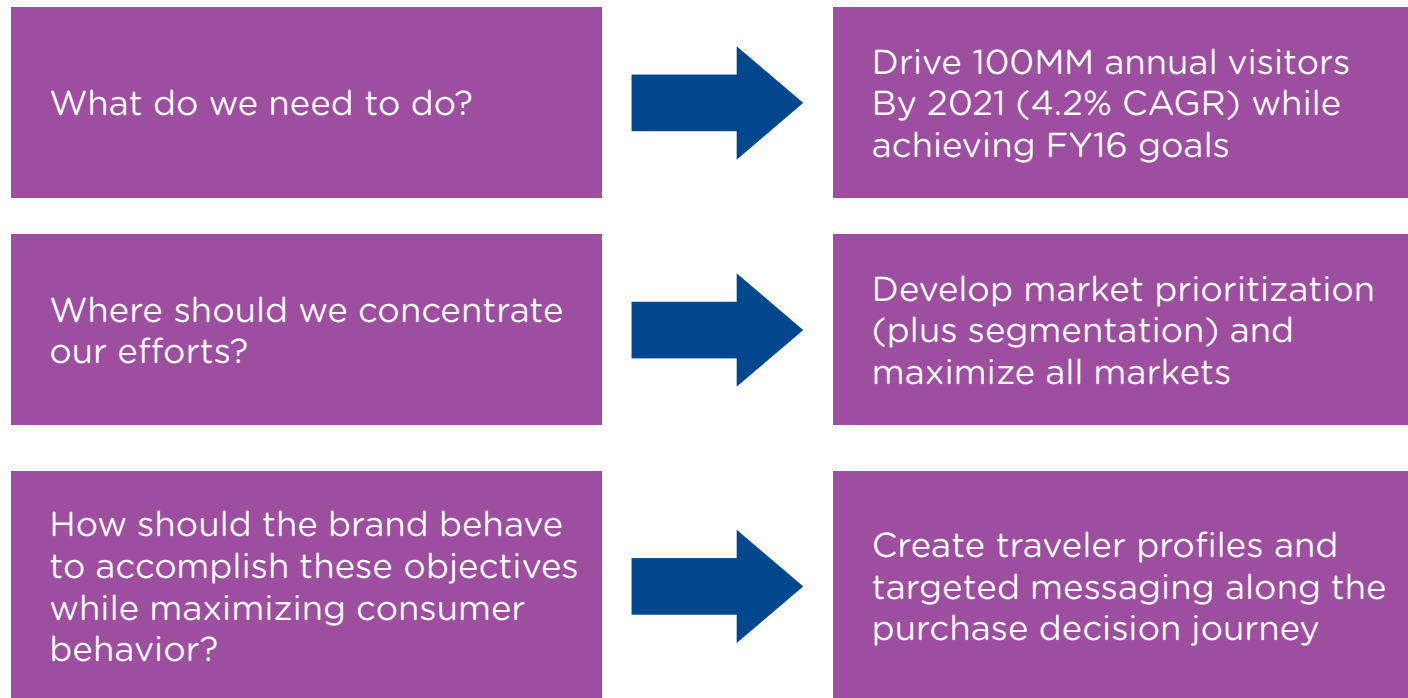
Market Prioritization focuses on development of market-level investment and growth strategies that meet all business objectives.

- Assign resources based on growth potential to achieve goals – Path to 100MM
- Identify growth audiences in both established and opportunity markets, including "motivations" to be unlocked
- Provide guidance on messaging, media, timing and measurement
- Create opportunities for partners
- Align internal resources and stakeholders
- Ensure an 'up-stream' approach



# Market Prioritization

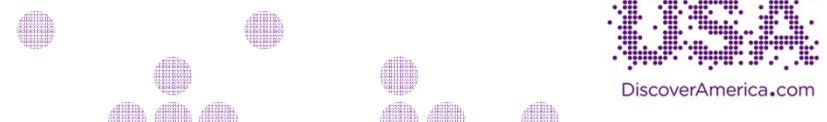
Our existing brand positioning, the Big Screen Movie, and the following principles guided our planning process:



# Creative Checklist

- ✓ Must build on our foundation and successes
- ✓ Must be bold and have an edge
- ✓ Must be customizable by country & traveler/travel type (avoid U.S. centric creative)
- ✓ Must show variety & choice
- ✓ Must be easily shareable & monitored
- ✓ Must be adaptable to dynamic media environment, driven by customer behavior

Source: FY16 Marketing Plan Discussion, June 12, 2015



# Market Structure

Establish a tiered market structure to guide strategy, program development and resources.





# Market Prioritization: Prime Volume Markets

- Canada
- Mexico
- United Kingdom
- China (Highest Growth Potential)
- Brazil (Highest Growth Potential)

2014	% '13	% '16
23 MM	- 1.8%	+ 4.7%
17.3 MM	+ 19%	+ 4.8%
4 MM	+ 3.6%	+ 3.5%
2.2 MM	+ 21.1%	+ 15%
2.3 MM	+ 9.9%	+ 7.4%



# Market Prioritization: Targeted Volume Markets

- Japan
- Australia
- India
- Germany
- South Korea

2014	% '13	% '16
3.6 MM	- 4%	+ 1.2%
1.3 MM	+ 5.9%	+ 5.3%
960 K	+ 11.9%	+ 14%
1.9 MM	+ 2.7%	+ 3.5%
1.4 MM	+ 6.6%	+ 9%

# Market Prioritization: New Volume Markets

- France
- Sweden
- Colombia
- Chile

2014	% '13	% '16
1.6 MM	+ 8%	+ 7.9%
540 K	+14 %	+ 4.8%
881 K	+ 18%	+ 11.9%
249 K	+ 17%	+ 11.3%



# Market Prioritization: Trade & Partner Focus

Brand USA sponsored Visit USA collaboration, trade shows, road shows, missions, fairs and/or training activities

- Spain
- Hong Kong/Taiwan
- Italy
- Benelux Region
- South America\*
- Nordic Countries\*
- Austria
- Switzerland
- Southeast Asia\*
- Central America\*
- Gulf Cooperation Council (GCC)\*
- South Africa
- Israel
- Hungary

\* Select countries in each region



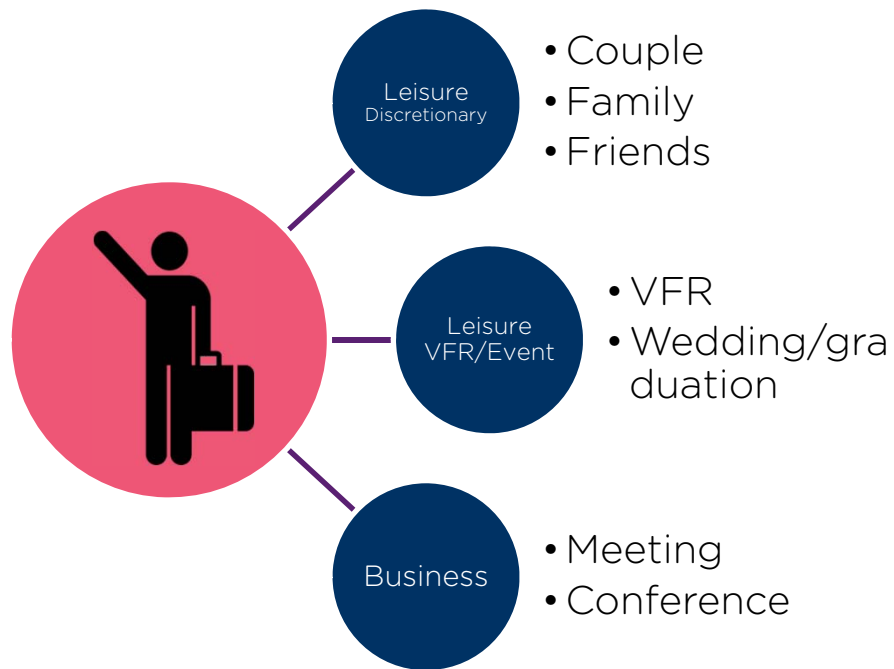


Targeted Customer Segmentation



# Customer Segmentation

We can deliver more relevance and value to travelers by organizing them into groups with similar characteristics



Each of these groups has individual motivations and triggers, and can be identified by “trip persona”



# Motivation + Trigger = Trip Persona

## Motivation

Treat Myself And Have Fun

Escape And Recharge

Learn About Different Cultures

See Faraway Friends/Family

Satisfy A Sense Of Adventure

## Trigger

Need A Break From Routine

Ritual/Habit

Destination Calling

Visiting Friends/Family

Great Deal

Celebration Of Milestone

Event

# 5 Core U.S. Trip Personas

## Excitement

(Indulge, non-routine)

