



FY2018 Business Plan

ABOUT THIS PLAN

As required by U.S. Code § 2131, the Travel Promotion Act, and as amended the Travel Promotion, Enhancement, and Modernization Act of 2014, Brand USA submitted this plan to the Secretary of Commerce on August 1, 2017. It covers the fiscal year 2018 (FY2018) from October 1, 2017 through September 30, 2018.

Included within these pages are:

- The annual objectives Brand USA has established for FY2018 subject to approval by the Secretary of Commerce (after consultation with the Secretary of Homeland Security and the Secretary of State).
- The FY2018 marketing plan in support of the achievement of these objectives.
- The FY2018 budget, including an explanation of any expenditure provided for by the budget in excess of \$500,000.

On October 17, 2017, the Department of Commerce notified Brand USA that the secretary of Commerce, in consultation with the Secretaries of State and Homeland Security, had approved the FY2018 Objectives as submitted August 1, 2017.



TABLE OF CONTENTS

About Brand USA 2

Statement of Purpose, Mission, and Vision 4

Situation Analysis 5

FY2018 Objectives..... 17

FY2018 Marketing Plan..... 24

Market Profiles.....58

FY2018 Budget.....76

Executive and Senior Leadership79

Board of Directors 81

Connect With Us83



About Brand USA



The Brand USA team includes 65 employees supported by a network of international representatives. Only 10% of the organization's budget supports overhead--ensuring the vast majority of Brand USA's budget is dedicated to the international marketing effort to increase international visitation and spend in order to fuel the nation's economy.

Established by the Travel Promotion Act of 2009 as the nation's first public-private partnership to spearhead a globally coordinated marketing effort to promote the United States as a premier travel destination and to communicate U.S. visa and entry policies, Brand USA began operations in May 2011.

As one of the best levers for driving economic growth, international travel to the United States directly supports 1.2 million American jobs (plus 600,000 jobs indirectly) and benefits virtually every sector of the U.S. economy. Since its founding, Brand USA has worked in close partnership with more than 700 partner organizations to invite the world to explore the exceptional, diverse, and virtually limitless travel experiences and destinations available in the United States of America.

According to studies by Oxford Economics, over the past four years Brand USA's marketing initiatives have helped welcome 4.3 million incremental visitors to the USA, benefiting the U.S. economy with nearly \$30 billion in total economic impact.

Brand USA's operations are supported by a combination of non-federal contributions from destinations, travel brands, and private-sector organizations plus matching funds collected by the U.S. government from international visitors who visit the United States under the Visa Waiver Program.

For industry or partner information about Brand USA, please visit TheBrandUSA.com.

For information about exceptional and unexpected travel experiences in the United States, please visit Brand USA's consumer website at VisitTheUSA.com.

STATEMENT OF PURPOSE

Our vision is to be the best in class national destination marketing organization — earning the USA the largest share of the global travel market and significantly contributing to job creation, GDP, export growth, and tax revenues.

Our mission is to increase incremental international visitation, spend, and market share to fuel our nation's economy and enhance the image of the USA worldwide.

We will realize our vision and accomplish our mission by staying true to these foundational elements:

Create Innovative Marketing

Promote the entirety of the USA with innovative marketing that supports all 50 states, the District of Columbia, and five territories to, through, and beyond the gateways.

Market the Welcome

Inspire, welcome, and thank travelers while accurately communicating vital and compelling information about visa and entry policies.

Build and Maintain Trust

Build and maintain trusted relationships with stakeholders worldwide through inclusive, proactive, and transparent outreach with a commitment to compliance and integrity through words, actions, and results.

Add and Create Value

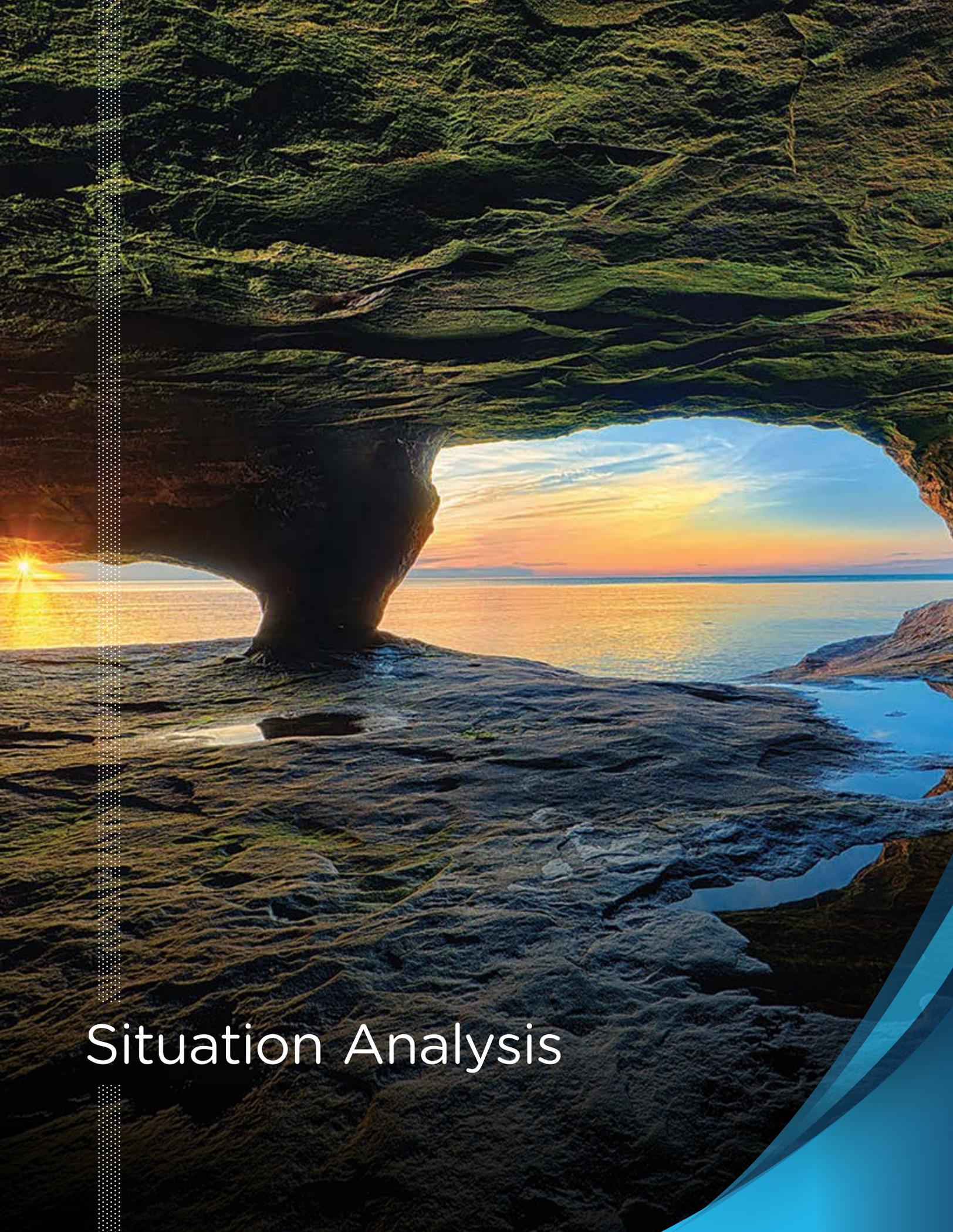
Add and create value by pioneering cooperative marketing platforms and programs that leverage and grow the USA brand in ways our partners would be challenged or unable to do on their own.

Drive Results

Maximize and optimize the return on investment of Brand USA's resources by deploying the right messages, through the right channels, in the right markets, at the right times, and at the right levels of investment.



While specific objectives, goals, strategies, and measures will be developed on an annual basis to successfully realize our purpose, these elements establish the foundation for all we do. As we track our progress in pursuit of this purpose, the true measure of our success will be the degree by which we create sustainable funding sources and meet our responsibility to drive significant, year-over-year increases in incremental international visitation, spend, and market share and our country benefits in economic prosperity and growth as a result of our efforts. We will build upon the effectiveness of our overall destination marketing strategies by leveraging the strength of federal resources, including embassies and consulates, worldwide.



Situation Analysis

CURRENT SITUATIONAL ANALYSIS

2016 proved to be a challenging year for inbound travel. According to NTTO, arrivals decreased by 2.4%. Canada was a significant contributor to the decline, at -6.8%. Mexico was one of the stronger performing markets in 2016 as it grew by 1.9%. Overseas arrivals declined by 2.1% in total, with the decline driven primarily by European markets.

Much of the decline in 2016 was driven by the continued impact of the steep appreciation of the dollar against many key currencies in 2015. Because long haul travel decisions are made well in advance, there is a substantial lag period before changes to demand patterns manifest in arrivals trends.

The early months of 2017 are showing a reversal in the trend between Canada and Mexico. While Canada has returned to robust growth in the first quarter of 2017 at 5.1% as Canadians became accustomed to the value of the US dollar, Mexico has declined by 7.1%. Overseas arrivals declined 7.8%, again driven primarily by Europe, which declined by 10.1%.

2017 is expected to be a challenging year given the continued strength of the dollar and heightened political sensitivity in certain markets, particularly Mexico, Germany and Australia.

CHART: Canada, Mexico and Overseas Arrivals

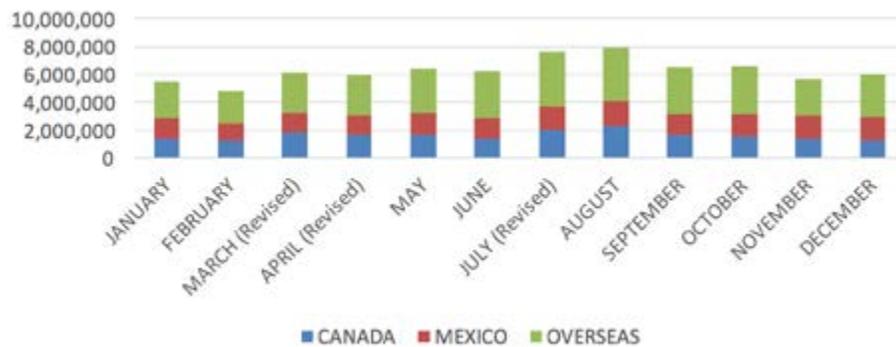
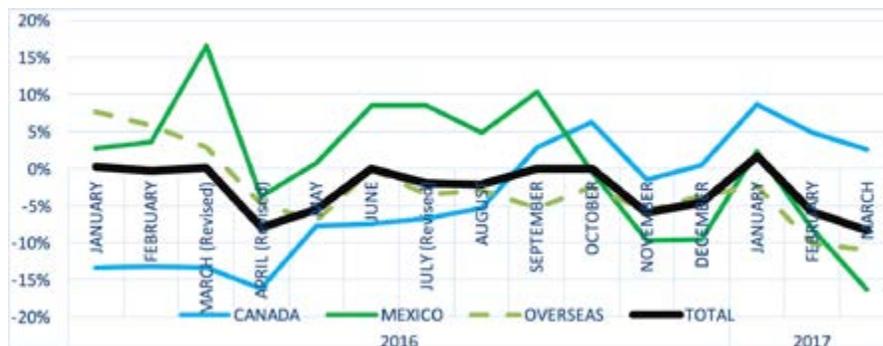


CHART: Canada, Mexico and Overseas Arrivals Growth



Long-term Growth Targets

Canada and Mexico continue to generate over half of all U.S. international visitation and will contribute the most to the volume of visitors in the long term. Though Mexico was poised at one point to become the top inbound market, the substantial declines in 2017 make it unlikely that this will happen in the near term. Mexico may decline by double digits in 2017, breaking a long and substantial growth period.

After the North American markets, China will be the top overseas contributor of additional arrivals growth, though it may not top the UK to take the top overseas market ranking.

CHART: 2016 and 2025 Target Arrivals

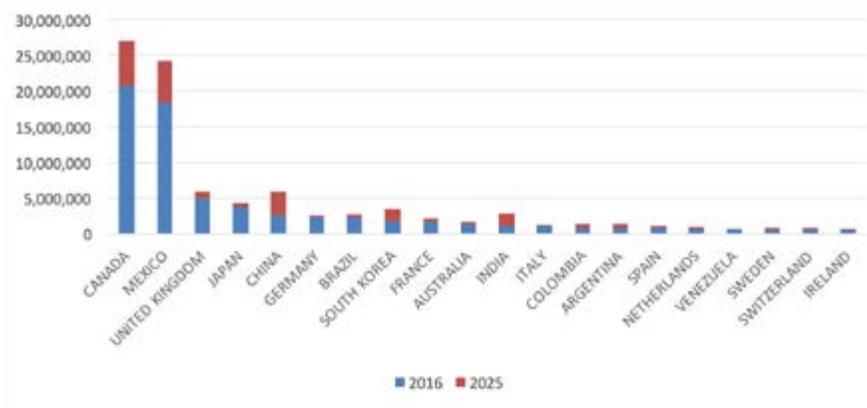
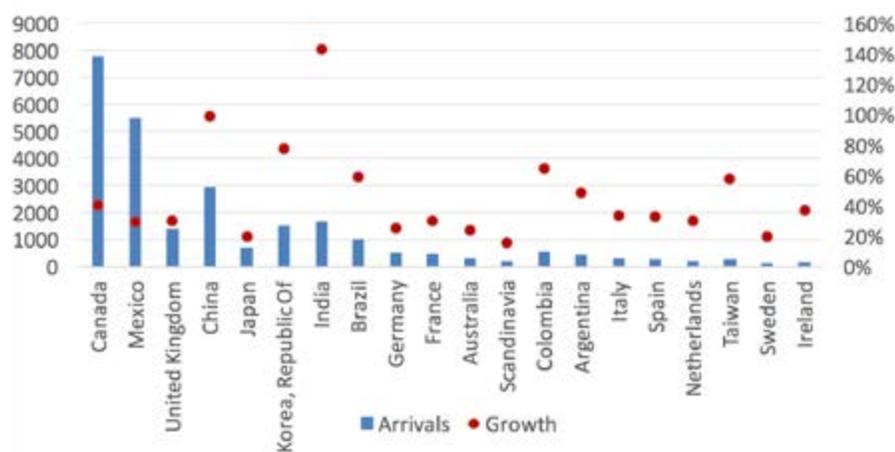


CHART: 2025 versus 2016 Arrivals - Variance and Percentage Growth



While China will lead in terms of additional arrivals, India is expected to have the highest growth percentage, as it is starting from a substantially smaller base. The challenge to these growth ambitions for India are predominately infrastructural. China's rapid rise was facilitated by an

extremely fast expansion rate of airports and air capacity, which is not likely to be matched by India. South Korea is also a strong growth market of substantial size, though the long-term growth is challenged by the small population size. Once the market reaches its saturation point, growth will slow quickly to a level similar to mature markets in Europe.

After Asia, Latin America is the next region poised for substantial growth in the next decade. General economic progress is the key driver for these markets. When Brazil, Argentina and Colombia pull themselves up from the current economic weakness, demand is likely to grow at a very strong pace.

Europe will be the most challenging region in which to drive improvement. Market maturity in these markets creates low outbound growth rates in general. However, the improved distance capabilities of narrow body aircraft make low cost transatlantic routes a new possibility and will likely spur growth as new airports and route options open up over time.

GLOBAL PERSPECTIVE

THE GLOBAL RECOVERY IS GAINING TRACTION, BUT MARKET UNCERTAINTY AND CURRENCY VALUATION CONTINUE TO PUT DOWNSIDE PRESSURE ON INTERNATIONAL VISITATION TO THE USA

The International Monetary Fund (IMF) continues to project a “firming recovery” as of its latest forecast (July 2017), with global growth of 3.5 percent and 3.6 percent in 2017 and 2018, respectively. The increase is a welcome change from the modest growth seen over the past several years, which has hovered just slightly above 3 percent.

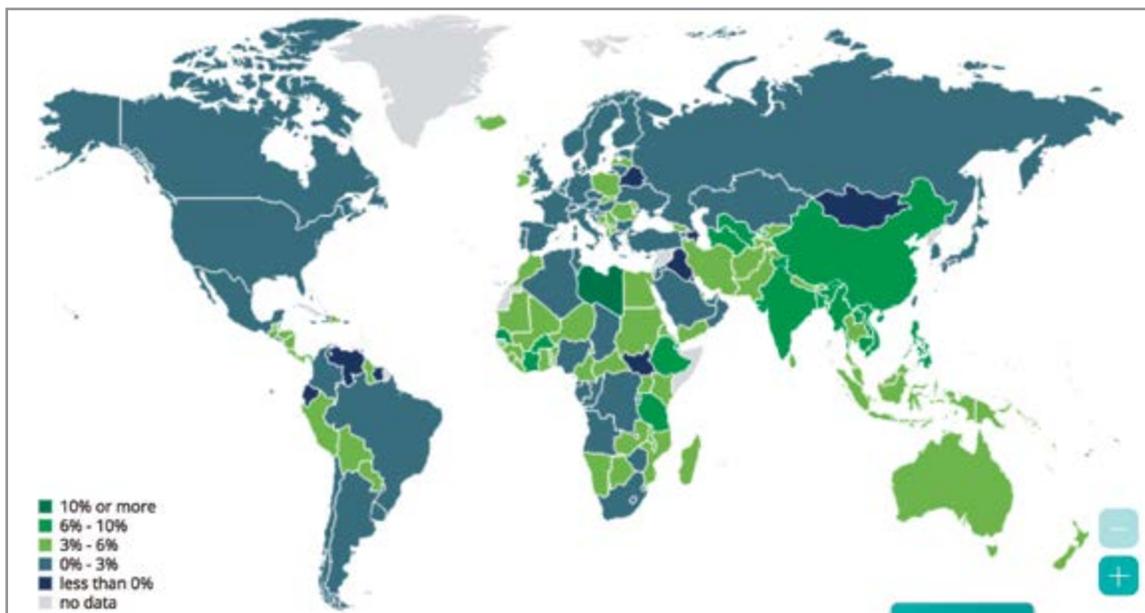
While growth in both emerging economies and established markets is expected to accelerate in 2017 and 2018, growth in emerging markets continues to outpace that of established markets—with established economies expected to grow 2 percent and emerging economies expected to grow 4.6 percent through FY2018.

The markets that show the strongest prospects for growth include Japan and China. The cyclical rebound is likely to strengthen in Europe as political risks have lessened (growth in France, Germany, Italy, and Spain in the first quarter of 2017 exceeded expectations)—though the IMF warns that “rich market valuations and very low volatility in an environment of high policy uncertainty raise the likelihood of a market correction, which could dampen growth and confidence.”

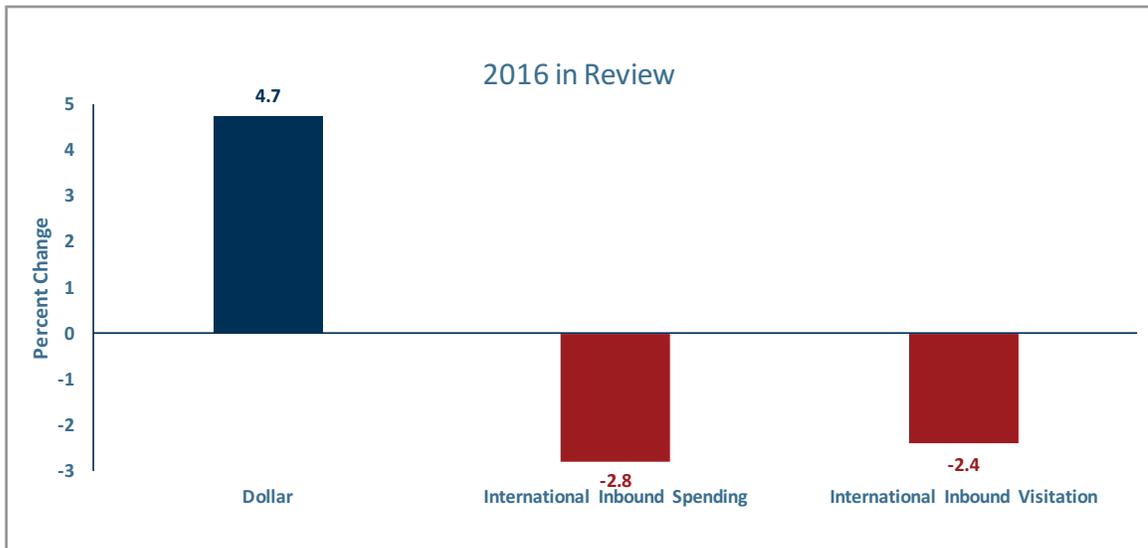
Following a lackluster 2016, Latin America is showing signs of a gradual recovery in 2017 and 2018 (Argentina, Brazil, and Mexico are highlights compared to the rest of the region)—though political and policy uncertainty in Brazil is slowing the pace of its recovery.