- Entertainment, shopping, dining, nightlife

## Favorite

(Indulge, ritual)

- Repeat visitors (what's new in town), snowbirds, summer vacationers

## Local

(Indulge, destination calling)

- Quintessential, unique local experiences, off the beaten path in primary destinations, iconic in second tier destinations

## Escape

(De-stress, non-routine)

- Secluded spots, immersive experiences, destination spas

## Getaway

(De-stress, ritual)

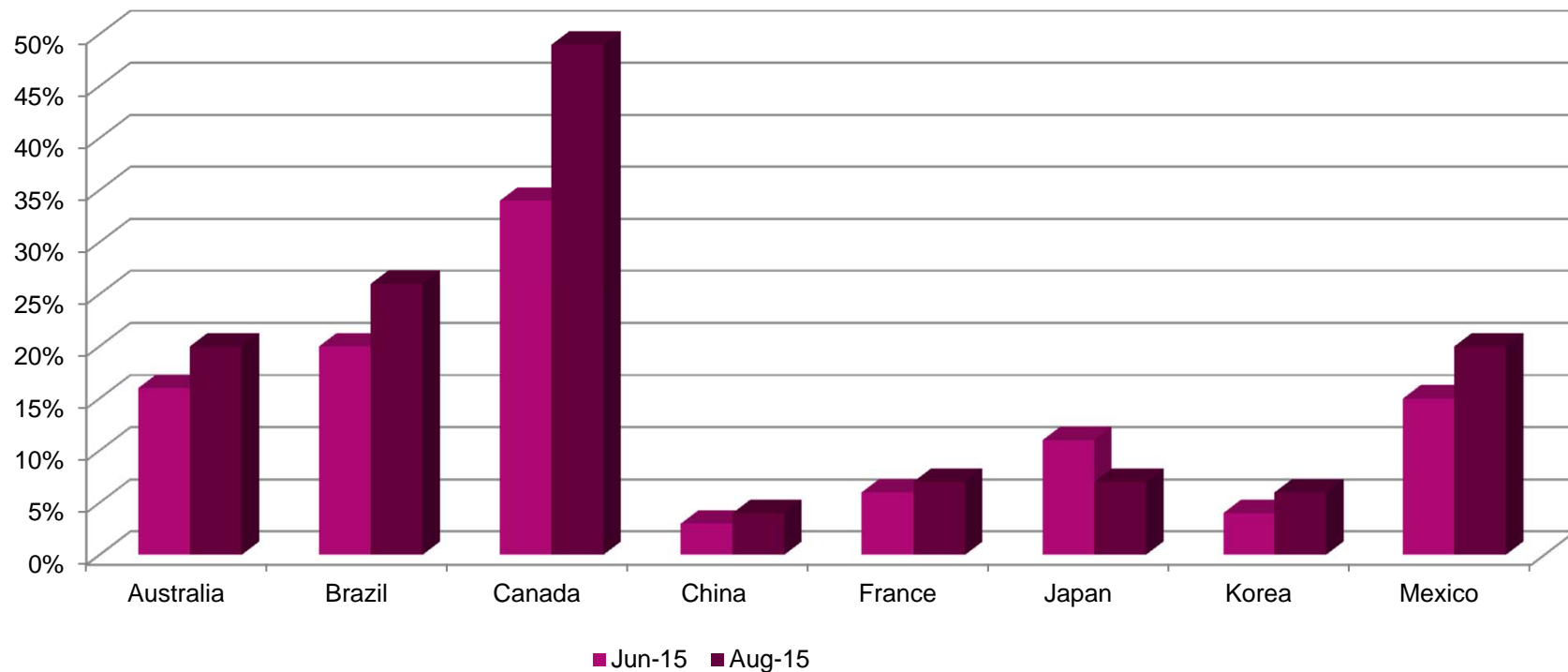
- Convenience, comfort, cultural connection



## Situational Analysis

# Strong U.S. Dollar Impacts International Visitation and Spend to the USA

Unfavorable Currency Exchange Value as Reason for Not Visiting US



Source: Brand USA Tracking Study

Base: Travelers who are not likely to visit the US in the next 12 months



# We Need a Value Proposition

When considering a destination,  
natural features rank as the top  
reason for picking a destination

Natural features/landscapes (Total)\*



Great Outdoors succeeds  
as a platform in a mix of  
marketing

But not exclusively in the USA,  
where visitors expect a variety of  
experiences

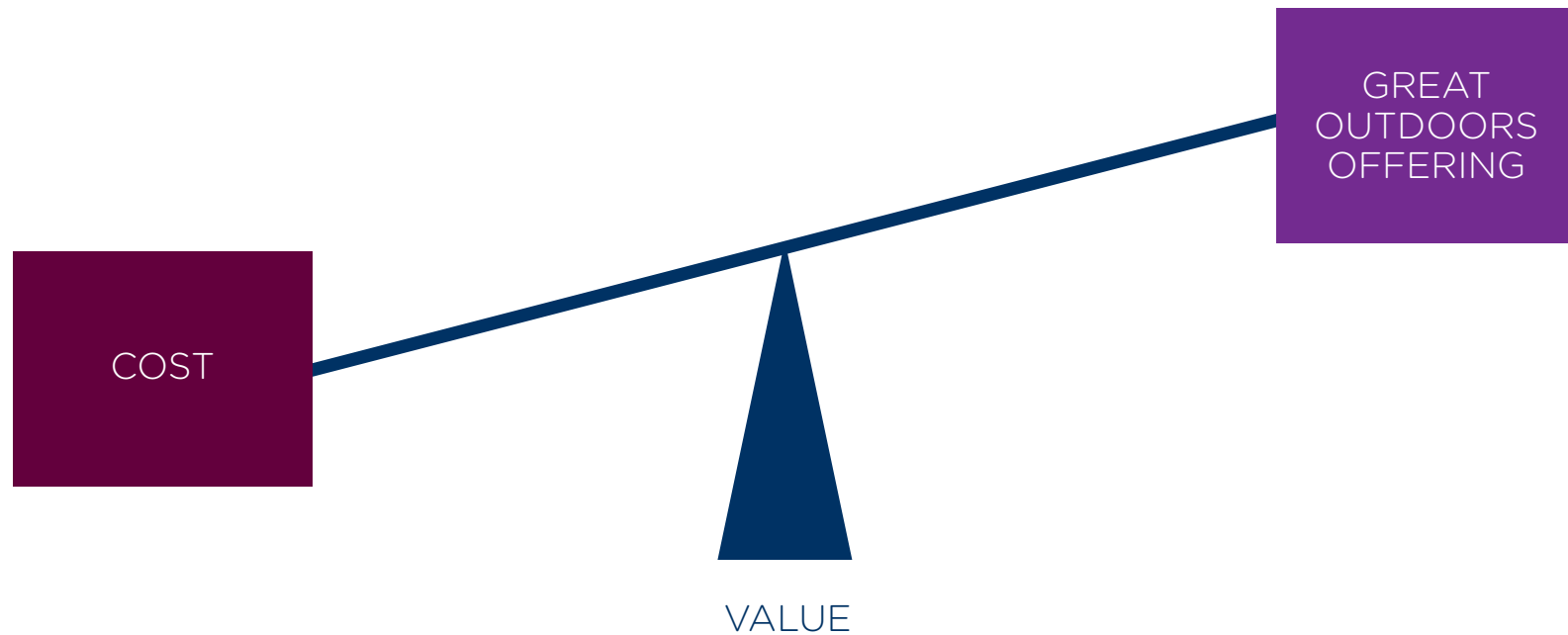
Natural features/landscapes (Total)\*



Great Outdoors is limiting as  
an overarching positioning and  
value proposition

\*Source: Great Outdoors Segmentation Study

This Situation Creates a Perception  
of Limited Value for Price



Surging dollar lowers the comparative cost of experiences  
compared to geographically close, competing destinations



# 2016 Marketing Challenge

How do we elevate the perception that trips to the U.S.  
give travelers more diversity and therefore more bang  
for their buck, yen, real, peso?





FROM ► TO



# Evolve Great Outdoors from Platform to Positioning

2015

From Single-Dimension



Great Outdoors

- Too expensive
- Not worth the trek
- Nothing new



2016

To Multi-Dimensional



Great Outdoors



Urban Escapes

- Many experiences in one vacation = Great Value
- Interconnected and accessible possibilities
- Time = Money



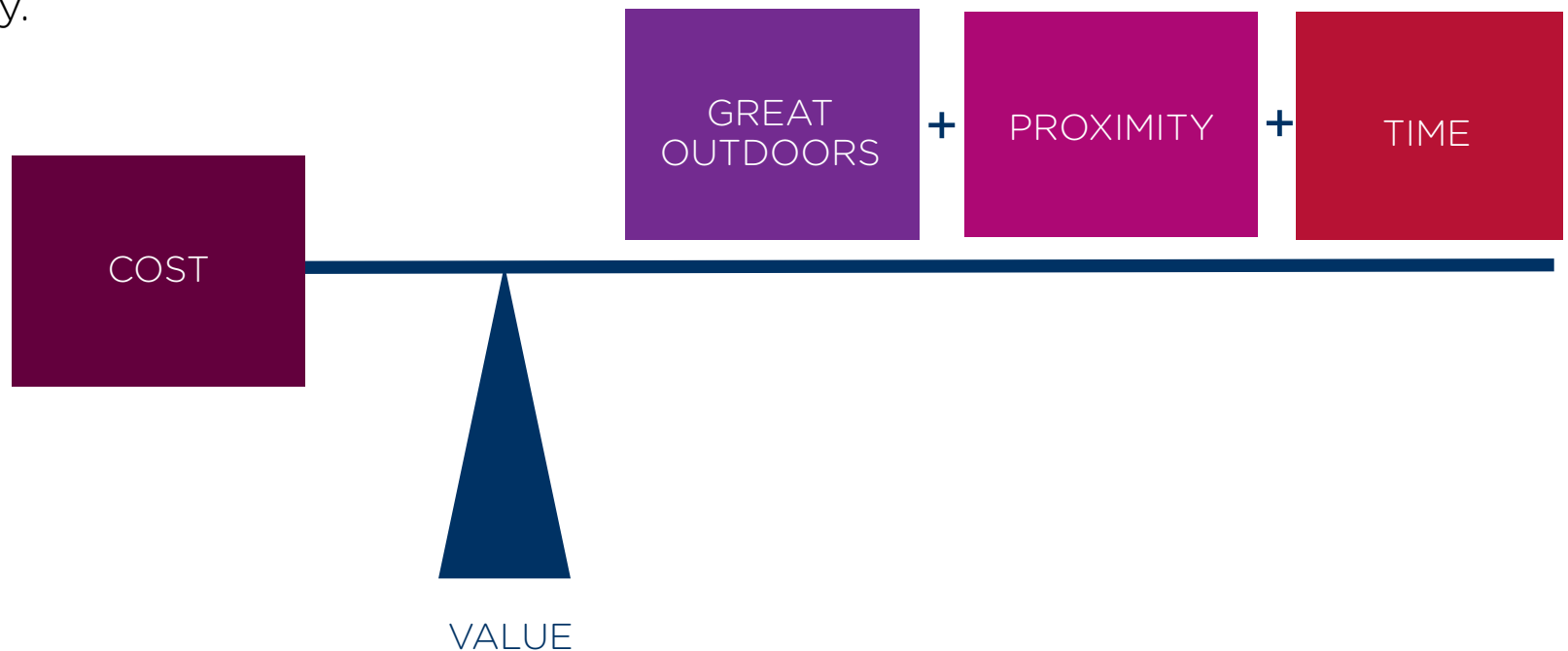
# 2016 Bridge Strategy



Proximity Is The Heart Of  
The New Positioning & Value Proposition

# Proximity Is the Equalizer

The perceived cost of one trip with multiple experiences holds more value than many trips with a singular focus. Time and new are currency.



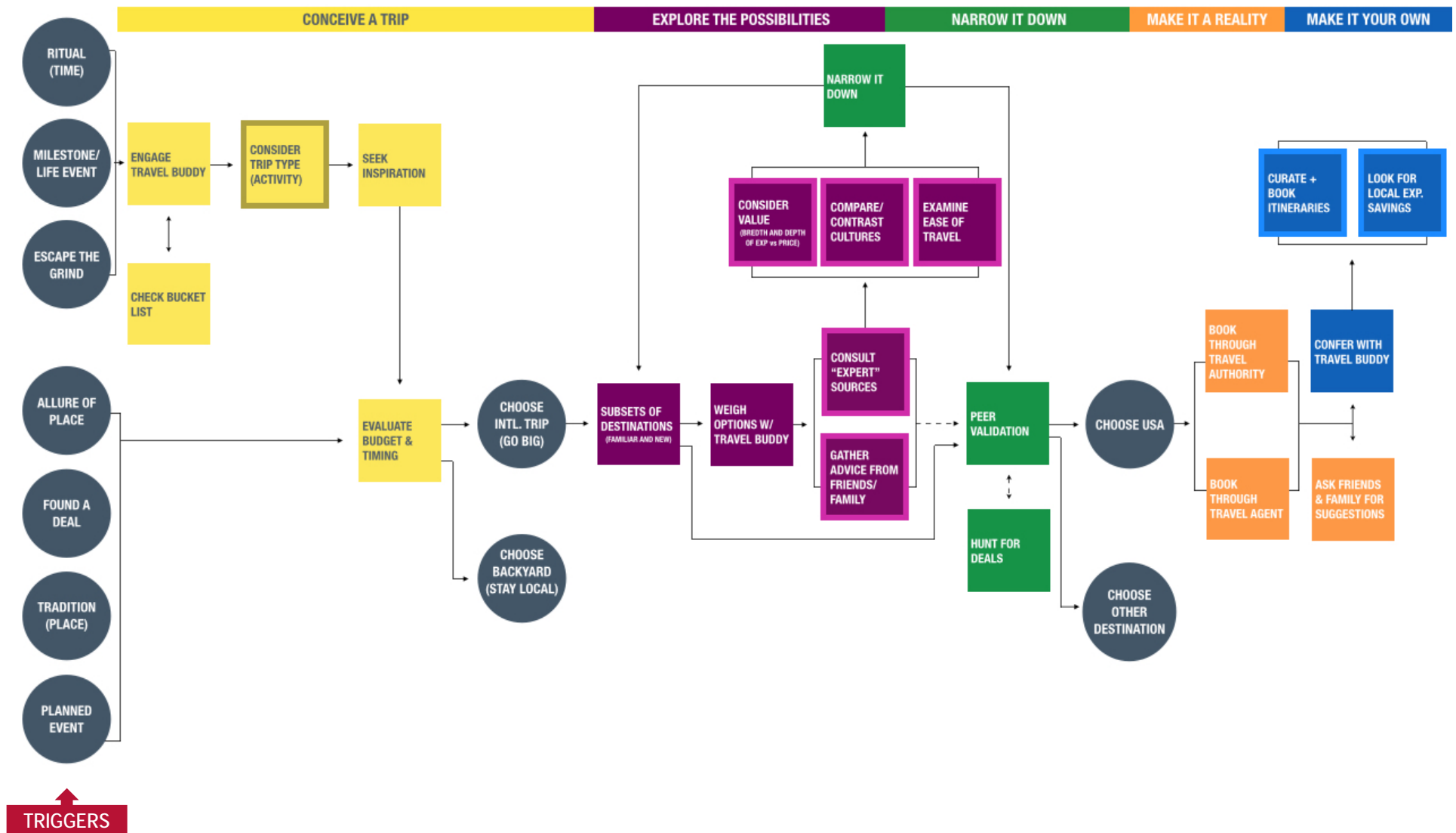
# Creative Strategy

Promote proximity and interconnectedness of USA-only experiences. Demonstrate travel value, and create a sense of urgency while continuing to spark imagination and wonder.