CHART: Real GDP Growth

IMF Data Mapper ® Source: World Economic Outlook (July 2017)



As we prepare our marketing plan for fiscal year 2018, we are also closely monitoring the strength of the dollar against other currencies, which over time has had a cumulative effect on international travel decisions. According to the U.S. Department of Commerce, since 2014, the value of the U.S. dollar has increased 18 percent—its highest level since 2002. Last year alone, the value of the dollar increased nearly 5 percent against the currencies of our trading partners. During that same period, international visitation to the United States declined by 2.4 percent and spending by international visitors declined by 2.8 percent.



Source: U.S. Department of Commerce

According to the IMF, from March through June 2017, the U.S. dollar depreciated by approximately 3.5 percent as other currencies have strengthened—with the gap narrowing between the U.S. dollar and currencies in Canada, Mexico, the United Kingdom, and India. On the other hand, after more than a year of steady recovery, the Brazilian Real has once again begun to weaken during 2017. Most other global currencies that Brand USA monitors have remained largely unchanged in 2017.

2016 INTERNATIONAL ARRIVALS

Overall, travel to the United States remains strong, proving the resiliency of the USA as a destination and the effectiveness of Brand USA's efforts as the nation's destination marketing organization.

Preliminary figures released in July 2017 by the National Travel and Tourism Office (NTTO) at the U.S. Department of Commerce show 75.6 million international visitors came to the United States in 2016. This figure represents a 2.4 percent dip from a record high in 2015 of 77.5 million international arrivals.

However, total international visitor spending stayed just about even from 2015 to 2016 at around \$246 billion. The previous two years—from 2013 to 2014 and from 2014 to 2015—saw big annual increases in arrivals of 7 percent and 3 percent, respectively. In other words, travel is still up in the bigger picture, and in 2016 the United States welcomed the second highest total visitation of all time.

As previously noted, during 2016, the United States faced headwinds in the form of the strong dollar and slow growth in many key markets. Important markets like Brazil and Canada track U.S. dollar exchange rates very closely and thus saw the steepest declines in visitation and spending among the top 10 U.S. source markets. Other markets like China, India, and Mexico track exchange rates much less closely.

All in all, the preliminary 2016 results reported by NTTO, while demonstrating the resiliency of the United States as a destination, highlight the importance of effective destination marketing. In fact, according to Oxford Economics, in 2016, Brand USA's efforts led to 1.2 million incremental visitors who spent \$4.1 billion for a total economic impact of \$8.9 billion and support for 59,500 U.S. jobs. Given the incremental visitation and spend driven by Brand USA's marketing efforts, the United States likely would have seen a steeper drop in international arrivals and spending in 2016 had it not been for the international marketing efforts of Brand USA.

INTERNATIONAL ARRIVALS TO THE USA

CALENDAR YEAR 2016

WORLD REGION OF RESIDENCE	NUMBER OF ARRIVALS	2016 SHARE	% CHANGE FROM 2015
TOTAL OVERSEAS	37,589,314	49.7	-2.1
MEXICO	18,730,015	24.8	1.9
CANADA	19,301,507	25.5	-6.8
GRAND TOTAL	75,620,836	100.0	-2.4

Source: U.S. Department of Commerce, ITA, National Travel and Tourism Office from the Summary of International Travel to the U.S. (I-94) report.

TOP TWENTY TOURIST-GENERATING COUNTRIES (Preliminary)*

Calendar Year 2016			
Rank	COUNTRY OF RESIDENCE	NUMBER OF ARRIVALS	% CHANGE
1	Canada	19,301,507	-6.8
2	Mexico	18,730,015	1.9
3	United Kingdom	4,573,708	-6.7
4	Japan	3,576,955	-4.8
5	China	2,972,264	14.7
6	Germany	2,034,866	-10.4
7	South Korea	1,973,936	11.8
8	Brazil	1,693,328	-23.7
9	France	1,628,069	-7.1
10	Australia	1,346,487	-7.1
11	India	1,172,256	4.1
12	Italy	982,841	-5.4
13	Argentina	906,496	14.5
14	Colombia	835,915	-2.1
15	Spain	800,697	6.4
16	Netherlands	672,046	-7.4
17	Venezuela	579,948	-1.8
18	Sweden	558,624	-4.7
19	Switzerland	469,381	-12.5
20	Taiwan	463,225	5.1
Total Top 20		65,272,564	-2.9

Source: U.S. Department of Commerce, ITA, National Travel and Tourism Office from the Summary of International Travel to the U.S. (I-94) report. Release date: July 2017

2016 INTERNATIONAL SPENDING IN THE USA

Rank	Country	2016 Spending
1	 China (+15%) A decade ago, China ranked seventh in terms of total tourism-related spending in the United States. Now, however, after more than a decade of double-digit growth (averaging 24% a year since 2004), China dominates the rankings as the #1 market for U.S. tourism exports—injecting more than \$95 million a day into the U.S. economy. Travel and tourism exports account for 65% of all U.S. services exports to China.	\$34.8 Billion
2	 Canada (-13%) Because Chinese visitor spending increased 15% in each of the last two years, while spending by visitors from Canada declined 13% in each of these years, no plausible scenario exists that shows Canada ever regaining the top spot in tourism spending. In fact, Canada will be hard-pressed to maintain second place in 2017. Travel and tourism exports account for 37% of all U.S. services exports to Canada.	\$19.8 Billion
3	 Mexico (-0%) Don't let the downturn fool you; this less than one half of one percent decline (-\$81 million) follows three consecutive years of record-setting spending by our neighbors to the south, and Mexico is still on pace to rival Canada as our second largest market for U.S. travel and tourism exports in 2017. Travel and tourism exports account for 63% of all U.S. services exports to Mexico.	\$19.7 Billion
4	 Japan (-5%) There has been virtually no growth out of Japan in nearly two decades—neither in population nor in the amount of money the dwindling citizenry spends in the United States. The \$16.4 billion spent in 2016 is nearly 12% off the record set back in 2000 when visitors from Japan spent \$18.6 billion experiencing the United States. Travel and tourism exports account for 37% of all U.S. services exports to Japan.	\$16.4 Billion
5	 United Kingdom (-2%) U.K. visitors substantially curtailed their spending in the United States during the global economic downturn in 2009; indeed, U.K. spending plummeted more than 28% that year. Since then U.K. spending fully recovered in 2015 with a record-setting \$16.2 billion, only to dip back down slightly in 2016. Travel and tourism exports account for 24% of all U.S. services exports to the United Kingdom.	\$15.9 Billion
6	 India (+11%) The United States has enjoyed increased visitor spending from travelers originating out of India in every single year ever reported, save one (spending was absolutely flat in 2009). In fact, over the last decade, travel and tourism exports to India have more than doubled, culminating into a record-setting \$13.1 billion in 2016. Travel and tourism exports account for 64% of all U.S. services exports to India.	\$13.1 Billion
7	 Brazil (-19%) It wasn't solely India's strong performance that sent Brazil packing in 2016, pushing Brazil down in the rankings; it was more so the substantial (and unexpected) decline in total Brazilian spending in the United States that pushed Brazil down to 7th place, markedly declining more than 19% in 2016 to \$11.6 billion. Travel and tourism exports account for 47% of all U.S. services exports to Brazil.	\$11.6 Billion
8	 South Korea (+10%) Back-to-back years of 10% growth have propelled South Korea up two spots in 2016 to assume 8th place in terms of total visitor spending in the United States. Growth of South Korean spending has averaged 10% a year since 2010 (with double-digit growth in four out of seven of those years). Travel and tourism exports account for 41% of all U.S. services exports to South Korea.	\$8.9 Billion
9	 Australia (-4%) After three record-setting years in a row, spending by visitors from Australia turned down in 2016 when visitors from down under spent \$8.9 billion enjoying the United States—only the second decline since 2004. In fact, since 2004 the average growth rate is an appreciable 14%, so we expect Aussies to bounce back in 2017. Travel and tourism exports account for 40% of all U.S. services exports to Australia.	\$8.9 Billion
10	 Germany (-8%) Germany, which ranked as high as 5th in 2008, has been slowly slipping in the rankings and will struggle to rise again given the growth of emerging markets like India and South Korea. Despite a record-setting 2015, the decline in visitor spending in 2016 further pushed Germany and now finds itself at the very bottom of the top ten. Travel and tourism exports account for 26% of all U.S. services exports to Germany.	\$8.2 Billion

Source: NTO

NATIONAL TRAVEL AND TOURISM OFFICE (NTTO) FORECAST SUMMARY THROUGH 2021

The U.S. Department of Commerce projects international travel to the United States will continue experiencing growth through 2021, based on the National Travel and Tourism Office's 2016 Fall Travel Forecast.

Rank Order	Visitor Origin Country	Actual 2015	% Change 15/14	Forecast 2016	% Change 16/15	Forecast 2017	% Change 17/16	Forecast 2018	% Change 18/17	Forecast 2019	% Change 19/18	Forecast 2020	% Change 20/19	Forecast 2021	% Change 21/20	Change 21/15	% Change 21/15	CAGR
	Grand Total	77,510	3.3%	76,783	-0.9%	78,598	2.4%	81,847	4.1%	85,890	4.9%	90,095	4.9%	94,128	4.5%	16,618	21%	3.3%
1	Canada	20,705	-10%	19,048	8%	18,858	-1%	19,424	3%	20,395	5%	21,618	6%	22,483	4%	1,778	9%	1.4%
2	Mexico	18,414	8%	19,150	4%	19,725	3%	20,514	4%	21,334	4%	21,974	3%	22,633	3%	4,220	23%	3.5%
	Overseas*	38,392	9.9%	38,584	0.5%	40,015	3.7%	41,910	4.7%	44,161	5.4%	46,502	5.3%	49,011	5.4%	10,619	28%	4.2%
3	United Kingdom*	4,901	18%	4,901	0%	4,852	-1%	4,900	1%	4,998	2%	5,148	3%	5,303	3%	402	8%	1.3%
4	Japan*	3,758	4%	3,721	-1%	3,721	0%	3,758	1%	3,833	2%	3,833	0%	3,871	1%	113	3%	0.5%
5	China*	2,591	18%	3,006	16%	3,457	15%	3,964	15%	4,519	14%	5,106	13%	5,719	12%	3,128	121%	14.1%
6	Germany*	2,272	10%	2,204	-3%	2,226	1%	2,248	1%	2,270	1%	2,293	1%	2,293	0%	21	1%	0.2%
7	Brazil	2,219	-2%	1,842	-17%	1,731	-6%	1,714	-1%	1,765	3%	1,854	5%	1,965	6%	-254	-11%	-2.0%
8	South Korea*	1,765	21%	1,941	10%	2,097	8%	2,243	7%	2,356	5%	2,450	4%	2,523	3%	758	43%	6.1%
9	France*	1,753	6%	1,735	-1%	1,752	1%	1,787	2%	1,859	4%	1,933	4%	1,991	3%	239	14%	2.2%
10	Australia*	1,450	11%	1,479	2%	1,523	3%	1,600	5%	1,680	5%	1,764	5%	1,852	5%	402	28%	4.2%
11	India	1,126	17%	1,250	11%	1,362	9%	1,457	7%	1,589	9%	1,747	10%	1,940	11%	814	72%	9.5%
12	Italy*	1,039	8%	1,019	-2%	1,008	-1%	1,019	1%	1,039	2%	1,060	2%	1,081	2%	41	4%	0.7%
13	Colombia	854	-3%	845	-1%	862	2%	888	3%	941	6%	998	6%	1,047	5%	194	23%	3.5%
14	Argentina	792	16%	903	14%	975	8%	1,024	5%	1,075	5%	1,129	5%	1,185	5%	393	50%	7.0%
15	Spain*	753	6%	775	3%	791	2%	807	2%	815	1%	823	1%	831	1%	78	10%	1.7%
16	Netherlands*	726	13%	733	1%	741	1%	755	2%	763	1%	771	1%	778	1%	52	7%	1.2%
17	Venezuela	591	-4%	543	-8%	522	-4%	511	-2%	506	-1%	501	-1%	501	0%	-90	-15%	-2.7%
18	Sweden*	586	6%	586	0%	592	1%	604	2%	610	1%	622	2%	635	2%	48	8%	1.3%
19	Switzerland*	537	7%	520	-3%	526	1%	531	1%	542	2%	558	3%	575	3%	38	7%	1.1%
20	Ireland*	450	13%	468	4%	482	3%	497	3%	507	2%	522	3%	537	3%	87	19%	3.0%
21	Taiwan*	441	6%	480	9%	514	7%	545	6%	572	5%	595	4%	619	4%	178	40%	5.8%

* Note: 2015 changes reflect a combination of additional records counted and market conditions.

CAGR = Compound Annual Growth Rate, the average annual rate of growth over the forecast period, including compounded growth.

Overseas includes all countries except Canada & Mexico.

Sources: U.S. Department of Commerce, International Trade Administration, National Travel and Tourism Office; Statistics Canada; Banco de Mexico, October 2016.

According to the current forecast, the United States would see a 3.3 percent compounded average annual increase in visitor volume over the 2016-2021 timeframe. By 2021 this growth would produce 94.1 million visitors, a 21 percent increase, and more than 16 million additional visitors compared to 2015. The compounded growth rate is higher than the level in the Fall 2015 Travel Forecast due to an upward revision in a few key markets and residual impacts from a 2015 methodology change in border entry counts. Moreover, the upward revision occurs despite declines expected for several non-top twenty countries in the near term. All but two of the top-21 visitor origin countries are forecast to grow from 2015 through 2021. Top origin countries with the largest total growth percentages are China (121 percent), India (72 percent), Argentina (50 percent), South Korea (43 percent), Taiwan (40 percent), and Australia (28 percent). Venezuela (15 percent) and Brazil (11 percent) are the only countries expected to have a decline in volume over the forecast period.

Five countries are expected to account for 64 percent of the projected growth from 2015 through 2021. These volume growth leaders are Mexico (25 percent of expected total growth of 16.6 million additional visitors), China (19 percent), Canada (11 percent), India (5 percent), and South Korea (5 percent).

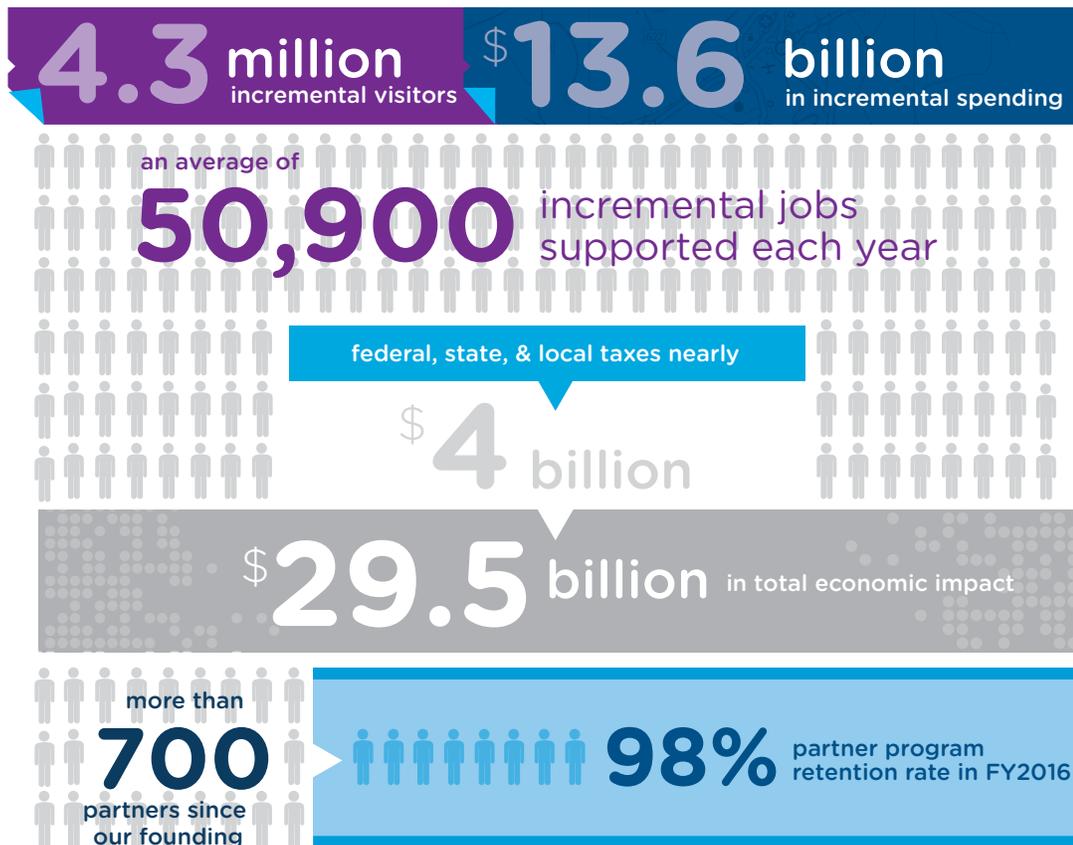
If the forecast results are realized through 2021, the current top-ten countries will experience major shifts in rankings. Mexico is expected to become the top origin market in 2016, but will be challenged by Canada to maintain the top spot throughout the forecast period. China became the #3 ranked overseas market in 2015, and will become the #1 overseas market and #3 overall behind either Mexico or Canada by the end of 2021 by pushing both the United Kingdom and Japan down one slot. South Korea would move from current #8 to #6, causing Germany and Brazil both to move downward to the #7 and #8 spots respectively. India would enter the top 10 for the first time at the expense of current #10 Australia.

The U.S. travel forecast was prepared by research staff in the Department of Commerce/National Travel and Tourism Office using economic/demographic/social factors, historical visitation trends, input from the DOC Global Markets staff abroad, and numerous other miscellaneous sources. The NTTO travel forecast is updated in the spring and fall each year.

Source: NTTO

BRAND USA RETURN ON INVESTMENT

The return on investment of Brand USA's campaigns, platforms, and programs over the past four years speaks to the positive impact of having a globally coordinated marketing effort.



Source: ROI and economic impact data provided by Oxford Economics; partner data provided by Brand USA internal tracking.

While the United States remains one of the most visited international destinations in the world, we also have the challenge of more and better resourced competition from other international destinations. Not only do competitor destinations have large tourism budgets, they continue to benefit from weaker currencies that make travel to their countries economical. In many cases, they also have a geographic advantage due to the proximity of tourism growth from China, broader Asia, and the Indian sub-continent. While the USA is seeing strong visitation, we are challenged to continue to grow our market share of global tourists due to these and other factors.

As a result, Brand USA has established its FY2018 objectives and marketing strategies to build on the momentum of its successful marketing and programming and to counter the external and competitive challenges we face.



FY2018 Objectives

FY2018 OBJECTIVES, GOALS, AND CORE STRATEGIES

#1 DRIVE RESULTS

Increase international visitation and spend for the USA, while optimizing return on investment and keeping overhead low.