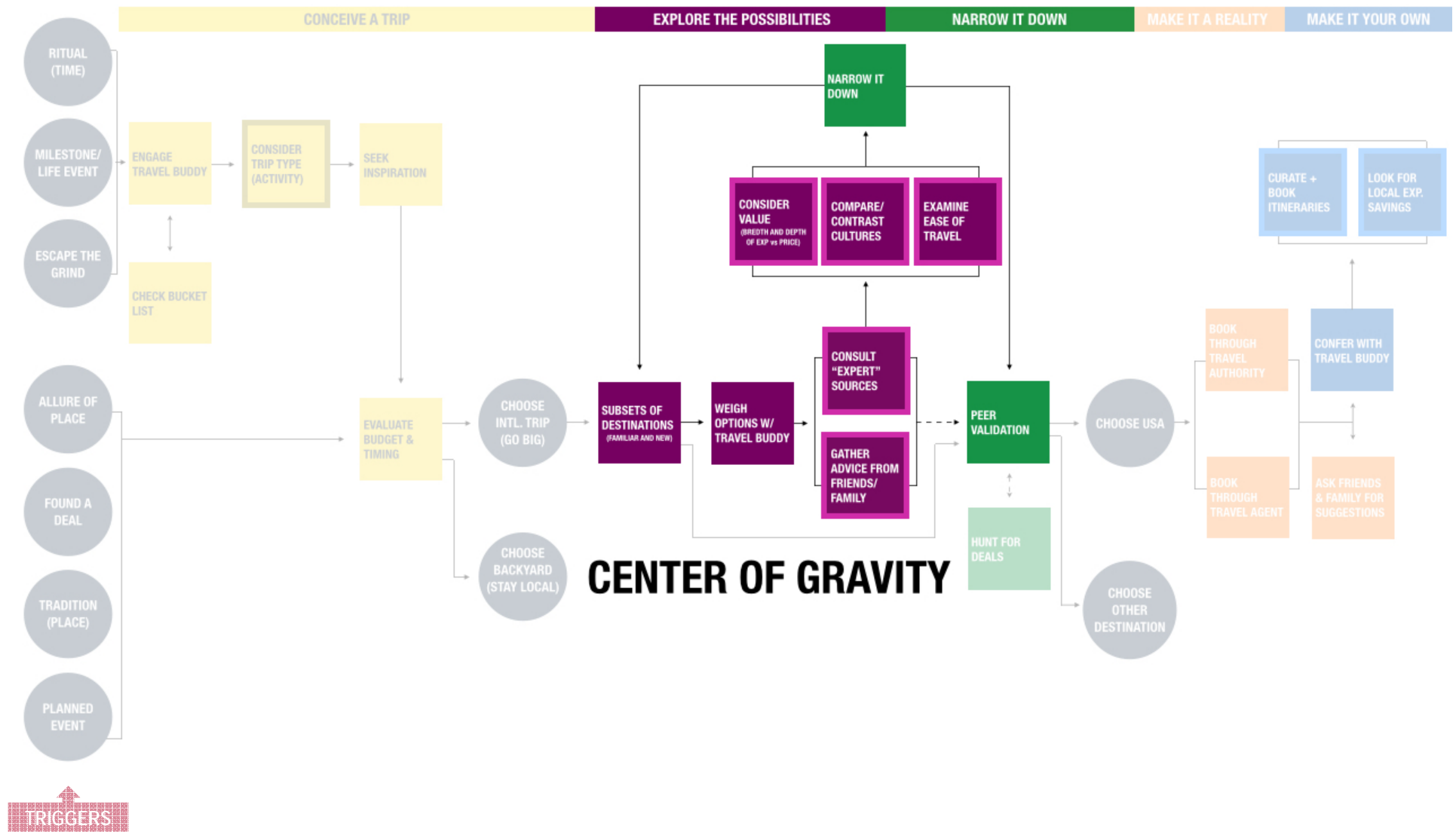
## The Purchase Decision Journey

# The Purchase Decision Journey





# Focus Is Critical





## FY16 Paid Media Alignment & Allocations

# Methodology

1. Mapped out the priority 14 markets across 8 quadrants based on:

## MARKETS TYPES:

Prime, Targeted, New

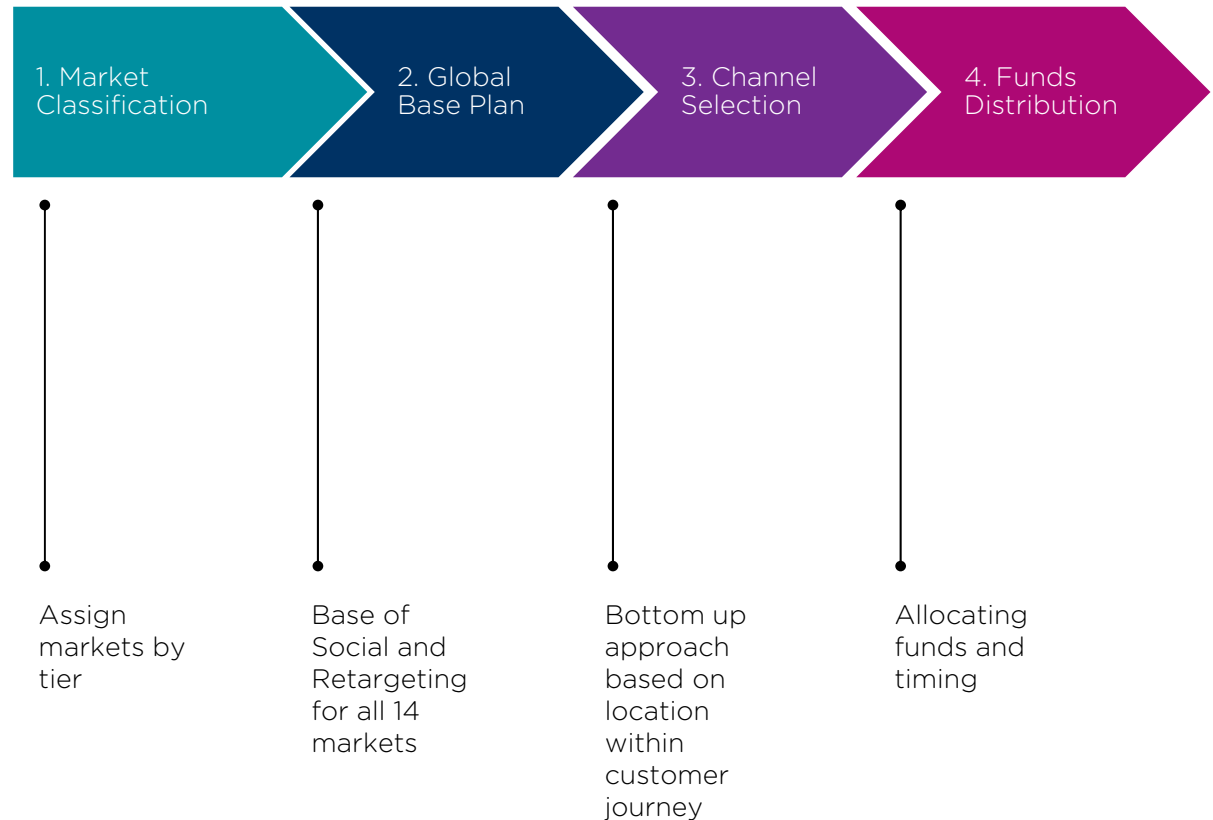
## JOURNEY TYPES:

Dreaming, Consideration, Activation

2. Plan to support all of the 14 global markets using Social and Retargeting channels, then crafted specific template plans using a bottom-up approach, assigning media channels based on the position which the market falls in the Journey

Ex: Activation = lower funnel tactics

3. Allocate funds starting with Prime moving across to New until we have exhausted the available funds





# Channel Allocations

Channel allocations vary depending on where in the funnel a market exists (Activation/Consideration/Dreaming)

Examples of channel allocations:

## Dreaming

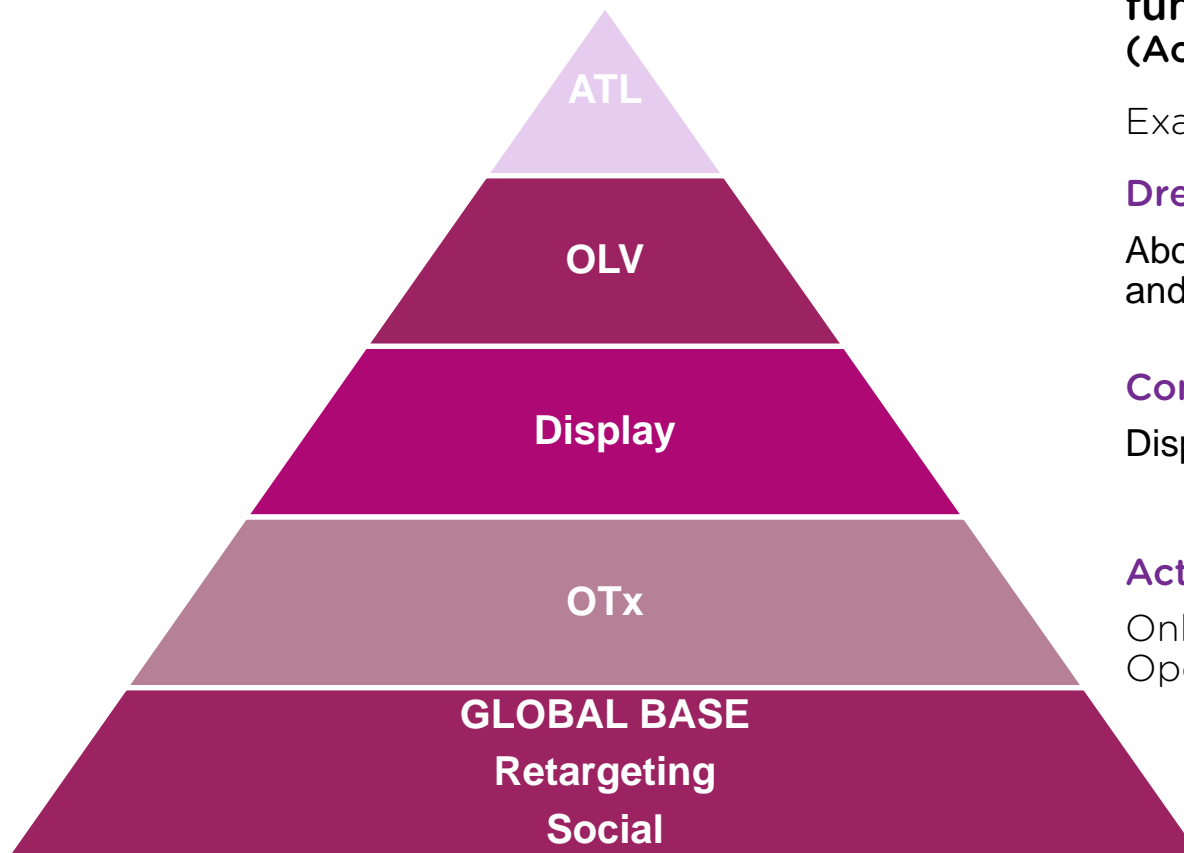
Above the Line (ATL)  
and Online Video (OLV)