Goals:

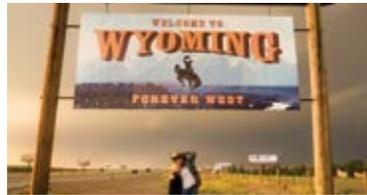
- 1.25 million incremental international visitors (compared to 903,440 in FY2014, 1.03 million in FY2015, and 1.20 million in FY2016, and a target of 1.10 million in FY2017)
- \$4.15 billion in incremental international spend (compared to \$3.1 billion in FY2014, \$3.04 billion in FY2015, and \$4.1 billion in FY2016, and a target of \$3.8 billion in FY2017)
- \$9.0 billion in total economic impact (compared to \$7.06 billion in FY2014, \$7.3 billion in FY2015, and \$8.9 billion in FY2016, and a target of \$7.6 billion in FY2017)
- Marketing ROI of 23:1; overall ROI of 20:1 (compared to marketing ROI of 19:1 and overall ROI of 17:1 in FY2014, marketing ROI of 21:1 and overall ROI of 19:1 in FY2015, and marketing ROI of 31:1 and overall ROI of 28:1 in FY2016, and targets of 23:1 marketing ROI and 20:1 overall in FY2017)
- Maintain overhead below 15 percent

Strategies:

- Continue to shift marketing investments to the highest ROI markets (55 percent emerging / 45 percent established markets).
- Equally promote rural and urban areas of the United States across all marketing and public relations efforts.
- Market and distribute America's Treasures giant-screen film and continue marketing and distribution of National Parks Adventure.
- Continue expansion of Market the Welcome messaging through consumer channels.
- Add new functionality to global consumer and corporate websites.
- Maximize partner value and ROI through partner programs, global trade development, consumer campaigns, and public relations efforts.
- Continue enhancement of global trade development strategies (international representation, product development, RTO, training, etc.).
- Operate efficiently and effectively—optimally using our internal and external resources to support the pursuit of our objectives.
- Maximize return on investment by deploying the right messages, in the right markets, through the right channels, at the right times, and at the right levels of investment.

- Establish processes and systems to maximize, track, and report use of our overhead to ensure the majority of our annual budget goes to effective marketing initiatives.
- Continue to shift marketing expenditure to markets that drive higher ROI (emerging markets) by securing contributions that are optimized for growth/higher ROI markets and maintaining presence in co-op programs.
- Execute consumer advertising in selected markets that effectively target travelers and positively impact their intent to visit the USA (according to market prioritization and segmentation strategies).
- Track and document results of all programs segmented by country and ensure that all programs meet our messaging objectives.
- Execute ROI study summarizing the impact of all Brand USA marketing activities.
- Conduct in-market post-campaign studies and monthly brand tracking reports.

Note: FY2017 numbers (except ROI results for incremental visitation, spend, and market share) are projected as of July 15, 2016; ROI numbers for FY2013 through FY2016 are actual results; ROI numbers for FY2017 and FY2018 are targets and will be reported in May 2018 and May 2019, respectively.



#2 CREATE INNOVATIVE MARKETING

Promote the entirety of the USA with innovative marketing that supports all 50 states, the District of Columbia and five territories to, through, and beyond the gateways.

Goals:

- Equally market rural and urban areas across the total of all marketing efforts.
- Support all 50 states, the District of Columbia, and the five territories with any combination of the USA Campaign, co-operative marketing, and trade outreach.
- Maintain destination familiarity of 93 percent.
- Increase digital marketing engagements to 90 million (an increase of 10 percent compared to the actual results for FY2016).
- Maintain average intent to visit across all markets at 60 percent (maintaining/protecting the results from FY2016).

Strategies:

- Develop FY2018 marketing and communications plans to promote the value of a USA trip—leveraging the great outdoors and culture as core platforms.
- Sell the inherent diversity of experiences in order to fuel initial discovery, return trips, and extending the stay by shifting our positioning and messaging from overwhelming options to new and diverse experiences.
- Leverage market prioritization and segmentation—establishing objectives, goals, and strategies by target market to engage travelers where they are in the travel lifecycle.
- Develop and launch compelling new creative, messaging, content, marketing initiatives, and platforms that inspire travelers to visit the 50 states, five territories, and the District of Columbia.
- Continue to promote National Parks Adventure and maximize the launch of America's Treasures to drive visitation, spend, and market share across the travel lifecycle.
- Continue deployment of an always on strategy/social first with a focus on building momentum and movement across the travel lifecycle/activation—from identifying audiences and media platforms, to developing messaging and strategies.
- Continue to enhance our digital strategies with a best-in-class responsive consumer digital platform that helps potential visitors imagine and plan their own travel experience (rich content that inspires and informs).
- Programs: Establish a partner programs plan that supports the deployment of marketing spend in the markets that drive the strongest increases in or defense of visitation, spend, and/or market share and provide partner value.
- Integrate overall marketing messaging and programs: Develop partner opportunities through programs that help potential visitors imagine and create (manageability) their own travel experience—emphasizing and leveraging diversity of experiences and proximity—and ensure our overall marketing messaging works across all potential programs. Focus programs in markets that drive the strongest increases in or defense of visitation, spend, and/or market share.

#3 MARKET THE WELCOME

Inspire, inform, welcome, and thank travelers while accurately communicating vital and compelling information about visa and entry policies.

Goals:

- Communicate all relevant travel policy information and all travel policy updates.
- Support the achievement of 100 percent of the agreed-upon aligned objectives with the Tourism Policy Council.
- Deploy "Market the Welcome" program in the international arrivals halls of two U.S. airports.
- Deploy "Market the Welcome" program in five embassies/consulates.

Strategies:

- Incorporate Market the Welcome/One Big Welcome programs and messaging in all marketing and communications efforts.
- Inspire, welcome and thank travelers, while leveraging the effectiveness of our overall destination marketing efforts through Federal resources, including embassies and consulates worldwide.
- Coordinate with the Departments of Commerce, Homeland Security, and State in our communication of U.S. travel policy to international travelers.
- Communicate vital and compelling information regarding visa and entry policies through all Brand USA channels.
- Ensure Market the Welcome campaigns carry the national voice across all consumer marketing channels with a cohesive platform.
- Coordinate with the appropriate Federal agencies in our support of the objectives established by the Tourism Policy Council during the first two quarters of FY2018.



#4 BUILD AND MAINTAIN TRUST

Build and maintain trusted relationships with stakeholders worldwide through inclusive, proactive, and transparent outreach with a commitment to compliance and integrity through words, actions, and results.

Goals:

- Ensure 100 percent compliance with policies, procedures, and the Travel Promotion Act.
- Expand partner reporting portal content by 25 percent.

Strategies:

- Demonstrate a commitment to compliance and integrity through words, actions and results.
- Increase methods and frequency of results reporting.
- Ensure full engagement with partners to maximize partner satisfaction and retention that establishes Brand USA as their go-to partner to support their international marketing efforts.
- Maintain ongoing compliance management and monitoring with appropriate policies, procedures, and controls.
- Continue to deploy and expand strategic communications, industry relations, and media relations plans that ensure consistent, accurate, and frequent updates on progress by leveraging effective communication channels and customer relationship management tools, including direct communications, social media, webinars, newsletters, meetings, and other communication strategies.
- Maintain active participation in key industry conferences.



#5 ADD AND CREATE VALUE

Pioneer cooperative marketing programs, trade outreach, and other opportunities that leverage and grow the USA brand in ways our partners would be challenged or unable to do on their own.

Goals:

- Generate \$100 million in contributions from private industry and other non-federal sources (with no less than 30 percent cash and no more than 70 percent in-kind).
- Earn a 90 percent or better rating on partner satisfaction surveys.
- Maintain a 90 percent or higher partner program retention rate.

Strategies:

- Execute partner feedback study and report results.
- Build upon the effectiveness of our overall destination marketing strategies by leveraging the strength of Federal resources, including embassies and consulates, as well as Visit USA committees worldwide.
- Time development and roll out of partner program offerings to align with partner needs.
- Build a sponsorships plan to extend partnerships beyond the travel industry—ensuring alignment with overall consumer marketing, partner programs and partner development objectives/strategies.
- Create new/improved product (relevant, sample itineraries, toolkits) for trade use.
- Educate and train destinations on how to build product and work internationally; expand reach of the USA Discovery Program.
- Evaluate methods with partner input on ways to enhance the value of USA Pavilions and presence at international trade shows (right presence, right markets, and right shows).
- Continue proactive media relations program—aligned and integrated more fully with international outreach efforts.
- Build upon the effectiveness of our overall destination marketing strategies by leveraging the strength of Federal resources, including embassies and consulates, worldwide.
- Engage with partners to create scalable programs across multiple budget levels by sharing insights, best practices from past programs, and co-creating 2018 initiatives with ample lead times.
- Create industry-leading, compelling and scalable turnkey programs that showcase the full variety of U.S. destinations.
- Continue to establish programs that allow partners to contribute and engage across all markets to leverage and promote their assets to international audiences.



FY2018 Marketing Plan

PLANNING APPROACH

Brand USA takes an integrated and research-driven approach to planning that starts with our value proposition that “the United States of America welcomes travelers to discover the USA’s awesome possibilities” and a three-prong messaging foundation of possibility (our brand promise), proximity (our brand value), and welcome (the message and tone inherent in all of our marketing and communications).

For FY2018, our core platform will be centered around the music of the USA, which will most prominently be featured in a giant-screen film and supported by influencer campaigns, events, and other promotional efforts. This focus will be supplemented with complementary marketing platforms that showcase the great outdoors; USA neighborhoods, cities, and towns; USA arts and culture, and USA road trips. To ensure that our efforts in each of these areas credibly resonate with travelers and are effective, our planning approach will be integrated across authentic channels that will optimize return on investment.

To facilitate full integration, Brand USA has built a comprehensive content / editorial calendar to plan out our consumer- and trade-driven initiatives with quarterly and monthly themes (steeped in storytelling, educating and sharing) that will not only help increase engagement with traveler intenders to inspire international visitation to the United States, but also to help amplify the efforts of U.S. travel brands and destinations.

MARKETING POSITIONING	The United States of America welcomes travelers to discover our awesome possibilities. The diversity of the USA’s destinations, experiences, and people is exciting and unique. The USA offers nearly limitless authentic travel experiences. Visitors to the USA have the opportunity to travel freely throughout the country and explore and discover all the USA has to offer.				
FY2018 CORE PLATFORM	Music <i>Great Outdoors</i> <i>Neighborhoods, Cities, and Towns</i> <i>Arts and Culture</i> <i>Road Trips</i>				
FY2018 COMPLEMENTARY PLATFORMS	(Same as Core Platform)				
MESSAGE FOUNDATION	Possibility (Promise)	Proximity (Value Proposition)	Welcoming (Tone)		
PLANNING APPROACH	Integration, Authenticity, ROI				
PLANNING TOOLS	Research & Analytics Content and Marketing Calendar				
MARKETING SEGMENTS	CONSUMER MARKETING <i>Consumer-driven</i>	PUBLIC RELATIONS <i>Consumer- and Trade-driven</i>	GLOBAL TRADE <i>Trade-driven</i>	COOPERATIVE MARKETING <i>Partner-value, consumer-focused</i>	CORPORATE COMMUNICATIONS <i>Stakeholder-driven</i>
MARKETING INTEGRATION	Storytelling, Educating, Sharing				
OPERATIONAL DRIVER	Efficiency, Effectiveness, Compliance				

PROMOTIONAL ACTIVITIES

During FY2018, Brand USA will continue to utilize its core program of market-driven marketing and advertising, as well as consumer and trade platforms and programs to increase inbound visitor travel to the United States and drive tourism dollars to communities in all 50 states, the District of Columbia and the five territories.

During the year, these ongoing programs will include the USA Campaigns, cooperative marketing, trade outreach, and media and public relations outreach that, in total, promote the United States in its entirety while adding and creating value for our partners. We will also continue to collaborate closely with our Federal partners, led by the Department of Commerce, to support their objectives to increase international visitation and spend, and to communicate U.S. entry policy.

THE USA CAMPAIGNS (DIRECT-TO-CONSUMER)

During FY2018, the core components of our direct-to-consumer USA Campaigns will run in 14 markets: Australia, Brazil, Canada, Chile, China, Colombia, France, Germany, India, Japan, South Korea, Mexico, Sweden, and the United Kingdom,

Depending on the market, the main components of our USA Campaigns will include any combination of macro-level promotion and marketing messages via the channels and campaign approaches that are most effective in each market (based on “market tiers”).

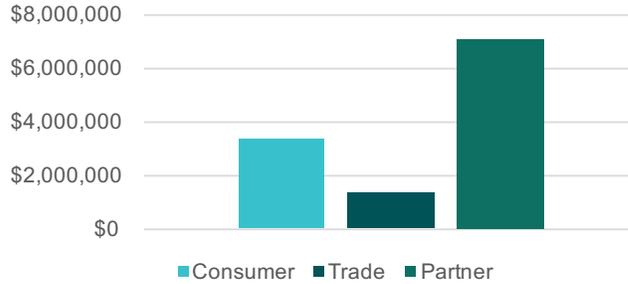
Tier 1: Permeate the Culture Focus on custom programming and integrated media mix, including traditional, digital, and social channels.	China
	India
Tier 2: Influence & Inspire Focus on influencers, and digital and social channels.	Brazil
	Mexico
	South Korea
Tier 3: Make it Easy & Obvious Focus on Online Travel Agencies (OTA), other activation partners, and digital and social channels.	Australia
	Canada
	France
	Germany
	Japan
	United Kingdom
Tier 4: Reach Hand-raisers (i.e., USA “fans” who are actively searching online for more information about visiting the USA) Focus on search and organic social reach.	Chile
	Colombia
	Sweden

TIER 1: Permeate the Culture/ China



2018 Goal/Outlook: 3.75 million visitors, +11% from 2017

2018 Marketing Budget



Target Traveler

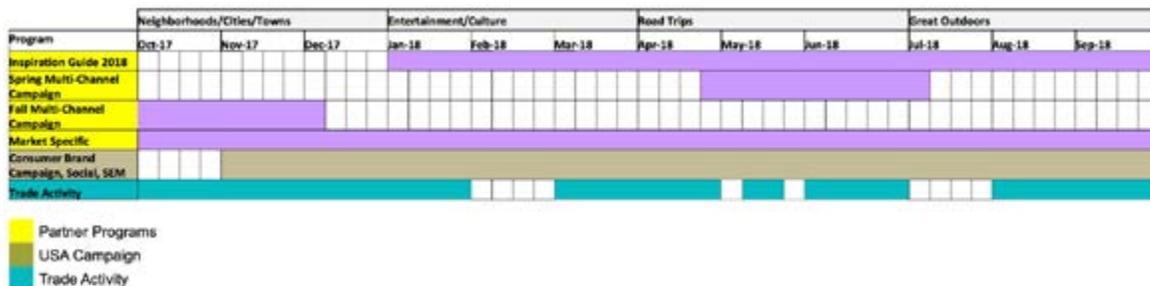
- First time and seasoned travelers who want a deeper USA experience; young, urban, upwardly-mobile couples, “travel pals” and new families
 - Drivers: Social status/bragging rights, famous icons, sense of freedom; interest in “living like a local” in the USA, nature/landscapes/wide open spaces, shopping, cultural attractions
 - Barriers: Language challenges (wayfinding); perception that the USA may not be welcoming

Consumer Message Strategy

- Cultural aspects of the U.S.
- Chinese pop culture overlaid onto USA pop culture
- Emphasize social status, freedom, iconic experiences
- U.S. is warm and welcoming

Trade Strategy

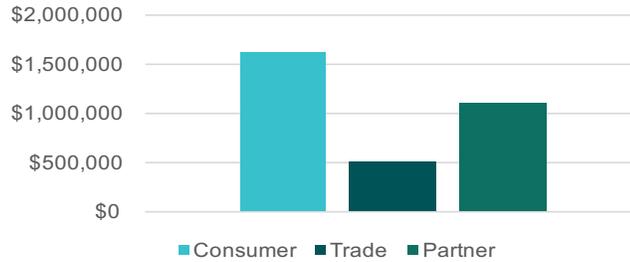
- Product development beyond the gateway & supporting the Music & Culture theme
- Reaching millennials
- Training in tier 2 cities (Wuhan, Shenyang)
- Encourage repeat visits
- Integrated activation coops



TIER 1: Permeate the Culture/India

2018 Goal/Outlook: 1.4 million visitors, +11% from 2017

2018 Marketing Budget



Target Traveler

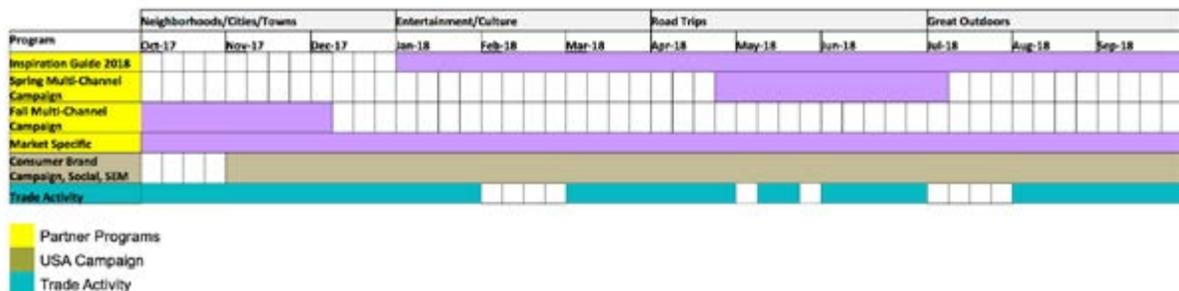
- Affluent, urban travelers connecting with far-flung family & friends
 - Drivers:* Reconnecting with loved ones; social status/bragging rights; shopping, sightseeing, pop culture, landscapes and culinary.
 - Barriers:* Strength of USD, time and effort required to plan the trip; perception the USA may not be welcoming

Consumer Message Strategy

- Value messaging
- Welcome messaging
- Iconic destinations/attractions
- Local lifestyle/ Pop Culture

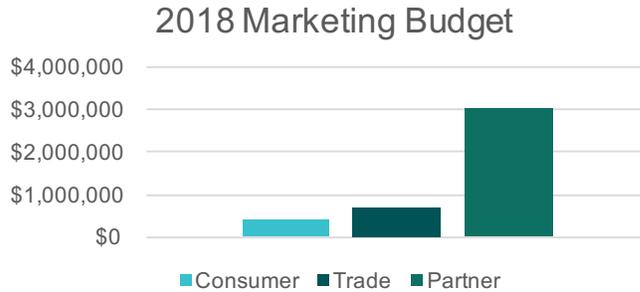
Trade Strategy

- Product development beyond the gateway & supporting the Music & Culture theme
- Reaching millennials
- Destination training
- Encourage repeat visits
- Integrated activation coops



TIER 2: Influence & Inspire / South Korea

2018 Goal/Outlook: 2.3 million visitors, +7% from 2017



Target Traveler

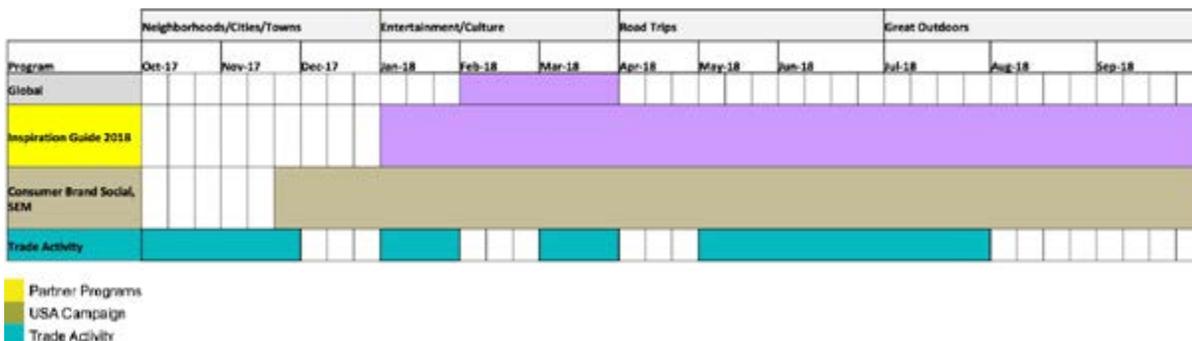
- Young, urban, experienced travelers (female skew) who see travel as an opportunity to express burgeoning individuality, and bragging rights of experiencing iconic destinations. The “ultimate trip.”
 - *Drivers:* Social status/bragging rights; natural landscapes, local culture, iconic destinations, pop culture, reputation as a great vacation destination (WOM)
 - *Barriers:* More accessible destinations divide share of interest (AU); travel to the US is less special because of the distance; many have already visited and seen the sights

Consumer Message Strategy

- Portray the US as the best of all worlds— landmarks, unique experiences and leisure unrivaled anywhere else on the globe
- Tap into the strong Korean influencer culture

Trade Strategy

- Product development beyond the gateway & supporting the Music & Culture theme
- Reaching millennials
- Destination training
- Encourage repeat visits
- Integrated activation coops



TIER 2: Inspire & Influence / Mexico



2018 Goal/Outlook: 20 million visitors, +4% from 2017

2018 Marketing Budget



Target Traveler

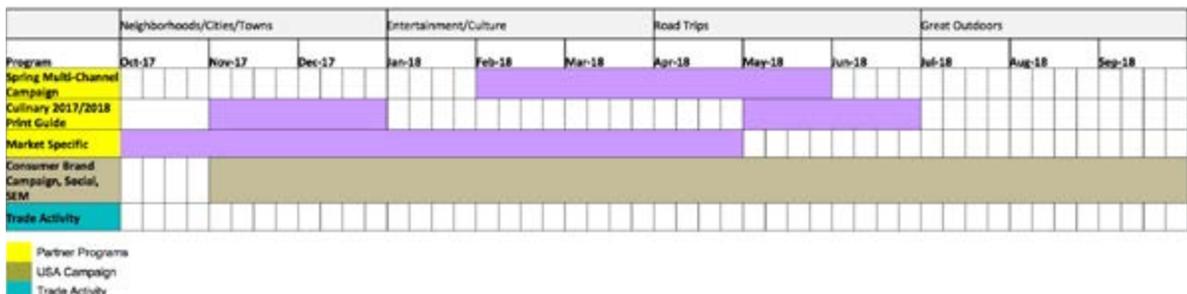
- Families with children under 18 with the means to travel, not only to the U.S. but other destinations
 - Drivers:* Natural beauty, sightseeing, shopping, dining, nightlife, attractions
 - Barriers:* Strength of the USD, perception that the USA is unwelcoming

Consumer Message Strategy

- Focus on welcome messaging
- Surprise & delight
- Iconic and unusual, family-oriented attractions
- Use native voice and third party endorsement to drive interest
- Focus on flights/convenience

Trade Strategy

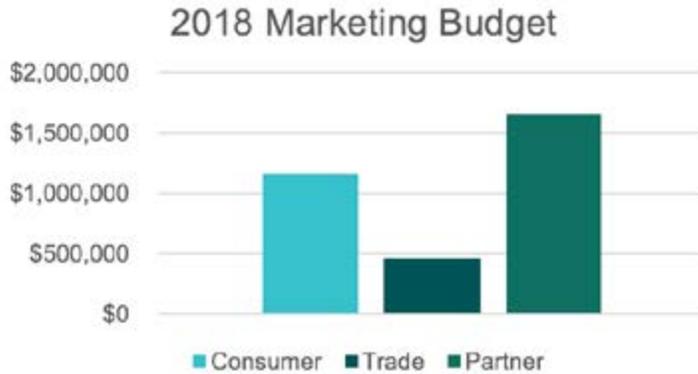
- Revamp trade office strategy
- Offer new product experience
- Focus on welcome messaging
- Integrated activation coops



TIER 2: Inspire & Influence / Brazil



2018 Goal/Outlook: 1.5 million visitors, flat from 2017



Target Traveler

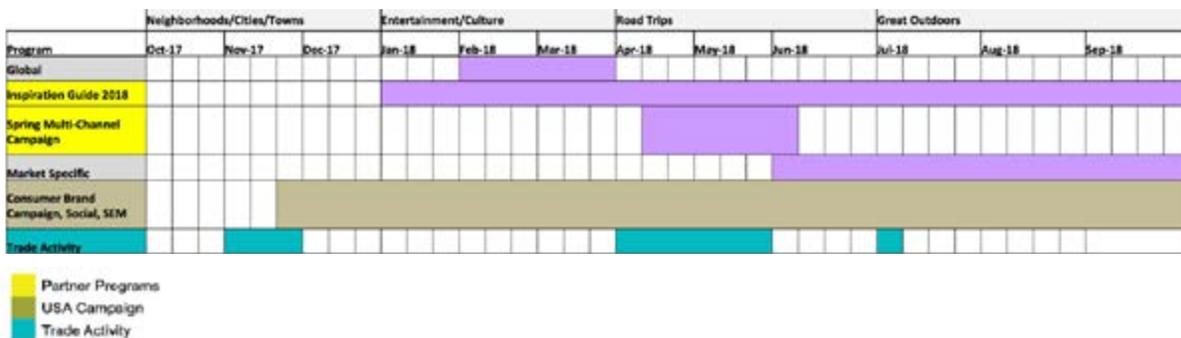
- First time travelers; experienced travelers visiting the U.S. for the 2nd or 3rd time
 - *Drivers:* Natural beauty, sightseeing, shopping, dining, nightlife, attractions
 - *Barriers:* Strength of the USD, perception that the USA is unwelcoming

Consumer Message Strategy

- Personal storytelling
- Adventurous experiences and 'beyond gateways'
- Introduce iconic experiences to share

Trade Strategy

- Product development beyond the gateway & supporting the Music & Culture theme
- Reaching millennials & families
- Destination training
- Integrated activation coops



TIER 3: Make It Obvious & Easy

 Australia	 Canada	 France	 Germany	 Japan	 UK
2018 Goal	2018 Goal	2018 Goal	2018 Goal	2018 Goal	2018 Goal
1.4 Million visitors	19.3 Million visitors	1.6 Million visitors	2 Million visitors	3.6 Million visitors	4.6 Million visitors
Target Traveler	Target Traveler	Target Traveler	Target Traveler	Target Traveler	Target Traveler
Young, urban professional	Young, urban professional	Young, urban professional	Young, urban professional	Young, urban professional	Young, urban professional
Consumer Strategy	Consumer Strategy	Consumer Strategy	Consumer Strategy	Consumer Strategy	Consumer Strategy
Redefine value to focus on experiences rather than time/cost	Redefine value to focus on experiences rather than time/cost	Focus on unique, local experiences that create FOMO to drive interest and urgency	Redefine value to focus on experiences rather than time/cost.	Unique, quirky story telling Provide detail itineraries	Redefine value to focus on experiences rather than time/cost
Trade Strategy	Trade Strategy	Trade Strategy	Trade Strategy	Trade Strategy	Trade Strategy
Integrated Co-ops/ film	Focus on West coast	Establish a greater presence in market	Integrating digital capabilities	Engage both leisure and MICE travelers	Integrated Co-ops/ film

TIER 4: Reach Hand-raisers & Fans

 SWEDEN	 COLOMBIA	 CHILE
2018 Goal	2018 Goal	2018 Goal
576,000 visitors	915,000 visitors	350,000 visitors
Target Traveler	Target Traveler	Target Traveler
Young, urban professional	Young, affluent urban families	Young, affluent urban families
Consumer Strategy	Consumer Strategy	Consumer Strategy
Maintain dialogue with organic social and website content	Maintain dialogue with organic social and website content	Maintain dialogue with organic social and website content

As part of this market-tier approach, Brand USA will increasingly leverage the authentic voices and power of “influencers” to transition from a single USA Campaign to a series of USA Campaigns to reach travelers at the times and in the ways they are most receptive to marketing messaging in order to influence and re-inforce their travel decisions.

During FY2017, we conducted an extensive Request for Proposals (RFP) process to create a network of “best in class” resources—moving away from a traditional agency of record structure. This new approach has proven to be more effective and less costly. It also allows us to be more agile and quick to market to leverage opportunities to reach travelers—and measure our impact. The result will be a series of strategic marketing communications campaigns that are more targeted and act in concert to deliver a warm and welcoming invitation that will inspire travelers to visit the USA. By utilizing a strong network of influencers, as well as social media initiatives that reach travelers at the right time in their stage of the journey, we will be able to provide more value to travelers and our partners alike. The USA Campaigns will be further supported by our core digital platforms and social media channels as described below.

Proprietary Consumer Website Platforms

Brand USA has two online consumer identities in the marketplace:

- VisitTheUSA (VisitTheUSA.com), which is active in most markets where Brand USA markets the United States to international travelers
- GoUSA, which is active in Asian markets, including China and Hong Kong (GoUSA.cn), Taiwan (GoUSA.tw), India (GoUSA.in), Japan (GoUSA.jp), and South Korea (GoUSA.or.kr)

Together, the VisitTheUSA and GoUSA website platforms are the consumer-facing online identities international travelers associate with travel to the United States.

Social Media Channels

In addition to the global and in-market VisitTheUSA and GoUSA proprietary websites, Brand USA will leverage related social media accounts in consumer-facing content and communications. Each market where Brand USA has a fully developed marketing presence has a dedicated, in-language website and social channels, which Brand USA uses to reach consumers in its target markets.

The following handles will be used for global, consumer-facing promotions in English:

- Website: VisitTheUSA.com
- Twitter: @VisitTheUSA
- Facebook: Facebook.com/VisitTheUSA
- YouTube: YouTube.com/VisitTheUSA
- Instagram: VisitTheUSA
- Google+: Google.com/+VisitTheUSA

The following campaign hashtags support global and thematic promotions and initiatives:

- Global: #VisitTheUSA
- Flavors/Culinary: #TasteUSA
- Road Trips: #RoadTripUSA
- Great Outdoors: #OutdoorsUSA
- Market the Welcome: #USAWelcome

In addition to leveraging these global channels, Brand USA will continue to reach and engage travelers through localized social media efforts in the following markets via the channels shown in the chart below.

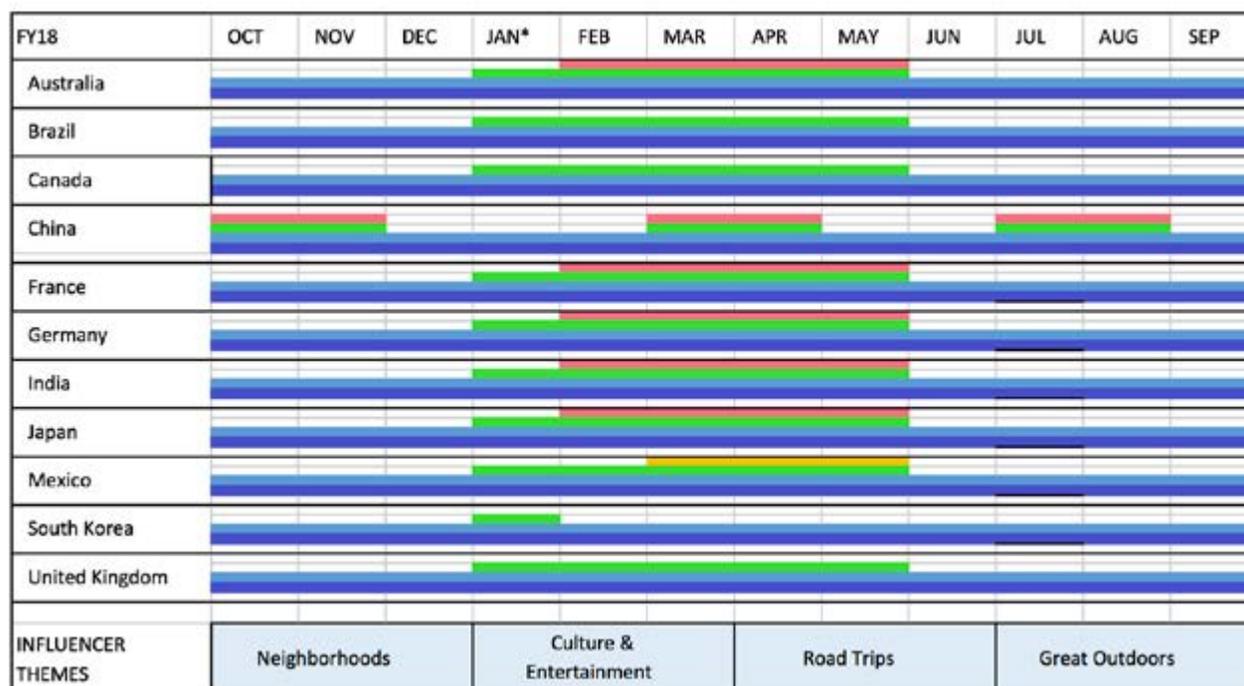
CHART: Brand USA Digital Channels

MARKET	URL	LOCAL TAGLINE	FACEBOOK	TWITTER	HASHTAG	INSTAGRAM	YOUTUBE
Australia	VisitTheUSA.com.au	Plan Your USA Trip Now	facebook.com/VisitTheUSAau	@VisitTheUSA	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSA
Brazil	VisiteosUSA.com.br	Planeje Sua Viagem Aos USA Agora Mesmo	facebook.com/VisiteOsUSA	@VisiteOsUSA	#VisiteOsUSA	VisitTheUSA	YouTube.com/VisiteOsUSA
Canada: English	VisitTheUSA.ca	Plan Your USA Trip Now	facebook.com/VisitTheUSAcA	@VisitTheUSAcA	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSA
Canada: French	fr.VisitTheUSA.ca	Planifiez Votre Voyage Aux USA Dès Maintenant	facebook.com/VisitTheUSAcA	@VisitTheUSAcA	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSAfr
Chile	VisitTheUSA.cl	Planifica Tu Aiaje A USA Ahora	facebook.com/VisitTheUSAcl	@VisitTheUSAes	#VisitTheUSA	VisitTheUSA	(Spanish) YouTube.com/VisitTheUSAes
China	GoUSA.cn	即刻 定制 您的 USA 旅行 计划	n/a	Sina Weibo (Chinese microblogging site/hybrid of Twitter and Facebook): http://weibo.com/GoUSAcn Tencent Weibo (Chinese microblogging site): http://t.qq.com/DiscoverGoUSA Youku (YouTube equivalent): http://i.youku.com/gousacn Weishi (like Vine): http://www.weishi.com/u/23484775 Wechat (Chinese mobile social network for texting, images, music and articles sharing, mobile only): 美国国家旅游局 Lofter (Photo sharing platform): http://GoUSA.lofter.com			
Colombia	VisitTheUSA.co	Planifica Tu Viaje A USA Ahora	facebook.com/VisitTheUSAcO	@VisitTheUSAes	#VisitTheUSA	VisitTheUSA	(Spanish) YouTube.com/VisitTheUSAes
France	VisitTheUSA.fr	Préparez Votre Voyage Aux USA Dès Maintenant	facebook.com/VisitTheUSAfr	@VisitTheUSAfr	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSAfr
Germany	VisitTheUSA.de	Plant Jetzt Eure Reise In Die USA	facebook.com/VisitTheUSAde	@VisitTheUSA	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSAde
India	GoUSA.in	Plan Your USA Trip Now	facebook.com/GoUSAin	@GoUSAin	#USATrip	VisitTheUSA	YouTube.com/GoUSAin
Japan	GoUSA.jp	今すぐ USAへの旅の計画を	facebook.com/GoUSAjp	@GoUSAjp	アメリカ旅行	VisitTheUSA	YouTube.com/GoUSAjp
Mexico	VisitTheUSA.mx	Planifica Tu Viaje A USA Ahora	facebook.com/VisitTheUSAmx	@VisitTheUSAes	#VisitTheUSA	VisitTheUSA	(Spanish) YouTube.com/VisitTheUSAes
Korea	GoUSA.or.kr	지금 USA 여행을 계획해보세요	facebook.com/GoUSAkr	@GoUSAkr	#미국여행	VisitTheUSA	YouTube.com/GoUSAkr
Sweden	VisitTheUSA.se	Plan Your USA Trip Now	facebook.com/VisitTheUSAse	@VisitTheUSA	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSA
Taiwan	GoUSA.tw	n/a	facebook.com/GoUSA.official	n/a	n/a	n/a	n/a
United Kingdom	VisitTheUSA.co.uk	Plan Your USA Trip Now	facebook.com/VisitTheUSAuk	@VisitTheUSAuk	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSA

Media Plan

During FY2018, our objective is to get much closer to each market, ensuring that our media and messaging is topical, timely and engaging. To that end, our approach to media planning and buying for the coming fiscal year will be a collaborative effort with our partner and global trade marketing teams, to identify key opportunities in each market and affect more efficient spending and more relevant content. The media mix will be determined on a market by market basis, based on opportunity. The current media plan is shown in the chart below.

CHART: FY2018 Media Markets
preliminary media plan; not final and subject to change



KEY: Above The Line* Online Video* Display Search Social

NOTES:
 1. January Inspiration Activation;
 2. China drive periods Chinese New Years, Summer Vacation and Golden Week;
 3. Always-on Search: Chile, Colombia & Sweden

*Above The Line (ATL) is an advertising phrase that refers to traditional mass media, including cinema, television, radio, out-of-home and print. Each of these outlets require a slightly different creative and messaging approach.

*On Line Video (OLV) is one of the fastest growing content platforms in the world and paid media channels like YouTube, Facebook, Youku and IQiyi have billions of followers. This digital approach is increasingly mobile-focused, and uses a different approach to story-telling than typical traditional "TV."

Cinematic Film Production

The highlight and highest profile effort within the USA Campaigns will be the launch of our second giant-screen film: *America's Treasures*. This film builds on the momentum of our award-winning film by MacGillivray Freeman Films, *America Wild: National Parks Adventure*, which was launched to coincide with the centennial of U.S. national parks. The film, with title sponsorships from Expedia, Inc. and Subaru of America, Inc., was part of an overarching marketing effort to promote the United States' great outdoors and reached more than 4 million viewers through its release in more than 100 IMAX® and other giant-screen format theaters during the year.

Based on the success of this first film, during FY2016 we began pre-production on a second film, tentatively titled *America's Treasures*, which will be released in giant-screen theaters in 2018. The movie will focus on local culture (such as music, geography, history, etc.) and experiences (including iconic places and lesser known destinations) throughout the USA, as told through the language of music.

COOPERATIVE MARKETING (CONSUMER-FOCUSED)

Cooperative marketing platforms and programs make up the majority of our marketing efforts and deliver an array of marketing options to increase awareness, visitation, and spend. They also provide opportunities for partners of all shapes and sizes to participate and are an important way we promote travel experiences in the United States to, through, and beyond the gateways. Brand USA has two major cooperative marketing programs: Brand USA Originals and Brand USA Affinity Programs.

Brand USA Originals

Brand USA Originals are cooperative marketing programs developed and offered exclusively by Brand USA. They include proprietary programs developed by Brand USA and those created in partnership with influential travel media and major travel and lifestyle brands. Included in these offerings are market-specific programs where Brand USA connects partners with its in-country experts to ensure cooperative marketing efforts are deployed in the right markets with the right messages, at the right times. Programs are designed for either partner launch or expansion in established or emerging markets. These programs are ideal for cities, states, and attractions focusing on specific markets or entering a market for the first time.