## Consideration

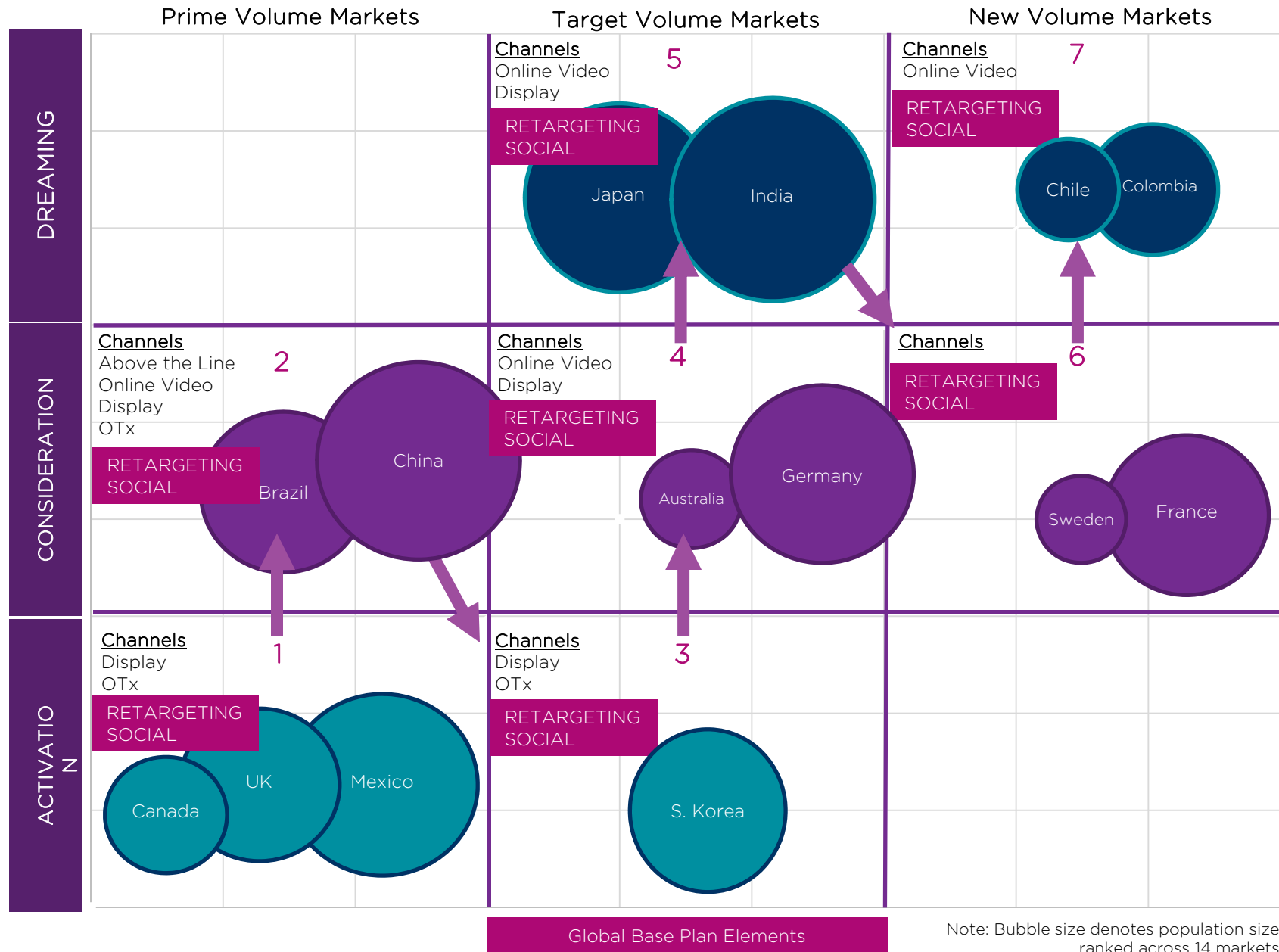
Display and OLV (Online Video)

## Activation

Online Travel Experts (Otx), Tour Operators, and Display Media



# Brand USA FY16 Market Matrix





# What's Evolving in 2016

From

To









1. Plan by Channel
2. Budget by Channel
3. Plan by Market
4. Fixed Investment by Geography
5. Burst Strategy

1. Communications System as a Guide
2. Flexible Channel Mix based on Performance
3. Global View of Media Investment
4. Year-Round Campaign Planning

Source: FY16 Marketing Plan Discussion, June 12, 2015



# Centralization of Paid Media Investment

	Total	ATL	OLV	Display	OTx	Social	Retargeting	Multi-Channel
								
2015	16.5 MM	4.2 MM	1.8 MM	1.3 MM	1.0 MM	3.2 MM	0.08 MM	4.9 MM
2016	19.2 MM	2.2 MM	4.6 MM	2.5 MM	1.0 MM	3.5 MM	0.4 MM	4.9 MM
% Change	17%	-48%	158%	96%	0%	9%	401%	0%



## Canada (Example)

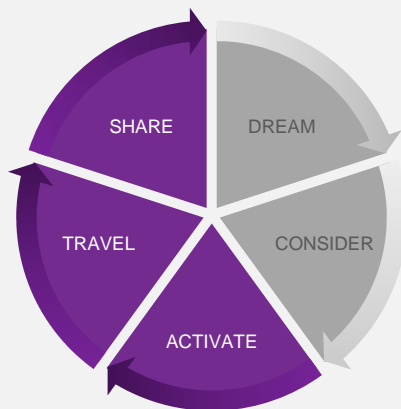
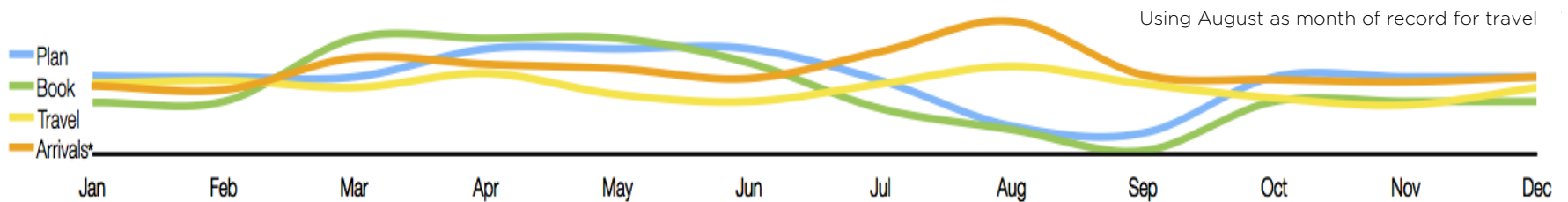
2016 Goal: 23.6MM visitors (+4.7%) and \$27.03bn in spend (+8%)

**Core Segments:** Experienced travelers looking for vacation via air travel

**Motivation:**

- *Drivers:* Natural landscapes, beaches, convenience
- *Barriers:* Familiarity breeds indifference and desire to 'mix things up'—other destinations pique their interest. Perceived poor exchange rates