Digital Marketing Programs

VisitTheUSA & GoUSA Websites

VisitTheUSA and GoUSA in-language consumer websites are designed to inspire international visitors and travel influencers to choose U.S. travel destinations, travel providers, and experiences via compelling content and helpful travel information. Partners can work with Brand USA to develop content on City or State Pages and share the best of a destination through Experience and Trips Pages, which provides international travelers a closer look at U.S. destinations, travel brands, or organizations. Brand USA's consumer websites are geo-targeted for Australia, Brazil, Canada (English- and French-speaking), Chile, China, Colombia, France, Germany, Hong Kong, India, Japan, Mexico, South Korea, Sweden, Taiwan, and the United Kingdom—making them particularly effective at reaching consumers.

In 2017, Brand USA launched its brand new global website platform. The new best-in-class, responsive consumer platform relies on a strategic and creative approach that stimulates international consumer desire to travel to the USA. Rich content showcases the diversity of experiences and destinations in the USA, helping visitors to imagine their own U.S. travel experiences. In addition to the roll-out of the new site, Brand USA works with partners to develop:

- **State and/or City Page & Content Marketing:** Content for new pages and to feature updated content for existing State and/or City Pages on the newly enhanced site.
- **Experience Page & Content Marketing:** Content for new pages, as well as updated content for existing Experience Pages. All new content will include a marketing and distribution plan.
- **Trips Page & Content Marketing:** Content featuring itineraries and trip ideas to inspire travelers to book a trip to the USA.
- **Customized Website Option:** Custom-content websites hosted on VisitTheUSA.com to maximize exposure and gain efficiencies on site upkeep and maintenance.

GoUSA Social Campaigns (China)

Reach one of the largest and most active social media audiences in the world with unique China social campaigns managed by Brand USA. Brand USA will work with partners to craft dedicated posts and social media activities designed to appeal to the Chinese market in order to increase the value — and reach — of destination, attraction or other partner-focused content on GoUSA.cn.

Brand USA has also created an exciting new opportunity for partners to grow their own unique audience in China through custom-branded, verified social accounts, through platforms such as Weibo and WeChat.

GoUSA Web Opportunities (China & Taiwan)

Recognizing two of the world's fastest growing travel markets, Brand USA will work with partners to develop content and customized websites written in Chinese (GoUSA.cn) and Taiwanese (GoUSA.tw) for the website. Responsively designed and built specifically for travelers in China and Taiwan, these turnkey opportunities promote destinations and travel brands in these growth markets.

Media Opportunities (China)

Brand USA will work with partners to promote destinations and travel opportunities to travelers in China and Taiwan via dedicated media campaigns. These campaigns leverage Brand USA's relationships with top media channels in market to drive traffic to destination and travel content on GoUSA.cn and GOUSA.tw.

- **Fliggy:** Brand USA is partnering with Fliggy, formerly known as Alitrip, an online travel agency providing plane tickets, hotel booking services, tour guide services, visa application services, and vacation packages, allowing partners to feature their destinations on multiple OTAs within the Fliggy platform. With a high level of exposure through a virtual booth featured on Brand USA's online pavilion, Fliggy's brand's reorientation aims to offer the best quality outgoing travel services to meet millennials' travel demands.
- **Mafengwo:** Encourage conversation amongst 100 million users and motivate travel to your destination through Mafengwo, China's version of TripAdvisor, which is the largest travel social network in China. Inspire travel through user-generated travel guides and reviews, helping billions of travelers from China reach your destination. Brand USA's Mafengwo program provides partners with the opportunity to connect with Chinese travelers in a personal, meaningful way, driving travel to U.S. destinations.
- **Ctrip:** Extend your reach in China through Brand USA's partnership with Ctrip, one of China's leading online travel service companies. Ctrip's one-stop-shop travel services approach utilizes Brand USA partner content to cover all stages of the travel booking process: stimulating the desire to travel, providing comprehensive flight, hotel, group tour and local pay services during travel, and providing a community to share and create word-of-mouth notoriety after travel.
- **Baidu:** Increase travel to your destination with Baidu, the most popular search engine in China. With more than 80% market share by advertising revenue and 660 million monthly active users, Baidu holds the key to unlock your destination's potential among Chinese travelers. More than 85% of internet users in China use Baidu as their primary search engine to find websites, music, and videos, resulting in over 3.3 billion queries daily. Take advantage of Brand USA's program to expand search keywords and maximize visits to your destination. These brand new video packages include four 45- to 60-second vignettes (each focusing on a single stop or destination), one two-minute compilation video and one 30-second snapshot. The music-only series places the viewer in the driver's seat for an energetic, fun, and memorable road trip that is accompanied by a robust itinerary.

Video Creation & Distribution

During FY2018, Brand USA will offer partners the opportunity to promote their destinations and experiences with videos designed to increase consumer engagement by delivering stories to targeted international audiences.

Since, on average, over 80 percent of international Internet users watch video, Brand USA has developed the following video program opportunities and options:

- **Road Trips:** These brand new video packages include four 45- to 60-second vignettes (each focusing on a single stop or destination), one two-minute compilation video and one 30-second snapshot. The music-only series places the viewer in the driver's seat for an energetic, fun, and memorable road trip that is accompanied by a robust itinerary.
- **International Storyteller:** These 1.5- to 2-minute thematic videos explore U.S. activities through various Brand USA pillars. Videos are music-only or include an international host speaking English to appeal to a wide international audience. Subtitles in the target market language are included.
- **In-language/Native Traveler Videos:** These 2- to 2.5-minute videos effectively reach key international audiences with an in-market host talking about experiences in U.S. destinations using the native language of the target market.
- **Destination-at-a-Glance Videos:** These video packages include three 45- to 60-second vignettes and one 30-second snapshot (pre-roll). Each vignette focuses on a single experience, which could range from exploring a national park to experiencing a local specialty. Vignettes include an international host speaking English to appeal to a wide international audience. Subtitles in one target market language are included.
- **Destination Videos by Matador:** These 2-minute, music-only, visually dynamic and commercial-quality videos present an overview of U.S. experiences to a global audience.

Brand USA also offers third-party distribution options to expand the international market reach of any of the above videos. Opportunities are available with Rocket Fuel, Facebook, and Outbrain/Taboola.

*Target markets include Australia, Brazil, Canada, Chile, China, Colombia, France, Germany, Hong Kong, India, Italy, Japan, Mexico, Netherlands, South Korea, Taiwan, and the United Kingdom.

International Search Engine Marketing Program

Search engine marketing is a key component of Brand USA's international marketing efforts to maximize the exposure of destination and travel opportunities to international travelers. Through this targeted and fully managed program, Brand USA helps participating partners engage more international travelers to visit the USA.

Global Inspiration Guides (Print & Digital)

Inspiration Guides

Brand USA's Inspiration Guides, Travel USA, help attract visitors from the most valuable international markets to U.S. destinations through a smart mix of online and print exposure. Brand USA leverages these upscale guides

to present U.S. travel experiences with stunning photos and enticing copy, as well as in featured photo essays showcasing destinations and travel brands.

For 2018, Brand USA will continue to evolve the content and distribution strategies for the Inspiration Guide program to target more international consumers and the travel trade through digital and in-person channels. More than 555,000 guides—created in 13 language editions—will be distributed to more than 21 international markets. Interactive digital editions with live links will be created for each edition. The combined global digital distribution will provide a minimum of 30 million promotional impressions.

In the coming months, Brand USA will unveil market-specific opportunities to promote destinations and experiences in its digital magazine—each with robust distribution and activation.

Multi-Channel Programs

Brand USA's Multi-Channel Programs deliver extraordinary value compared to similar targeted international campaigns created by individual destinations. Using robust digital, print, social, and video storytelling, and a results-driven activation campaign, Brand USA ensures targeted messages reach international travelers via the media they consume most during the times they're most likely to be planning and booking travel. Customized calls-to-action take consumers from the Dream to Consider to Activate phase of the travel lifecycle—generating measurable results.

The flexibility of these programs allows Brand USA to take a strategic approach by:

- Supporting the efforts of top travel trade operators of U.S. destinations
- Leveraging Online Travel Agent (OTA) activation through Expedia
- Directing traffic to destination and travel experience content from Brand USA's platforms

Value, flexibility, and a multi-funnel strategy are cornerstones of the program, which includes customized campaigns by country (Australia, Brazil, Canada, China, Germany, India, Japan, Mexico, and the United Kingdom).

Global Marketing Programs

STA Travel

Brand USA and STA Travel are all about bringing the USA to life for "Generation Connected" (Gen C). At the core of this campaign are creativity, collaboration, content and, of course, connection. This partnership opportunity includes a global media campaign consisting of digital media, point-of-sale marketing, in-market events, and social media, all centered around STA Travel's new music platform.

Thomas Cook

Thomas Cook and Brand USA will continue to offer their unique, multi-channel marketing technology platform, USA Everywhere, in 2018. The platform houses all of the data from previous partnerships, as well as market insights and data on millions of Thomas Cook customers who are likely to book travel to the United States. The platform reaches millions of consumers across 16 European markets and China who are "live" in the market for a vacation, putting destination and experience content in front of these highly qualified customers on Thomas Cook's e-commerce sites, in-store, and in front of travel agents themselves.

BBC International

BBC will continue its exploration of the USA using music as a unifying theme. The program will offer digital advertising and content opportunities, as well as global broadcast television assets.

Influencer Program

Brand USA's social-first marketing strategy will include multiple opportunities to partner on Influencer Marketing initiatives in 2017/2018. All programs will leverage Brand USA's extensive social followings and include dedicated media support to amplify destination and travel brand content. There are two program types currently being offered: Country & Thematic Influencer Campaigns, and Custom Influencer campaigns.

Country & Thematic Influencer Campaigns

Brand USA has selected pre-qualified micro influencers from top international markets who specialize in creating content across specific lifestyle and interest verticals. Brand USA will direct each influencer to go to a limited number of featured stops on the itinerary. Brand USA will augment the materials by distributing the content assets via other channels and, depending on the nature of the influencer agreement, make use of the content in other marketing and promotional activities. Programs in Australia, Germany and the UK will begin launching in January 2018, with other markets to be considered based on partner interest.

Custom Influencer Campaigns

Through this campaign, Brand USA will feature a select number of destinations in dedicated influencer campaigns. These focused campaigns will include extensive social reach across these highly and globally recognized influencers' channels, as well as media support and content development. This large-scale social campaign will promote the music, culinary, outdoors, and off-the-beaten path experiences of participating partners.

Facebook

Brand USA has leveraged its relationship with Facebook to gain expanded exposure on one of the world's leading social platforms and develop a unique opportunity for partners. This new partnership program with Facebook aligns with a "social-first" strategy, providing partners with a turnkey solution through the new Facebook Collection with Canvas unit. It is designed to drive deeper engagement, build awareness and ultimately drive consumers to further action.

Thematic Marketing Programs

Music & Entertainment

Capitalizing on the success of Brand USA's *America Wild: National Parks Adventure* giant-screen film and the global marketing campaign behind it, Brand USA is launching a new music and entertainment initiative and is currently in production for its second giant-screen film with music as a central theme. By highlighting the people, places, and sounds that define the USA, and each different destination, Brand USA will drive interest and intent to travel to the USA. This new giant-screen film will showcase the diversity of local culture in the USA as told through the universal language of music. In preparation for the film launch in the winter of 2018, Brand USA is creating a comprehensive marketing strategy that leverages this initiative to promote music and entertainment stories across the USA.

Brand USA will work with partners to develop a limited number of film-related promotion opportunities, original content creation, and extensive music-themed marketing exposure through a variety of Brand USA's owned and paid channels. Brand USA's deep investment in this initiative through scalable marketing programs that include video, content creation, and digital marketing across channels such as Facebook, music streaming services, and VisitTheUSA.com provides the opportunity to promote a range of U.S. destinations and travel experiences.

RHS Hampton Court Palace Flower Show

For the fourth consecutive year, Brand USA will partner with the Royal Horticultural Society (RHS) to create a USA-themed garden at London's Hampton Court Palace Flower Show, which draws an average of 160,000 visitors each year. Under the umbrella "Great Gardens of the USA," Brand USA will work with a UK-based designer and gardener to promote and bring to life the diverse culture and stunning landscapes of U.S. destinations at the world's largest flower show.

Culinary

Through a multimedia storytelling campaign that includes dynamic digital content, engaging video, a targeted social campaign, and more, Brand USA's culinary initiative is designed to increase visitation to the USA by showcasing new ways to discover and indulge in the USA's range of culinary experiences. Brand USA's VisitTheUSA and GoUSA websites provide a place to showcase U.S. destination and trip experiences content and act as a go-to resource for international travelers looking to learn more about the cuisines, restaurants, food festivals, and chefs of the United States.

Brand USA will work to drive even more visitors to culinary-focused content with a dedicated engagement strategy using proven marketing channels.

Attractions & Experiences

As part of an exciting new program designed specifically to promote U.S. attractions and experiences, Brand USA is partnering with TripAdvisor, a trusted source in international travel planning, on a new activation and content development platform. This integrated campaign includes custom user-generated display ads on TripAdvisor. Partners that currently work with Viator will have access to the booking data and back-end measurement tool.

Brand USA will create content about U.S. attractions for VisitTheUSA websites, with enhanced Experience Pages and content marketing, plus exposure in an upcoming multi-channel campaign.

TripAdvisor media flights are six weeks (renewable) in key international markets, including Australia, Brazil, Canada, China, Germany, Mexico, and/or the United Kingdom.

Brand USA Media Network Powered by TravMedia

The Brand USA Media Network powered by TravMedia shares U.S. travel news, assists journalists in researching story ideas, and further connects partners with travel influencers globally. Through this platform, Brand USA partner news is distributed to the world's largest database of travel journalists, which includes more than 25,000 journalists globally. The service provides keyword-searchable digital content, including press releases, images and videos, and the ability to "follow" and "connect" with international journalists. It is a preferred

partner of major tourist organizations globally, keeping travel industry professionals connected and up-to-date both during major events and year-round.

Market Specific Programs

Brand USA Market Specific programs focus on reaching international travelers from a core set of designated markets. By working with leading media and trade industry partners in each country, Brand USA is able to promote destinations and travel experiences to effectively and efficiently reach travelers in specific target markets. By leveraging proven and powerful promotions, these programs are an ideal way to promote destinations and experiences on a country-by-country basis.

For FY2018, Market Specific programs are available in the following markets: Australia, Canada, China, Germany, India, Mexico and the United Kingdom. Details on Market Specific programs can be found online at TheBrandUSA.com/partners/programs/consumer-co-op.

Research

Consumer Market Profile Reports

Each year, Brand USA prepares proprietary market profile reports that provide important insight into travelers' perceptions of the USA, as well as general travel behaviors and preferences.

A detailed 100-plus page deck of research is available for 12 countries. Additional tables are also available.

Information includes desired destinations, criteria for destination selection, perceptions of the USA and competitors, international travel behavior, influence of media channels on destination decisions; and general media consumption.

Brand USA Affinity Programs

Affinity programs are cooperative marketing programs Brand USA has developed with media, online travel agencies (OTAs), or other travel-related publishers to advertise and promote U.S. destinations, experiences, attractions, and other travel opportunities. They are a particularly valuable way to highlight partner offers and activate USA travel experiences.

FY2018 Cooperative Marketing Programs Offerings

During FY2018, Brand USA will continue to work with the following cooperative marketing partners to promote travel to the USA.

Expedia

Expedia Media Solutions gives marketers unprecedented exposure to one of the world's largest online travel audiences, connecting brands with highly qualified consumers shopping for travel. Through innovative solutions that go beyond traditional online advertising, Expedia helps marketers reach international travelers during all phases of the travel planning and booking cycle.

TripAdvisor

As the largest online travel site in the world, with 25 travel brands, TripAdvisor offers destinations and organizations a significant opportunity to generate a global presence in 49 countries and 28 languages. Each month, TripAdvisor reaches 390 million travelers who are actively researching and planning travel.

Essentially America

Essentially America is a leading international consumer travel magazine about the USA that is printed and distributed in multiple languages. Current opportunities are available in China, Colombia, Germany, Mexico, and the United Kingdom.

Sojern

Sojern has specialized in travel path-to-purchase data for over a decade. Their travel engine analyzes 500 million unique traveler profiles and billions of predictive purchase signals to activate multi-channel marketing solutions and drive brand influence, direct bookings, and incremental visitation. Sojern is the first and only travel-specific company to be named a Google DoubleClick Certified Marketing Partner.

Sojern works with over 800 top travel brands globally and their global footprint provides scale across 160 countries. Sojern campaigns include detailed post-campaign analytics reporting that tracks everything from clicks, search, and booking data all the way down to economic impact for destinations.

ADARA

Brand USA works with ADARA to promote destinations to the world's largest audience of travelers—over 500 million monthly across the Americas, Europe, the Middle East, and Asia Pacific who use ADARA in their travel planning. Powered by partnerships with more than 100 global travel brands, ADARA transforms loyalty, search, and booking data into actionable knowledge, allowing destination marketing organizations (DMOs) to better understand, reach, and engage travelers. ADARA helps destinations acquire high value visitors and active repeat visitors and fully understand their best customers and prospects.

Travelzoo

Brand USA is partnering with Travelzoo, the largest global travel, entertainment, and local deals publisher online, to inspire international travelers to visit U.S. destinations with a sponsored content program. The Travelzoo content campaign leverages sponsored content to tell a deeper story and create awareness about U.S. destinations in key international markets.

Golfbreaks.com

Golfbreaks.com sends over 220,000 golfers on a golf holiday each year and is widely recognized as one of the leading golf tour operators in a variety of international markets. With over 18 years of experience in the industry, the simple objective is to save golfers time and money when booking their next golf holiday while delivering an unrivaled service. Golfbreaks.com applies a multi-channel approach to all partner marketing programs, including print, CRM, digital, social media, and Sky television.