**Planning/Travel Index**



**Master Task:**  
Where in the Journey  
Do We Want to Focus?

**Active Consideration**

Drive to partners'  
websites to book

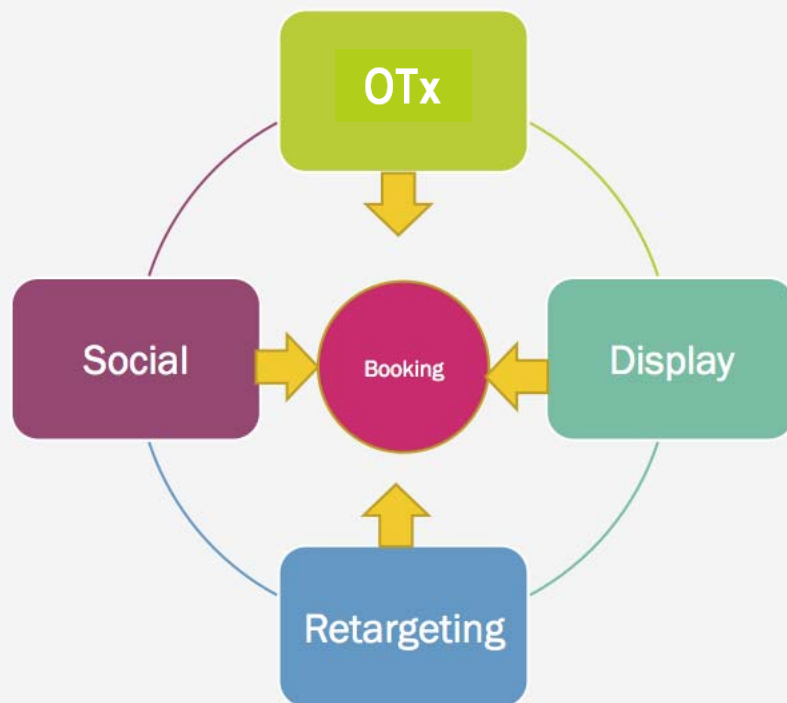
**Message Strategy:**

- Surprise them. Use new destinations (near icons)
- Leverage cultural, one-time events drive urgency
- Focus on convenience

**Trade Focus:**

- Fams
- Events
- Visiting Journalists
- Visit USA Partnerships

# Prime Volume Markets



**Markets:** Canada, UK, Mexico

## Category Profile:

- Price sensitive
- Frequent visitors

## Role of Media

- To sustain the level of travelers that those markets generate for the USA

## Success Metrics

- Number of bookings

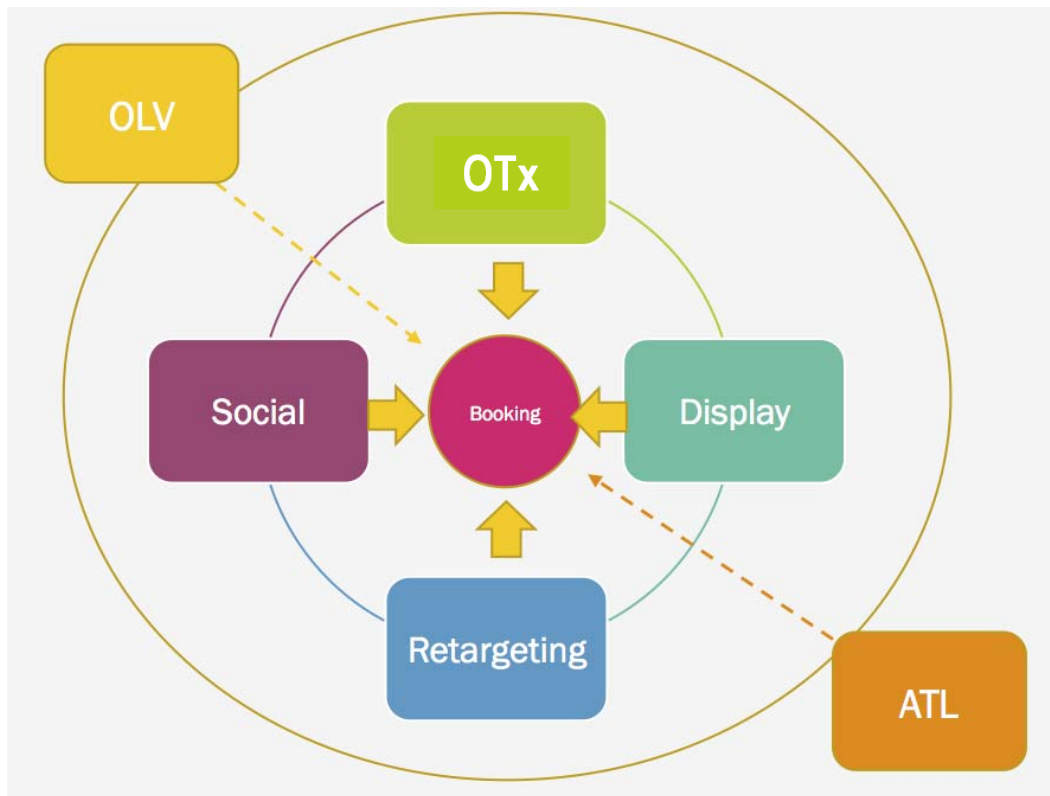
## Recommendation:

- Build year-long promotional OTx deals
- Use social and retargeting to generate awareness for those promotions
- Fuel the site with new visitors through display

**Customer Journey Phase:**

ACTIVATION

# Prime Volume Markets: Highest Growth Potential



Markets: Brazil, China

Group Profile:

- Highest growth potential
- US travel expression of status

Role of Media

- To generate awareness around travel to the USA; increase current level of travelers from those markets

Success Metrics

- Increase in consideration
- Site visits
- Increase in bookings YoY

Recommendation:

- Guide the audience to US travel selections

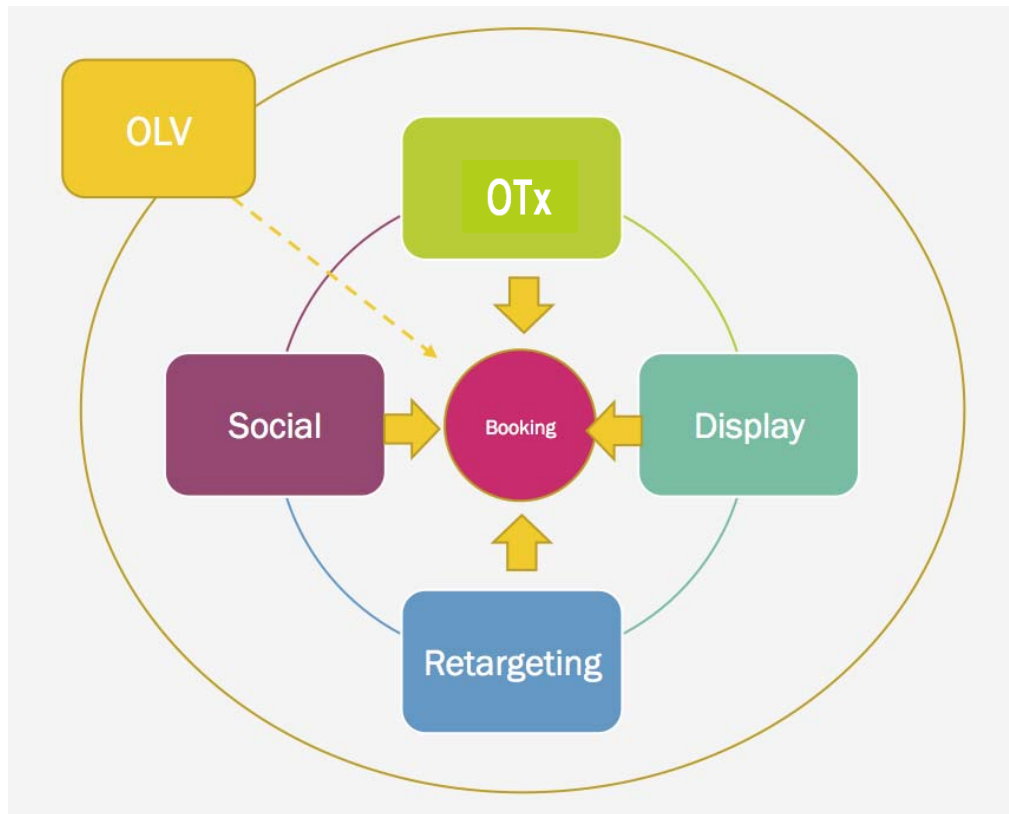
Customer Journey Phase:

CONSIDERATION

\*Only Brazil budget includes Social;  
China covered by Mailmain



# Targeted Volume Markets: Opportunity to Convert Travel Buffs



**Customer Journey Phase:**

CONSIDERATION

**Markets:** Australia, Germany

**Category Profile:**

- Frequent international travelers, strong travel culture

**Role of Media**

- To convince travelers to select the USA for their next ong-haul destination

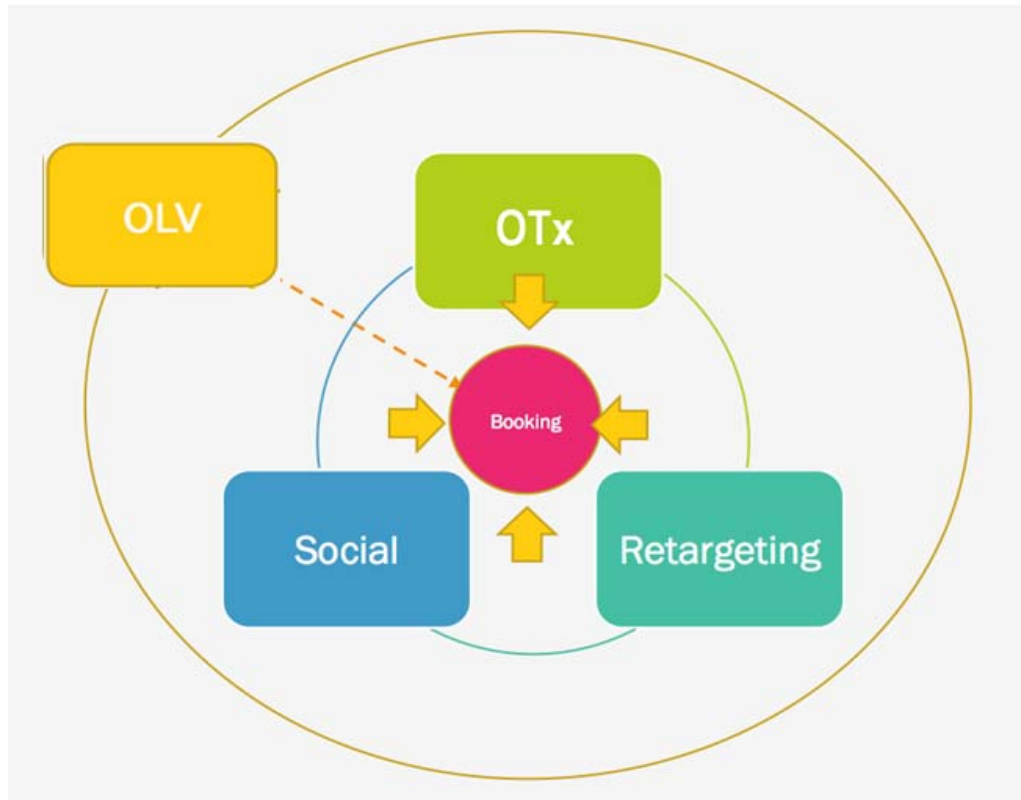
**Success Metrics**

- Increase in consideration
- Number of bookings

**Recommendation:**

- Compelling communication is necessary to convince and/or change destination selection

# Targeted Volume Markets: New Traveler Potential



**Markets:** Japan, India

**Category Profile:**

- Routine traveler (JP) with a destination in mind
- International travel is a treat

**Role of Media**

- Generate awareness in traveling to the United States

**Success Metrics**

- Uplift in top of mind awareness
- Engagement

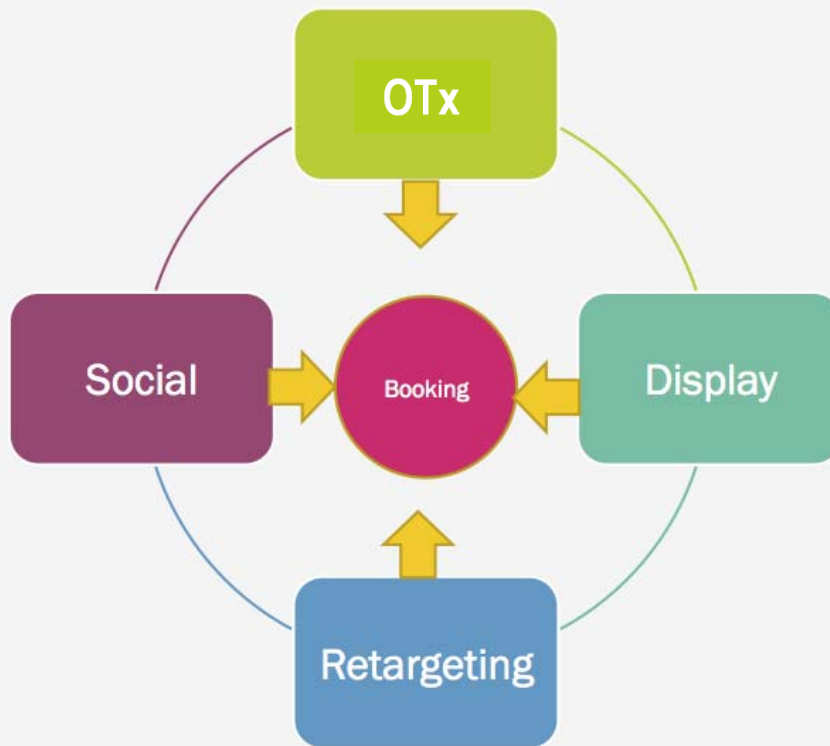
**Recommendation:**

- Inspirational communication and destination specific messaging can be helpful

**Customer Journey Phase:**

DREAM

# Targeted Growth Markets



**Markets:** South Korea

**Profile:**

- Travels to recharge and be away from daily routine
- Less deal / promotion focus

**Role of Media**

- To sustain and build the level of travelers from those markets

**Success Metrics**

- Number of bookings

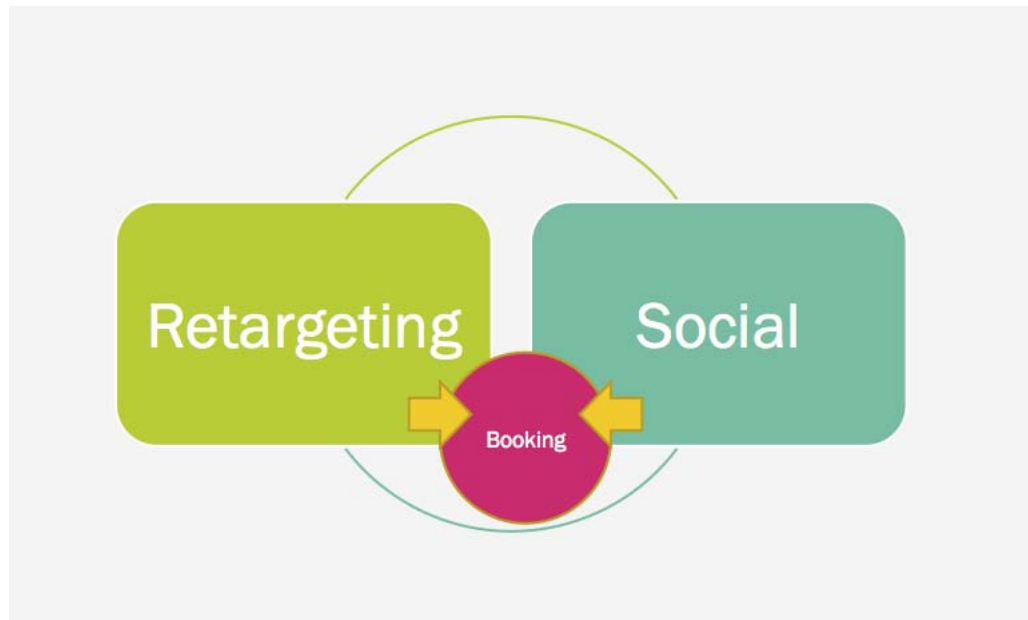
**Recommendation:**

- Collaborate with OTx to build itineraries
- Capture incremental in-market travelers via display
- Use social and retargeting to generate awareness for those itineraries