2017/2018 BRAND USA PROGRAM OVERVIEW

MARKET	PROGRAM	OCT 2017	NOV 2017	DEC 2017	JAN 2017
Global/ Brand USA Partnership Programs	BBC (Timing TBC)				
	Travel Channel Olly's Ale Trails		Program in Market		
	Travel Channel Chef Vignettes		Program in Market		
	Travel Channel Chef Vignettes (re-airs)		Program in Market		
	STA Travel		Program in Market		
	National Geographic (vignettes)		Program in Market		
	National Geographic (digital co-op)		Program in Market		
	Bloomberg				
	Thomas Cook (Phase 4)		Program in Market		
Global/ Marketed by Miles	Inspiration Guide 2017	Close			
	Inspiration Guide 2018				
	Video Services (On-going)				
	Global Web: State Pages (on-going)				
	Global Web: City Pages (on-going)				
	Global Web: Thematic Content (ongoing)				
	Global Web: Trips (ongoing)				
	Culinary 2017/18				Close
	Attractions & Experiences Co-Op				
	Shopping - Non China Markets			Program in Market	
Australia/ New Zealand	Fall 2016 Multi-Channel Campaign			Close	
	Fall 2017 Multi-Channel Campaign				
	News Corp (Sept 2016 - Feb 2017) - Multi Channel		Program in Market		
	Flight Centre (April - Sept 2017)				
	Sunrise/Flight Centre (April 2017)				
	NZME (Oct - Nov 2016)	Program in Market			
	Brand Campaign				
	Brand Social				
Brand SEM					
Trade Activity					
Brazil	Spring Multi-Channel Campaign				
	Fall Multi-Channel Campaign				
	Despegar (Coming Soon in FY17)				
	Brand Campaign				
	Brand Social				
	Brand SEM				
	Trade Activity				

MARKET	PROGRAM	OCT 2017	NOV 2017	DEC 2017	JAN 2017
Canada	Winter Multi-Channel Campaign				Program in Market
	Spring Multi-Channel Campaign			Close	
	Dreamscapes (FY16-FY17)	Program in Market			
	Travel Nation/Roger Media				Program in Market
	The Post Media (Coming Soon in FY17)				
	Brand Campaign				
	Brand Social				
	Brand SEM				
China	Retail Pilot Digital		Program in Market		
	Spring Multi-Channel Campaign				
	Fall Multi-Channel Campaign				
	GoUSA.cn + Social + Other				
	C-Trip				
	Sina				Program in Market
	IQIYI	Program in Market			
	PPTV				Program in Market
	SOHU				Program in Market
	Fliggy (Coming Soon in FY17)				
	Mafengwo (Coming Soon in FY17)				
	Brand Campaign				
	Brand Social				
Brand SEM					
Trade Activity	China Megafam	CITM (China)			
France	Annual Multi-Channel Campaign	Close			
	Brand Campaign				
	Brand Social				
	Brand SEM				
	Trade Activity				
Germany	Fall Multi-Channel Campaign	Close			Program in Market
	Spring Multi-Channel Campaign				
	Air Berlin		Program in Market		
	FVW Medien		Program in Market		
	TBD #1				
	Brand Campaign				
	Brand Social				
	Brand SEM				
	Trade Activity				

FEB 2017	MAR 2017	APR 2017	MAY 2017	JUN 2017	JUL 2017	AUG 2017	SEPT 2017
Program in Market							Close
		Program in Market					
	Program in Market						
		Program in Market					
		Close				Program in Market	
			Program in Market				
			Program in Market				
			Program in Market				
			Program in Market				
					Program in Market		
					Program in Market		
				Sales Mission			ITE (Hong Kong)
Program in Market							Close
							IFTM Paris
Program in Market					Close		
		Program in Market					
		Program in Market					
	ITB Berlin			IMEX			

MARKET	PROGRAM	OCT 2017	NOV 2017	DEC 2017	JAN 2017
India	Annual Multi-Channel Campaign	Close			Program in Market
	Hindustan Times (Coming Soon in FY17)				
	Star TV (Coming Soon in FY17)				
	Times of India (Coming Soon in FY17)				
	Hot Star (Coming Soon)				
	Thomas Cook India (Coming Soon)				
	Brand Campaign				
	Brand Social				
	Brand SEM				
	Trade Activity				
Japan	Spring Multi-Channel Campaign				
	Fall Multi-Channel Campaign				
	Brand Campaign				
	Brand Social				
	Brand SEM				
	Trade Activity				
Mexico	Spring Multi-Channel Campaign			Close	
	Fall Multi-Channel Campaign				
	Travel Impressions				
	Televisa (Coming Soon in FY17)				
	Turistampa				
	Despegar (Coming Soon in FY17) - already included above under Brazil.				
	Brand Campaign				
	Brand Social				
	Brand SEM				
	Trade Activity				
South Korea	Brand Social				
	Brand SEM				
	Trade Activity				
United Kingdom	Winter 2017 Multi-Channel Campaign	Close			Program in Market
	Fall 2017 Multi-Channel Campaign				
	Digital Magazine-TBD AP				
	Culinary 2017/18				Close
	The Telegraph	Program in Market			
	The Times				
	British Airways (MegaFam tickets)				
	RHS Hampton Court Flower Show				
	WTM Taxis	Close	Program in Market		
	STA Travel (multiple markets) See global				Program in Market
	Brand Campaign				
	Brand Social				
	Brand SEM				
Trade Activity		WTM UK			

Totals

NOTE: Affinity Programs across all markets: Expedia, TripAdvisor, Sojern, Adara

TRADE OUTREACH

During FY2018 Brand USA will continue to participate in numerous trade outreach initiatives. We will coordinate much of this activity with an expansive network of international representatives, Visit USA and Discover America committees, travel and tourism advisory boards, and U.S. Commercial Service teams around the globe.

Through Brand USA's trade outreach efforts, partners will be able to connect with key travel trade influencers who book travel to the USA. From access to thousands of leading travel buyers and influencers at USA-branded pavilions during large-scale trade shows, to the opportunity to connect with travel professionals in one-on-one sessions during sales missions, to our ever-popular MegaFam trips (see page 35) promoting U.S. destinations, travel brands, and attractions to, through, and beyond the gateways, Brand USA's trade outreach programming will help inform and motivate travel buyers around the world. These interactions will provide partners with valuable and direct exposure to the travel industry's most influential professionals.

Trade Shows

Throughout the year, Brand USA will host a series of USA-branded pavilions at influential travel and trade shows—providing participating U.S. exhibitors the opportunity to reach 1.6 million international travel buyers and sell future travel to the United States.

Brand USA will serve as the unifying element at these shows, representing U.S. travel and tourism interests on a global scale, with destinations, travel brands, and other organizations participating as exhibitors. Participating organizations will retain their own identity yet benefit from being part of a highly visible, collaborative United States effort. To further amplify the USA's and participating partners' presence, Brand USA also organizes related events before, during, and after many of these shows.

Brand USA pavilions provide exhibitors:

- Market analytics and insights
- Marketing, advertising, and public relations and media exposure
- Increased global exposure and coherent branding
- Customer engagement and entertainment opportunities

USA PAVILIONS AT INTERNATIONAL TRADE SHOWS

Event	Dates	Location
JATA	September 21-24, 2017	Tokyo
IFTM	September 26-29, 2017	Paris
TTG	October 12-14, 2017	Rimini
ITB Asia	October 25-27, 2017	Singapore
ITF	October 27-30, 2017	Taipei
WTM	November 6-8, 2017	London
IBTM World	November 28-30, 2017	Barcelona
Vakantiebeurs*	January 10-14, 2018	Utrecht
Reiselivsmessen*	January 12-14, 2018	Oslo
FITUR	January 17-21, 2018	Madrid
Matka*	January 18-21, 2018	Helsinki
BIT	February 11-13, 2018	Milan
Showcase	March 3-6, 2018	Venice
USA Travel Show*	March 5, 2018	Copenhagen
ITB	March 7-11, 2018	Berlin
WTM Latin America	April 3-5, 2018	São Paulo
ATM	April 22-28, 2018	Dubai
IMEX	May 15-17, 2018	Frankfurt
ITE	June 14-17, 2018	Hong Kong
JATA	September, 2018 (TBA)	Tokyo
IFTM	September, 2018 (TBA)	Paris
TTG	October, 2018 (TBA)	Rimini
ITB Asia	October, 2018 (TBA)	Singapore
CITM	October, 2018 (TBA)	Shanghai

* Brand USA participates in these shows in collaboration with Visit USA committees.

MegaFams and Other Familiarization Tours

Familiarization tours, or “fams,” with the travel trade will again be an integral part of Brand USA’s marketing strategies to create awareness of the diverse destinations and travel experiences available throughout the United States. The Brand USA fam tours are called “MegaFams” because they are the largest multi-itinerary, simultaneous familiarization tours conducted in the United States.

Brand USA will organize and coordinate these diverse U.S. travel experiences in order to more fully promote multiple destinations. They are especially effective in motivating the travel trade to sell destinations to, through, and beyond the gateways to their clients because the itineraries include a broad range of travel experiences, attractions, and brands from the popular gateway cities to off-the-beaten-path encounters. This mix of U.S. destinations and experiences is one of the many effective ways we are able to promote the entirety of the USA, include equal marketing of rural and urban destinations.

Through Brand USA MegaFam experiences, travel agents and tour operators become better informed, empowered, and inspired to sell a multitude of U.S. destinations. MegaFams being planned for FY2018 include:

MegaFam	Dates
Lufthansa German MegaFam	September 27-October 3, 2017
Air India MegaFam	October 4-11, 2017
British Airways MegaFam	October 12-14, 2017

TRAINING INITIATIVES

Two distinct Brand USA travel trade training initiatives provide the tools and information our international travel buyers need in order to sell, up-sell, and cross-sell U.S. travel destinations and experiences: the USA Discovery program and Brand USA training seminars.

USA Discovery Program

This online, experience-based, hands-on training platform features a variety of destination modules to inspire and motivate the travel trade to sell U.S. destinations of all shapes and sizes, as well as well-known and unexpected experiences, to their customers. Travel agents and tour operators earn specialist badges as they complete each section of these country-specific training sites. This platform is currently available in Australia & New Zealand, Brazil, China, India, Mexico, and the United Kingdom & Ireland. We also offer a global site available for all English-speaking countries. During FY2018, we will expand the program to other markets as we begin managing the platform in-house.

Training Seminars

Brand USA will also present in-market training seminars to the travel trade that focus on a specific experience or region in the United States—providing a targeted approach to promoting U.S. travel destinations.

MEDIA AND PUBLIC RELATIONS (CONSUMER AND TRADE)

During FY2018, Brand USA will continue to increase its outreach to consumer and trade media to support its efforts to promote the entirety of the United States and will offer added value to partners through a number of programs that help increase awareness of the many unique experiences and range of destinations in the United States. Through the power and credibility of earned media coverage, Brand USA will inspire international travelers to visit the United States. Leveraging its access to and relationships with journalists, plus its online newsroom platform and ongoing scheduling of visiting journalist familiarization tours, Brand USA will promote destinations and travel experiences in every state, the District of Columbia, and the five territories with extensive media coverage in both travel trade and consumer media, including broadcast, print, and online. To help amplify and reinforce key marketing messages and initiatives, media pitches will support marketing efforts through messaging, timing, and markets.

FEDERAL PARTNER COLLABORATION

Brand USA will continue to work with its Federal partners and the Tourism Policy Council (TPC), led by the Department of Commerce to deploy programs that support our mutual efforts to increase international visitation to the United States and communicate entry policy and travel updates to international travelers. In addition, we will continue to roll out our "Market the Welcome" international arrival hall program at airports around the country. As the interagency, policy-coordinating committee composed of the leaders of nine federal agencies, the TPC will continue to be at the center of our Federal partner collaboration. Through this collaboration, Brand USA will conduct joint activities and leverage Federal assets to support international marketing efforts and policy communications. Specifically, and as provided for in the Travel Promotion Act, Brand USA will work with U.S. government partners to maximize the economic and diplomatic benefits of travel to the United States by:

- Developing joint promotions and communications to international travelers;
- Providing useful information to travelers, the travel trade, media, and other stakeholders regarding entry requirements, required documentation, fees, processes, and information concerning declared public health emergencies; and
- Identifying, countering, and correcting misperceptions regarding United States entry policies.

TARGET MARKETS AND MARKET PRIORITIZATION

The continued driving force for our marketing efforts in FY2018 is to deploy strategies that will enable us to achieve the goal established in the National Travel & Tourism Strategy to annually welcome 100 million international visitors to the United States by 2021. The goal is a challenging one—requiring Brand USA to target an optimal combination of markets that will maximize return on investment.

In order to accelerate growth in international arrivals during FY2018, Brand USA will concentrate its marketing efforts in the right markets (those with the strongest indicators of growth) at the right time (when travelers are most motivated to plan and activate travel). We will determine these markets by utilizing our market selection model that looks at 10 factors, detailed in the chart below.

CHART: Market Selection Criteria



This market selection model helps Brand USA identify the markets that offer the most incremental growth potential. As we utilize this model, we see the objective of defending market share that was otherwise poised for decline equally important as growing market share. It's also important to note that this model considers international travel behaviors and macroeconomic factors most heavily, but also includes additional important factors, such as civil liberty and ease of doing business. While the model often aligns with the largest source markets for U.S. arrivals, it does not utilize U.S. arrivals as an input.

The traveler segments Brand USA targets in any given year vary by market (based on the opportunities in market). Demographically, our advertising typically targets adults aged 25 to 59 who are affluent, educated travelers. Additionally, media and messaging is aligned to market-specific characteristics, such as cultural preferences and historical response to previous advertising.

While this model enables us to define our core target markets (those that will likely drive the most visitation in the coming year), we also realize these markets are at different levels of consumer demand and commercial development—requiring a targeted and market-strategic approach throughout the year.



Based on this model, during FY2018 Brand USA will deploy its marketing efforts in a strategic combination of emerging and established markets that have the potential to drive the greatest returns in terms of visitation, spend, and market share. In total, through the combined total of Brand USA's cooperative marketing platforms, contributed media, and trade outreach, the international marketing effort will be present in nearly 40 markets, including:

- Argentina
- Australia
- Austria
- Belgium
- Brazil
- Canada
- Chile
- China
- Colombia
- Costa Rica
- Denmark
- Ecuador
- El Salvador
- France
- Germany
- Guatemala
- Honduras
- Hong Kong
- India
- Ireland
- Italy
- Japan
- Mexico
- Netherlands
- New Zealand
- Norway
- Panama
- Singapore
- Spain
- South Korea
- Sweden
- Switzerland
- Taiwan
- United Arab Emirates
- United Kingdom

Finally, the foundation for all of our marketing activities during the year is alignment with the appropriate stage of the travel lifecycle by market. We will accomplish this by designating each market with its corresponding phases in the travel lifecycle (as depicted in the chart below) and planning consumer and trade marketing initiatives to best influence travelers at each phase.

CHART: Travel Lifecycle



Brand USA tracks and reports its success in reaching travelers across this customer lifecycle, as well as its operational effectiveness, on a Balanced Score Card--as shown on the pages that follow.

Balanced Score Card

DASHBOARD COMPONENT	METRICS	METHODOLOGY	SOURCES	REPORTING FREQUENCY	2013 RESULTS
TRAVEL LIFECYCLE Phase 1 Dream/Awareness	Consumer Destination Familiarity	<ul style="list-style-type: none"> Online survey identifying international travelers from Canada and Mexico, plus intercontinental overseas travelers likely to visit the USA in the next 12 months (1,000 completes per campaign market) 	ORC International	Quarterly	90%
TRAVEL LIFECYCLE Phase 2 Consider/Engagement	Website & Social Engagement	<ul style="list-style-type: none"> Actual values YTD cumulative totals 	Brand USA internal data	Tracked Monthly; Reported Quarterly	9.9 million
	Intent to Visit the USA (within next 2 years)	<ul style="list-style-type: none"> Online survey (1,000 completes per campaign market) 	ORC International	Tracked Monthly; Reported Quarterly	52%
TRAVEL LIFECYCLE Phase 3 Activate/Book	Attributable Increase in Visitation	<ul style="list-style-type: none"> Incremental visitation results determined by an econometric analysis incorporating advertising impressions delivered, website and social engagements, consumer response to advertising, and U.S. market share 	<ul style="list-style-type: none"> Oxford Economics Brand USA internal data 	Annually	1.10 million incremental visitors
ROI & TRAVEL LIFECYCLE Phase 4 Travel	Attributable Increase in Spend and Jobs	<ul style="list-style-type: none"> Incremental visitation and spend results determined by an econometric analysis incorporating advertising impressions delivered, website and social engagements, consumer response to advertising, and U.S. market share Economic impact results calculated based on attributable visitation and spend metrics 	<ul style="list-style-type: none"> Oxford Economics NTTO Brand USA internal data 	Annually	\$3.40 billion incremental spend; \$7.40 billion total economic impact; 53,181 incremental jobs
	Market Share	<ul style="list-style-type: none"> Actual values globally (total and long-haul) Actual values by campaign market 	<ul style="list-style-type: none"> NTTO UNWTO 	Annually	6.40% total; 13.00% long-haul
TRAVEL LIFECYCLE Phase 5 Share	Consumer Net Promoter Score	<ul style="list-style-type: none"> Online survey (1,000 completes per campaign market) 	ORC International	Annually	43.4%
FINANCIAL Partner Revenue Trends	Percentage of Federal Match	<ul style="list-style-type: none"> Actual realized values of matching funds submissions (not including unrealized in-kind amounts) YTD cumulative totals Amounts are calculated before sequestration 	Brand USA internal data	Quarterly	100%
	Ratio of Cash/In-kind Contributions	<ul style="list-style-type: none"> Ratio of cash & in-kind contributions YTD cumulative totals Cash contributions are realized values of contributions recorded in the fiscal year In-kind contributions are unrealized values (not yet reviewed by 3rd party valuator) 	Brand USA internal data	Quarterly	33% cash; 67% in-kind
PARTNERSHIP VALUE	Value Provided to Partners	<ul style="list-style-type: none"> Number of partners Inception to date cumulative totals Partner program retention rate Partner satisfaction Intent to partner with Brand USA 	Brand USA internal data	Quarterly	339 partners; 97% retention
PROCESS & COMPLIANCE	Compliance	<ul style="list-style-type: none"> Percentage compliance to policies and procedures 	Brand USA internal data	Quarterly	100%
	Cycle Time	<ul style="list-style-type: none"> Average number of ESTA/matching fund filing days from submission to Commerce to receipt of funds Totals represent individual quarter results 	Brand USA internal data	Quarterly	N/A

2014 RESULTS	2015 RESULTS	2016 RESULTS	TREND	COMMENTS
92% (2% increase from 2013)	93% (1% increase from 2014)	94% (2% increase from 2015)	●	Targeting 1% annual increases or maintaining YOY
40.1 million (305% increase from 2013)	41.6 million (4% increase from 2014)	81.5 million (96% increase from 2015)	▲	Targeting 5% average annual increases over a 5-year period
60% (15% increase from 2013)	59% (1% decrease from 2014)	60% (2% increase from 2015)	●	Targeting 5% average annual increases over a 5-year period; FY2016 target was aggressive and will be adjusted to maintain and protect for FY2017
903,440 incremental visitors (18% decrease from 2013)	1.03 million incremental visitors (11% increase from 2014)	1.20 million incremental visitors (17% increase from 2015)	●	Targeting 7% average annual increases over a 5-year period
\$3.10 billion incremental spend; \$7.06 billion total economic impact; 46,510 incremental jobs	\$3.04 billion incremental spend; \$6.60 billion total economic impact; 44,533 incremental jobs	\$4.10 billion incremental spend (34.9% increase from 2015); \$8.9 billion total economic impact (34.8% increase from 2015); 59,500 incremental jobs (33.6% increase from 2015)	●	Targeting 10% average annual increases for spend; 3% for economic impact; 3% for jobs (over a 5-year period)
6.60% total; 13.30% long-haul (3.1% & 2.31% increases vs 2013)	6.90% total; 13.80% long-haul (5% decrease & 3.7% increase vs 2014)	6.70% total; 13.90% long-haul (0.75% decrease & 1.5% increase vs 2015)	▲	Targeting annual increases of .75% total and 1.5% long-haul
46.4% (7% increase from 2013)	44.7% (4% decrease from 2014)	44.1% (1% decrease from 2015)	●	Targeting 2% average annual increases over a 5-year period; YTD results by individual markets show relative YOY increases in all markets except Brazil, Canada, and South Korea
100%	100%	100%	●	100% target each year
53% cash; 47% in-kind	37% cash; 63% in-kind	53% cash \$52.9 million; 47% in-kind \$46.6 million	✓	Varies but no more than 70% in-kind a year
475 partners (up 40% vs 2013); 94% retention	577 partners (up 20% vs 2014); 94% retention 92% satisfaction 96% intent	707 partners (up 23%) 98% retention (up 4%) 96% satisfaction (up 4%) 100% intent (up 4%)	▲	Targeting 6% average annual increases in partners from 2016 forward and 90%+ retention rate each year
100%	100%	100%	✓	100% target each year Brand USA certifies that it is in compliance with its competitive procurement policy.
Cash: 88 days; In-Kind: 140 days	Cash: 107 days; In-Kind: 167 days	Cash: 85 days; In-Kind: 122 days	●	Targeting Cash: <90 days; In-kind: <170 days

KEY

- Maintaining and within the target range
- Maintaining and/or at the bottom of the target range
- Below the target range
- ✓ In compliance and at the required level
- ▲ Trending upward and on target
- ▲ Within target but inconsistent
- ▼ Trending down slightly
- ▼ Trending down and below range



Market Profiles



Australia

Top 5 Motivations for Selecting Last Intercontinental Destination

Motivation	% Selected
Cultural/Historical Attractions	58%
Local Lifestyle	55%
Shopping	45%
Dining/Gastronomy	40%
Visiting Friends and Relatives	37%

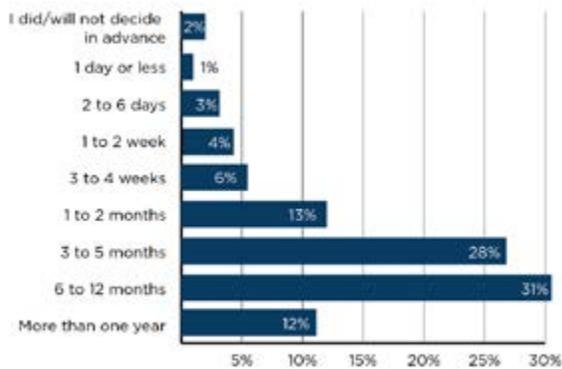
Top 5 Strongest Impressions of the USA

Impression	% Selected
Adventurous	38%
Diverse	36%
Friendly	32%
Energetic	29%
Arrogant	26%

Question: What motivated your desire to visit that destination? Select all that apply. For each of the following countries, select which characteristics, if any, describe it as a holiday destination. Select all that apply.

Destination Decision and Air Booking Windows for Next Intercontinental Trip

DESTINATION DECISION



AIR BOOKING



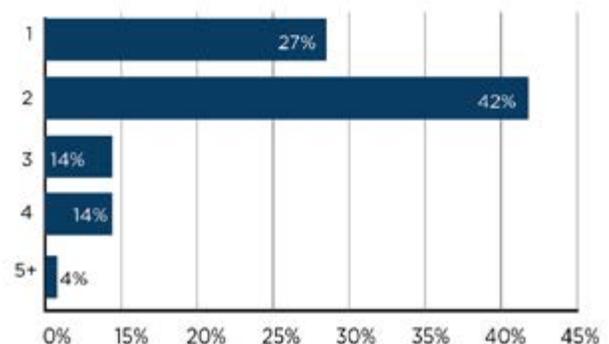
Question: How far in advance of your departure date did/will you decide on the destination? Please select one answer for each of the following questions. How far in advance of your departure date did/will you book the travel products for this holiday? Select one option from the drop-down box.

Top 5 Channels Used in Destination Selection for Last Intercontinental Trip

Channels	% Selected
Websites via computer or laptop	66%
Personal recommendations from friends/family	40%
Websites or applications via tablet	26%
Information in printed travel guidebooks	25%
Personal advice from travel professionals/travel agents	23%

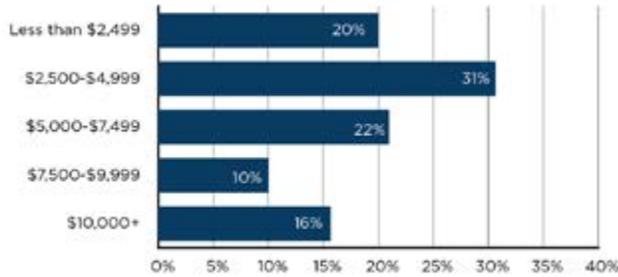
Question: What sources of information did/will you use to select the destination for this holiday? Select all that apply.

Expected Travel Party Size of Next Intercontinental Trip



Question: How many people in your household will go on this trip? Select all that apply.

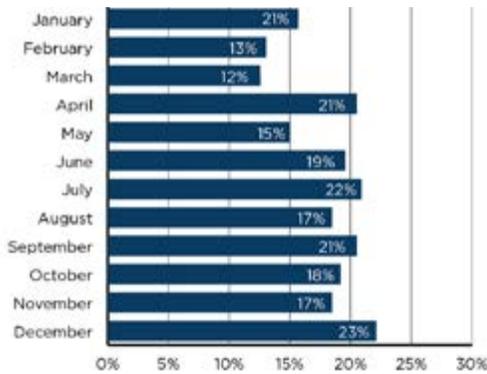
Expected Household Travel Spending for Next Intercontinental Trip



Mean	Median
\$6,396	\$4,836

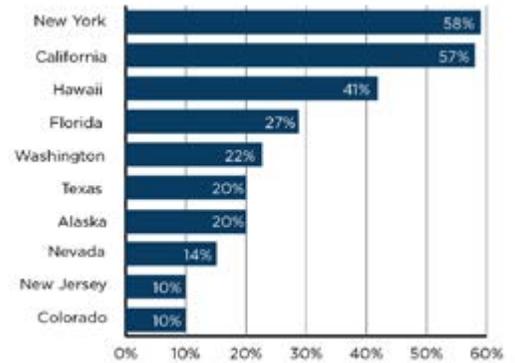
Question: What is the total amount you expect your household to spend on each of the following elements of this holiday? Enter a whole number without the currency symbol. Include airline tickets, lodging, and additional trip-related expenses, such as dining, local transportation, souvenirs, and local tours.

Months Traveled (April 2015–April 2017)



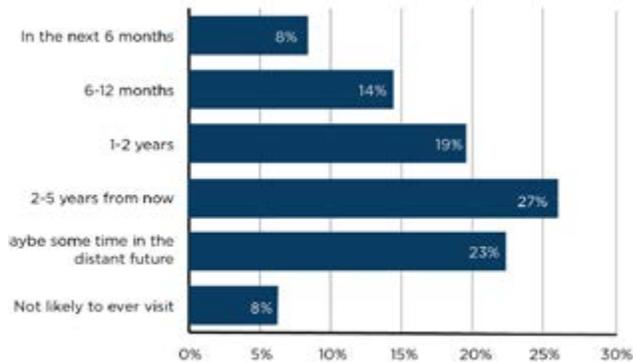
Question: During what month(s) did you take your holiday(s)?

Destination Interest—Top 10 States



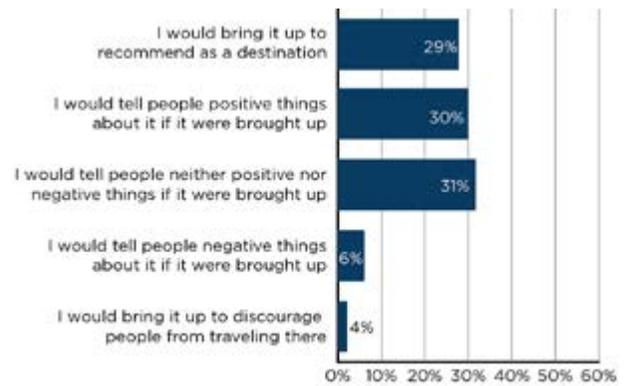
Question: You indicated in a previous response that you have interest in visiting the U.S. some time in the future. Which U.S. state(s) are you interested in visiting?

Likelihood of Travel to USA



Question: When, if ever, are you likely to visit the United States of America?

Net Promoter



Question: If a friend or relative were discussing a future holiday destination with you, which statement would best describe your attitude toward the United States of America?



Brazil

Top 5 Motivations for Selecting Last Intercontinental Destination

Motivation	% Selected
Cultural/Historical Attractions	63%
Local Lifestyle	59%
Shopping	54%
Dining/Gastronomy	53%
Urban Attractions/Nightlife	50%

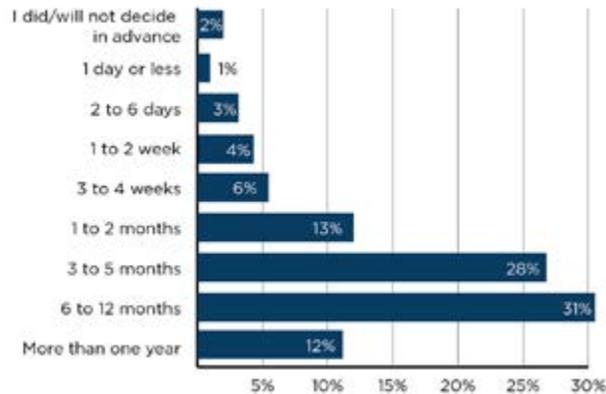
Top 5 Strongest Impressions of the USA

Impression	% Selected
Diverse	43%
Sophisticated	39%
Down-to-earth	34%
Energetic	32%
Creative	29%

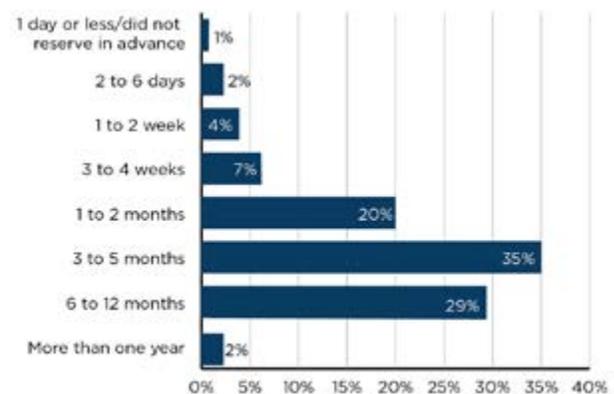
Question: What motivated your desire to visit that destination? Select all that apply. For each of the following countries, select which characteristics, if any, describe it as a holiday destination. Select all that apply.

Destination Decision and Air Booking Windows for Next Intercontinental Trip

DESTINATION DECISION



AIR BOOKING

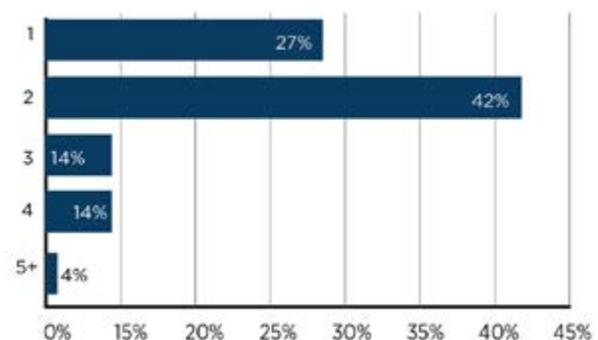


Question: How far in advance of your departure date did/will you decide on the destination? Please select one answer for each of the following questions. How far in advance of your departure date did/will you book the travel products for this holiday? Select one option from the drop-down box.

Top 5 Channels Used in Destination Selection for Last Intercontinental Trip

Channels	% Selected
Websites via computer or laptop	69%
Personal recommendations from friends/family	50%
Websites or applications via mobile phone	44%
Information in printed travel guidebooks	32%
Websites or applications via tablet	32%

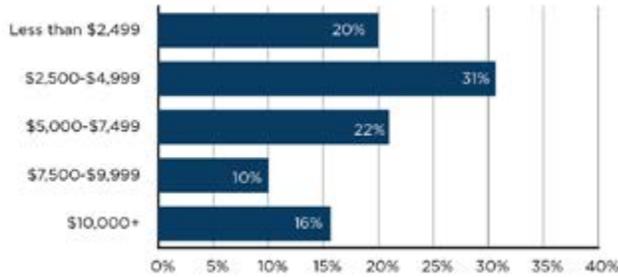
Expected Travel Party Size of Next Intercontinental Trip



Question: What sources of information did/will you use to select the destination for this holiday? Select all that apply.

Question: How many people in your household will go on this trip? Select all that apply.

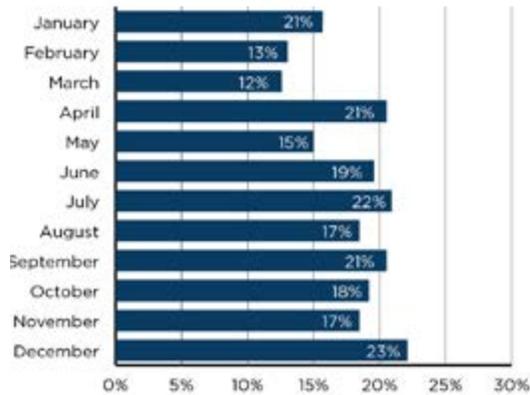
Expected Household Travel Spending for Next Intercontinental Trip



Mean	Median
\$4,669	\$3,480

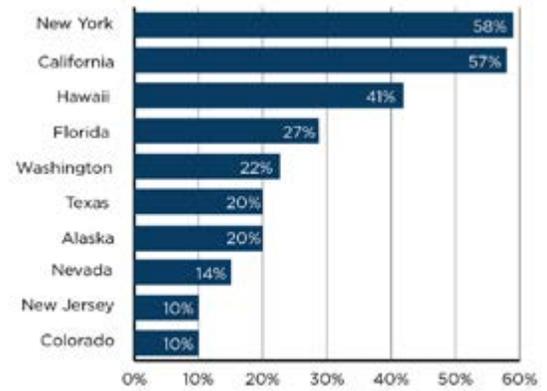
Question: What is the total amount you expect your household to spend on each of the following elements of this holiday? Enter a whole number without the currency symbol. Include airline tickets, lodging, and additional trip-related expenses, such as dining, local transportation, souvenirs, and local tours.

Months Traveled (April 2015 - April 2017)



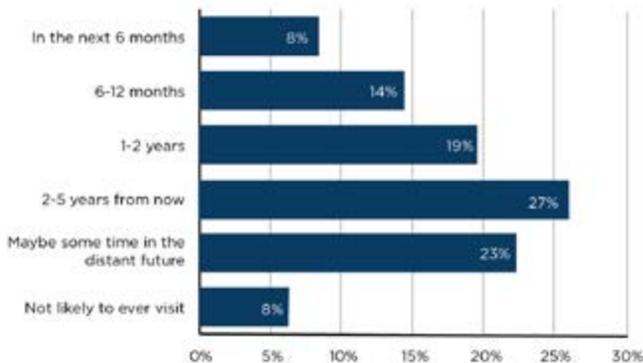
Question: During what month(s) did you take your N holiday(s)?

Destination Interest—Top 10 States



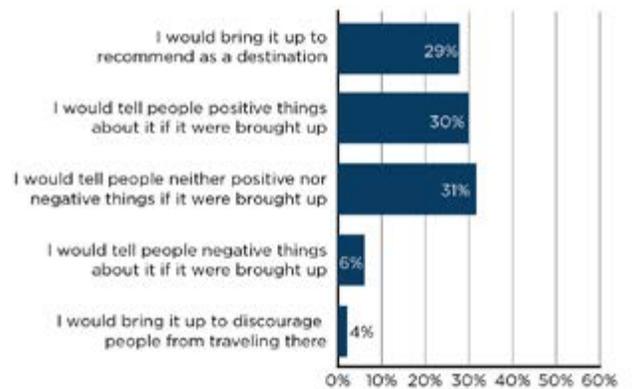
Question: You indicated in a previous response that you have interest in visiting the U.S. some time in the future. Which U.S. state(s) are you interested in visiting?

Likelihood of Travel to USA



Question: When, if ever, are you likely to visit the United States of America?

Net Promoter



Question: If a friend or relative were discussing a future holiday destination with you, which statement would best describe your attitude toward the United States of America?



Top 5 Motivations for Selecting Last Intercontinental Destination

Motivation	% Selected
Cultural/Historical Attractions	51%
Beaches/Seaside Attractions	50%
Local Lifestyle	47%
Dining/Gastronomy	39%
Urban attractions	30%

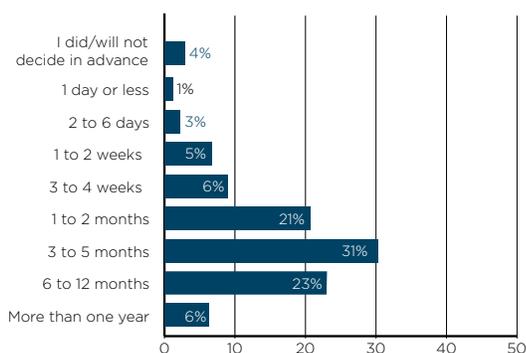
Top 5 Strongest Impressions of the USA

Impression	% Selected
Diverse	35%
Arrogant	33%
Adventurous	27%
Friendly	25%
Energetic	23%

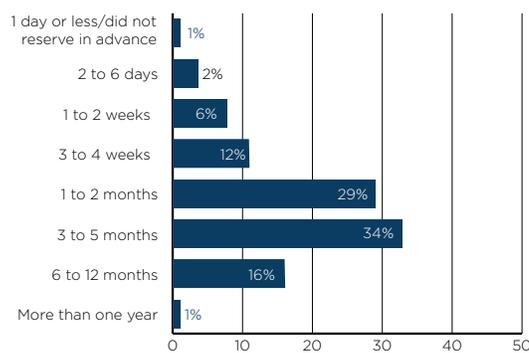
Question: What motivated your desire to visit that destination? Select all that apply. For each of the following countries, select which characteristics, if any, describe it as a holiday destination. Select all that apply.

Destination Decision and Air Booking Windows for Next Intercontinental Trip

DESTINATION DECISION



AIR BOOKING



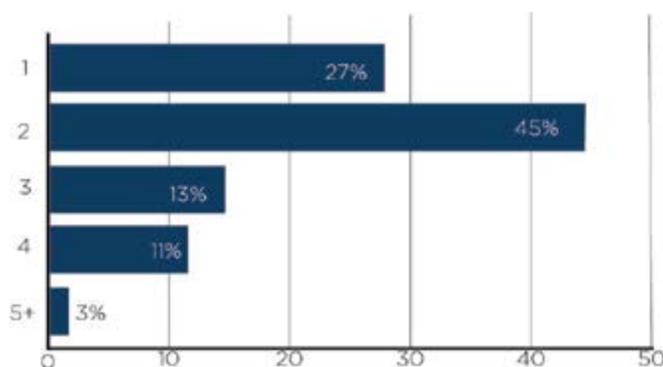
Question: How far in advance of your departure date did/will you decide on the destination? Please select one answer for each of the following questions. How far in advance of your departure date did/will you book the travel products for this holiday? Select one option from the drop-down box.

Top 5 Channels Used in Destination Selection for Last Intercontinental Trip

Channels	% Selected
Websites via computer or laptop	62%
Personal recommendations from friends/family	42%
Websites or applications via tablet	25%
Websites or applications via mobile phone	21%
Personal advice from travel professionals/travel agents	20%

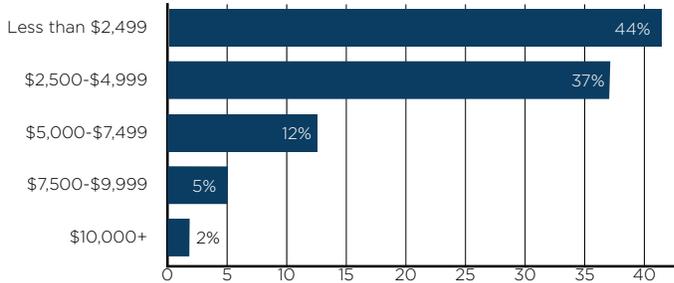
Question: What sources of information did/will you use to select the destination for this holiday? Select all that apply.

Expected Travel Party Size of Next Intercontinental Trip



Question: How many people in your household will go on this trip? Select all that apply.

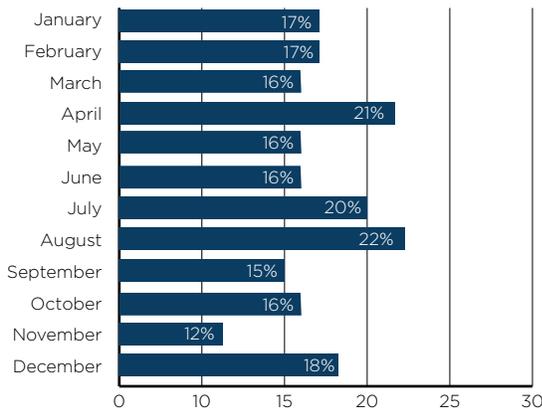
Expected Household Travel Spending for Next Intercontinental Trip



Mean	Median
\$3,445	\$2,823

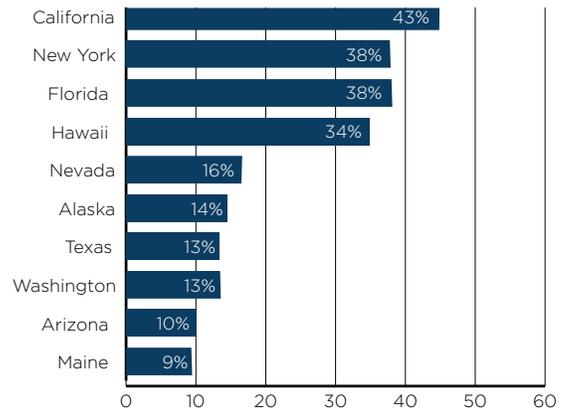
Question: What is the total amount you expect your household to spend on each of the following elements of this holiday? Enter a whole number without the currency symbol. Include airline tickets, lodging, and additional trip-related expenses, such as dining, local transportation, souvenirs, and local tours.