**Customer Journey Phase:**

ACTIVATION

# New Volume Markets



**Markets:** Sweden, France

**Category Profile:**

- Strong travelling culture
- Sees international travel as an adventure

**Role of Media**

- To convince travelers to select the USA for their next long-haul destination

**Success Metrics**

- Uplift in consideration
- Increase in bookings

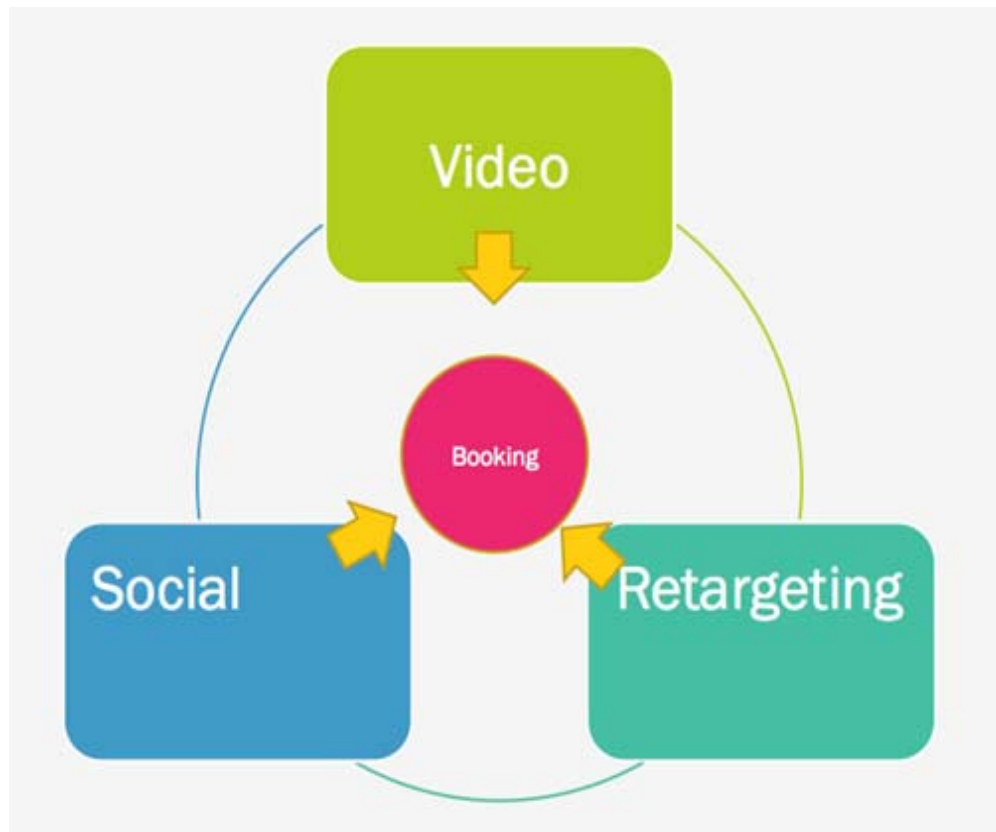
**Recommendation:**

- Compelling communication is necessary to convince and/or change destination selection
- Drive sharing via social presence

**Customer Journey Phase:**

CONSIDERATION

# Nuevo Targa Mercados



**Markets:** Chile, Colombia

**Category Profile:**

- Recent visa regulation changes means strong future travel opportunity

**Role of Media**

- To generate awareness of U.S. destinations
- Lay groundwork in social media for future campaigns

**Success Metrics**

- Increase in consideration
- Increase in site visits

**Recommendation:**

- Use video formats in social and retargeting to build engagement

**Customer Journey Phase:**

DREAM



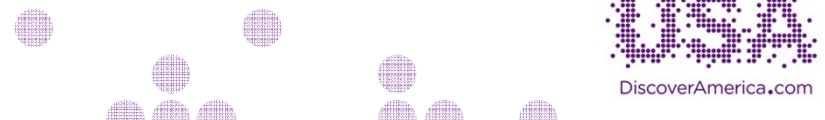
# Now

- Big Screen Film/Culinary & Roadshow Platforms
- Bridge Strategy - (Bridge On- Bridge Off)
- Multi-Dimensional Positioning - Proximity: Time = Value
- Travel Life Cycle < Story-Telling
- Targeted International Media - 3:1 Value
- Revamped Affinity Programs
- Partner Programs - Aligned Media and Timing



# What's Next?

- Next “Big Thing”
- Refresh Creative and Digital Presence/New Agencies - The Journey Continues
- Market Segmentation/Trip Personas
- Customized in-country Media Programs
- Affinity Programs - Extension of USA Campaign for Partner Inclusion
- Extend the USA Campaign Media Buy in Prime Markets - Leverage 8-10 Partners





## REQUESTS FOR PROPOSALS UPDATE

# Requests for Proposals Updates



**David Whitaker**  
Chief Marketing Officer



**Anne Madison**  
Chief Communications Officer



# Agency RFP Updates

## **Marketing Agencies**

- Agency of Record
- Digital Agency
- Marketing Services Agency

## **Communications Agencies**

- Corporate Website Agency
- Marketing Communications and Design Services Agency





# Agency Bids

- **Agency of Record**

- 23 intents to bid, 13 proposals submitted, 3 finalists
- Committee: David Whitaker, Anne Madison, Tom Garzilli, Karyn Gruenberg, Roberta Hatchett, Renee Mason

- **Digital Agency**

- 26 intents to bid, 18 proposals submitted, 4 finalists
- Committee: David Whitaker, Tom Garzilli, Carroll Rheem, Karyn Gruenberg, Mark Lapidus

- **Marketing Services Agency**

- 6 intents to bid, 3 proposals submitted
- Committee: David Whitaker, Anne Madison, Tom Garzilli, Karyn Gruenberg, Renee Mason, Cassady Bailey



# Communications RFPs

- **Corporate Website Agency**

- 33 intent to bids, 29 proposals submitted, 4 finalists
- Committee: Camila Clark, Renee Mason, Bridgett Krider, Mark Lapidus, Trina Soto-Clarke, Brian Watkins, Aaron Wodin-Schwartz

✓ **SELECTED:** **insomniac**

- **Marketing Communications and Design Services Agency**

- 4 intent to bids, 4 proposals submitted, 3 finalists
- Committee: Camila Clark, Renee Mason, James Namude, Bridgett Krider, Tiwana Perry





VISIT THE USA URL TRANSITION



DiscoverAmerica.com



# VisitTheUSA.com Transition

## ◆ Key Issues



- ◆ Does not emphasize our core mission to increase visitation
- ◆ The Americas is comprised of much more than the USA



# URLs Explored

URL	Positive	Negative
<b>TheBrandUSA.com</b>	URL & organization name parity	<ul style="list-style-type: none"> <li>▪No call to action</li> <li>▪Can't "own" the URL globally</li> <li>▪Lack of mission clarity</li> </ul>
<b>DiscoverUSA.com</b>	Easy transition from current URL	<ul style="list-style-type: none"> <li>▪Not a clear call to action</li> </ul>
<b>DiscoverUS.com</b>	Easy transition from current URL	<ul style="list-style-type: none"> <li>▪Not a clear call to action</li> </ul>
<b>GoUSA.com</b>	Currently in place in China	<ul style="list-style-type: none"> <li>▪Lack of clear call to action</li> <li>▪Lack of mission clarity</li> </ul>
<b>TravelTheUSA.com</b>	Available	<ul style="list-style-type: none"> <li>▪Not a clear international call to action:                             <ul style="list-style-type: none"> <li>• Could easily be used domestically as well as internationally</li> <li>• Could be perceived as a travel guide versus a national destination marketing organization</li> </ul> </li> </ul>
<b>VisitUS.com</b>	Not Available	
<b>VisitUSA.com</b>	Strong call to action Aligns with mission	<ul style="list-style-type: none"> <li>▪Can't "own" the URL globally</li> <li>▪Currently in use across the Visit USA worldwide network</li> </ul>
<b>VisitTheUSA.com</b>	Strong, clear call to action Aligns with mission Can "own" the URL, hashtag, etc.	<ul style="list-style-type: none"> <li>▪No foreseeable drawbacks that are unique to this URL</li> </ul>

# VisitTheUSA.com Transition

- ◆ Works well with our current logo design (USA “dots”)
  - ◆ “USA” featured prominently in both the logo and the URL
  - ◆ Supports a seamless transition (and reduces creative costs)
- ◆ Retains the inherent value of our identity in the marketplace (with stakeholders and travelers)
- ◆ Has a strong and definitive call to action
- ◆ Aligns with Brand USA’s mission to increase “visitation”
- ◆ Can “own” the URL, hashtag, and other social media channel handles



# VisitTheUSA.com Transition

- ◆ **Opportunity:** Timing aligns with several opportunities:
  - New vision and mission statement
  - Creation of a our statement of purpose
  - FY2016 to FY2020 planning in process
  - RFP for agency of record currently in process
  - Major campaigns and new creative scheduled for launch during FY2016
    - Excellent platform to leverage as part of promoting and communicating new URL / transition

# VisitTheUSA.com Transition

## ◆ Objectives and Goals

## ◆ Strategy and Timing:

Communications and marketing activation plan to include:

- ✓ Registering URL and finalizing communications strategy and marketing implementation plan (June/July)
- ✓ Developing presentation and communications materials (June/July)
- ✓ Announcing at ESTO (August 23-26, 2015 in Portland, Oregon)
- Developing brand / identity standards and related creative (Sept.-Oct.)
- Preparing for launch / marketing and communications logistics (Sept.-Oct.)
- Promoting through planned channels and as part of major campaigns (FY2016)
- Implementing according to plan (October 2016 onward)





DISCUSSION AND QUESTIONS/ANSWERS



# Marketing Committee Meeting of the Board of Directors



**Barbara Richardson**

Vice Chair, Board of Directors

Chair, Marketing Committee



DiscoverAmerica.com

Thank You!

## Travel Industry Information

@BrandUSA on Twitter  
TheBrandUSA.com

---

## Consumer Information

@DiscoverAmerica on Twitter  
Facebook.com/DiscoverAmerica  
DiscoverAmerica.com  
#VisitTheUSA