Months Traveled (April 2015–April 2017)



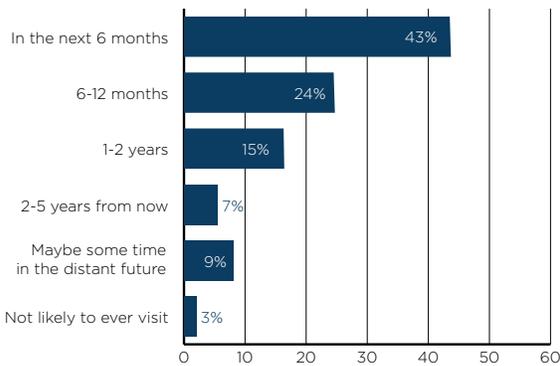
Question: During what month(s) did you take your holiday(s)?

Destination Interest—Top 10 States



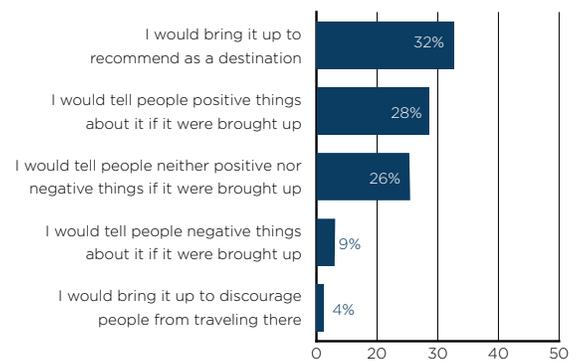
Question: You indicated in a previous response that you have interest in visiting the U.S. some time in the future. Which U.S. state(s) are you interested in visiting?

Likelihood of Travel to USA



Question: When, if ever, are you likely to visit the United States of America?

Net Promoter



Question: If a friend or relative were discussing a future holiday destination with you, which statement would best describe your attitude toward the United States of America?



China

Top 5 Motivations for Selecting Last Intercontinental Destination

Motivation	% Selected
Ecotourism and Nature	68%
Cultural/Historical Attractions	65%
Urban Attractions	61%
Dining/Gastronomy	58%
Beaches/Seaside attractions	57%

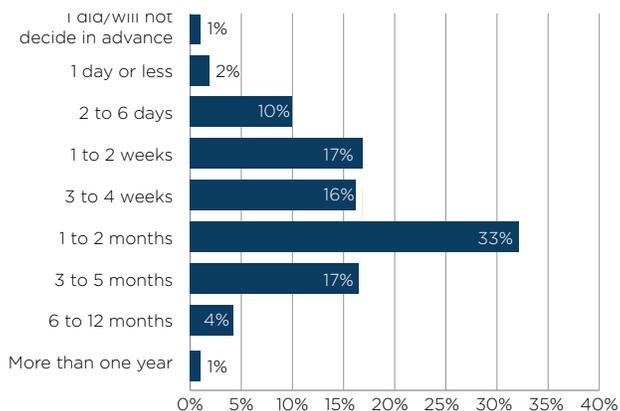
Top 5 Strongest Impressions of the USA

Impression	% Selected
Diverse	48%
Energetic	47%
Open-minded	43%
Creative	39%
Trendy	30%

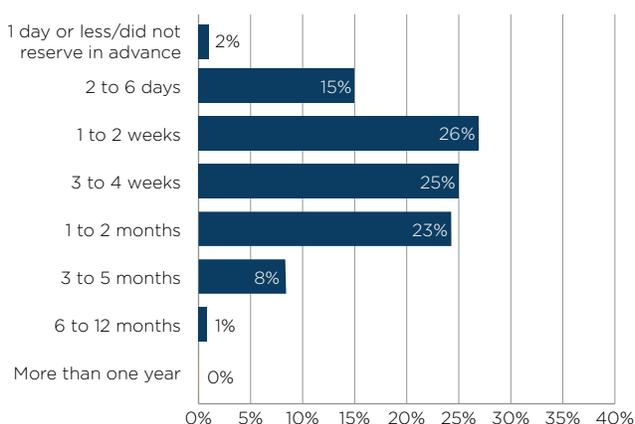
Question: What motivated your desire to visit that destination? Select all that apply. For each of the following countries, select which characteristics, if any, describe it as a holiday destination. Select all that apply.

Destination Decision and Air Booking Windows for Next Intercontinental Trip

DESTINATION DECISION



AIR BOOKING



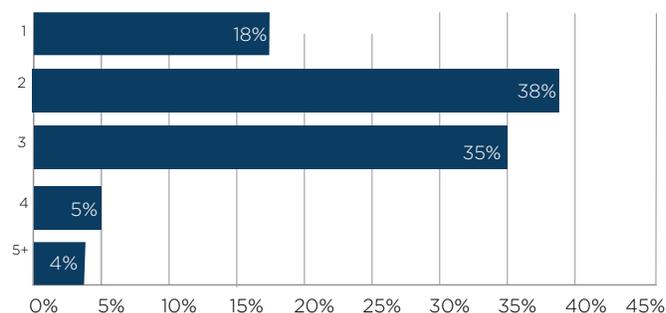
Question: How far in advance of your departure date did/will you decide on the destination? Please select one answer for each of the following questions. How far in advance of your departure date did/will you book the travel products for this holiday? Select one option from the drop-down box.

Top 5 Channels Used in Destination Selection for Last Intercontinental Trip

Channels	% Selected
Websites via computer or laptop	60%
Personal advice from family and friends	52%
Websites or applications via mobile phone	51%
Personal advice from travel professionals/travel agents	44%
Websites or applications via tablet	54%

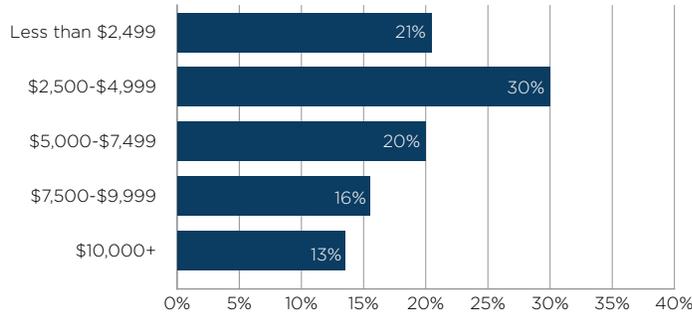
Question: What sources of information did/will you use to select the destination for this holiday? Select all that apply.

Expected Travel Party Size of Next Intercontinental Trip



Question: How many people in your household will go on this trip? Select all that apply.

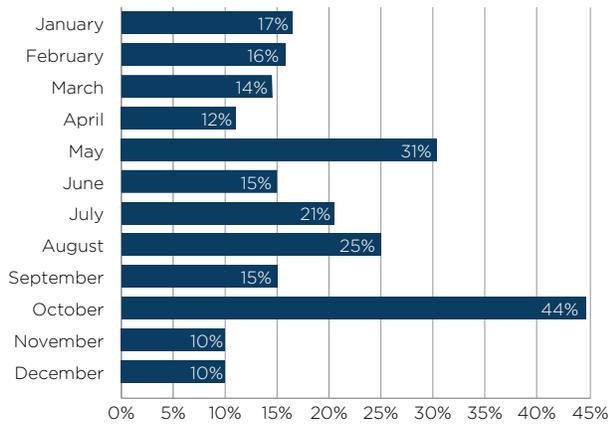
Expected Household Travel Spending for Next Intercontinental Trip



Mean	Median
\$5,812	\$4,743

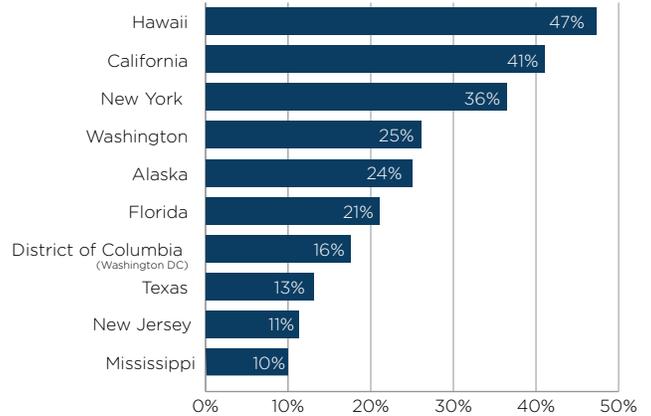
Question: What is the total amount you expect your household to spend on each of the following elements of this holiday? Enter a whole number without the currency symbol. Include airline tickets, lodging, and additional trip-related expenses, such as dining, local transportation, souvenirs, and local tours.

Months Traveled (April 2015–April 2017)



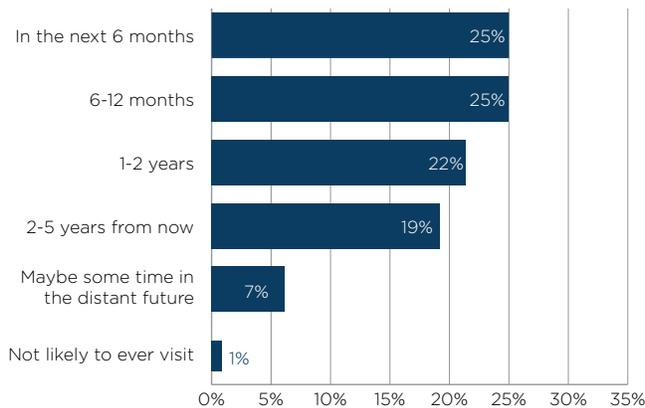
Question: During what month(s) did you take your holiday(s)?

Destination Interest—Top 10 States



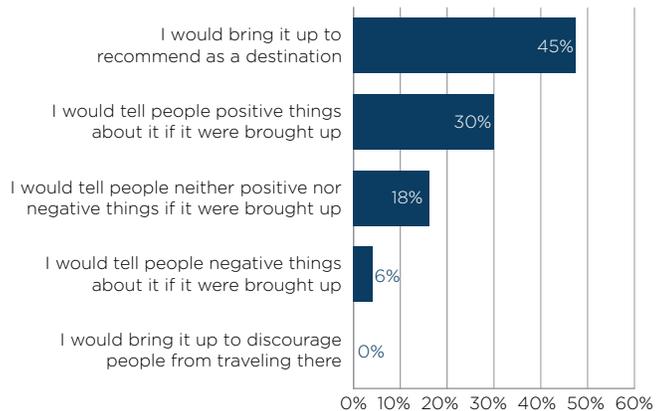
Question: You indicated in a previous response that you have interest in visiting the U.S. some time in the future. Which U.S. state(s) are you interested in visiting?

Likelihood of Travel to USA



Question: When, if ever, are you likely to visit the United States of America?

Net Promoter



Question: If a friend or relative were discussing a future holiday destination with you, which statement would best describe your attitude toward the United States of America?

Germany

Top 5 Motivations for Selecting Last Intercontinental Destination

Motivation	% Selected
Cultural/Historical Attractions	38%
Ecotourism and Nature	36%
Dining/Gastronomy	36%
Shopping	34%
Urban Attractions/Nightlife	33%

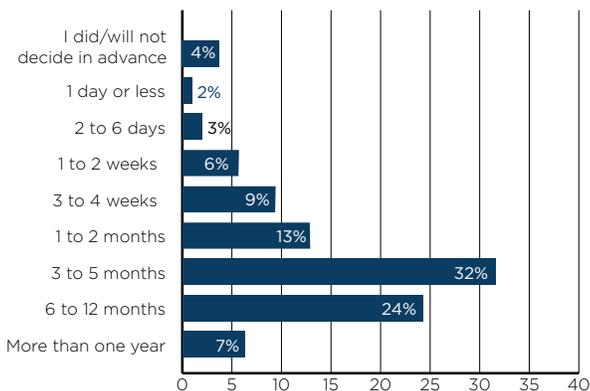
Top 5 Strongest Impressions of the USA

Impression	% Selected
Diverse	52%
Adventurous	41%
Forward-thinking	29%
Energetic	29%
Friendly	26%

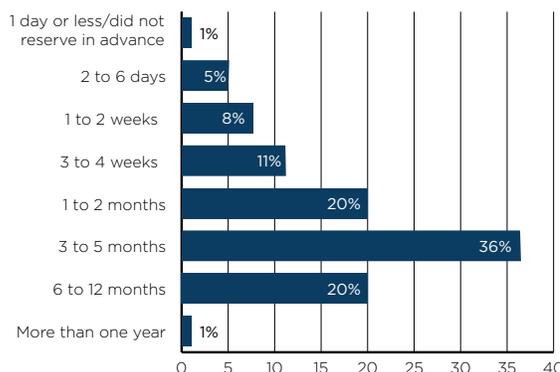
Question: What motivated your desire to visit that destination? Select all that apply. For each of the following countries, select which characteristics, if any, describe it as a holiday destination. Select all that apply.

Destination Decision and Air Booking Windows for Next Intercontinental Trip

DESTINATION DECISION



AIR BOOKING

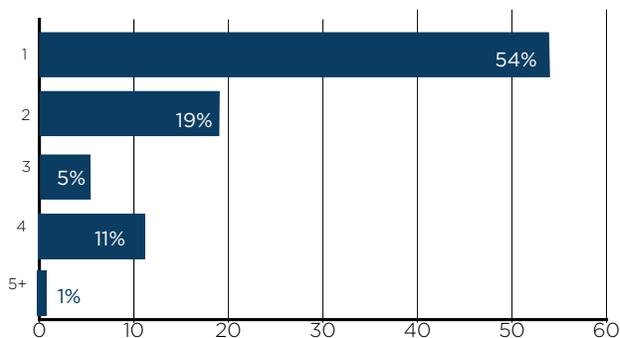


Question: How far in advance of your departure date did/will you decide on the destination? Please select one answer for each of the following questions. How far in advance of your departure date did/will you book the travel products for this holiday? Select one option from the drop-down box.

Top 5 Channels Used in Destination Selection for Last Intercontinental Trip

Channels	% Selected
Websites via computer or laptop	57%
Personal recommendations from friends/family	39%
Information in printed travel guidebooks	31%
Personal advice from travel professionals/travel agents	25%
Websites or applications via tablet	17%

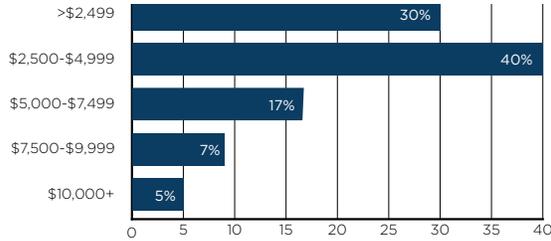
Expected Travel Party Size of Next Intercontinental Trip



Question: What sources of information did/will you use to select the destination for this holiday? Select all that apply.

Question: How many people in your household will go on this trip? Select all that apply.

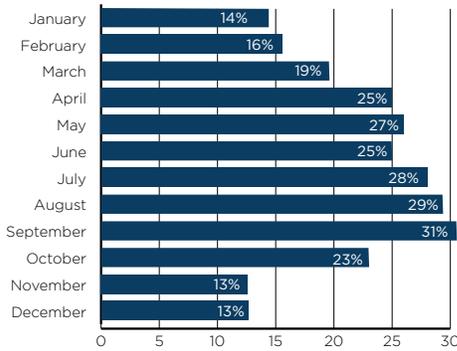
Expected Household Travel Spending for Next Intercontinental Trip



Mean	Median
\$4,384	\$3,410

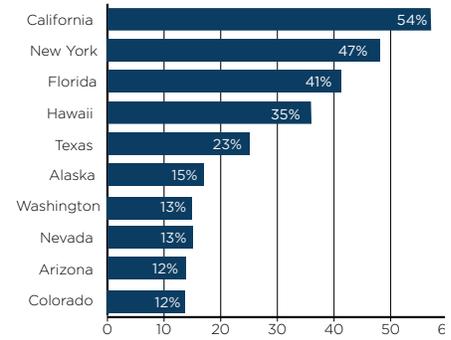
Question: What is the total amount you expect your household to spend on each of the following elements of this holiday? Enter a whole number without the currency symbol. Include airline tickets, lodging, and additional trip-related expenses, such as dining, local transportation, souvenirs, and local tours.

Months Traveled (April 2015–April 2017)



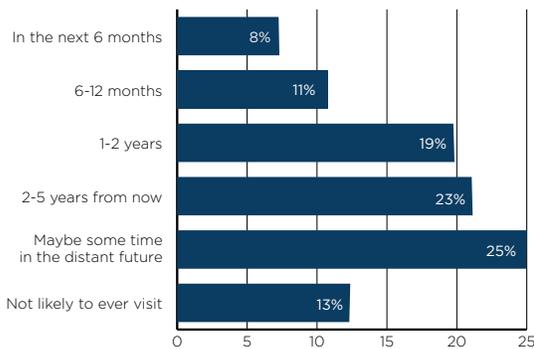
Question: During what month(s) did you take your holiday(s)?

Destination Interest—Top 10 States



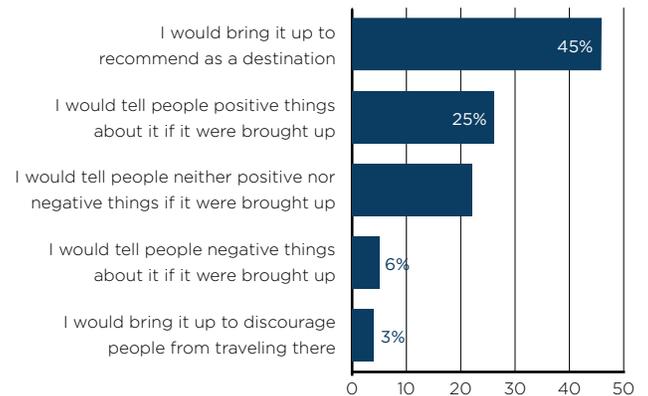
Question: You indicated in a previous response that you have interest in visiting the U.S. some time in the future. Which U.S. state(s) are you interested in visiting?

Likelihood of Travel to USA



Question: When, if ever, are you likely to visit the United States of America?

Net Promoter



Question: If a friend or relative were discussing a future holiday destination with you, which statement would best describe your attitude toward the United States of America?



Top 5 Motivations for Selecting Last Intercontinental Destination

Motivation	% Selected
Beaches/Seaside Attractions	66%
Shopping	61%
Cultural/Historical Attractions	57%
Local Lifestyle	57%
Ecotourism and nature	55%

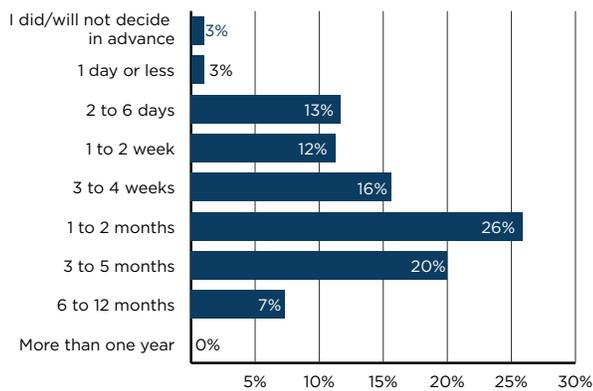
Top 5 Strongest Impressions of the USA

Impression	% Selected
Open-minded	48%
Friendly	46%
Energetic	44%
Adventurous	42%
Trendy	38%

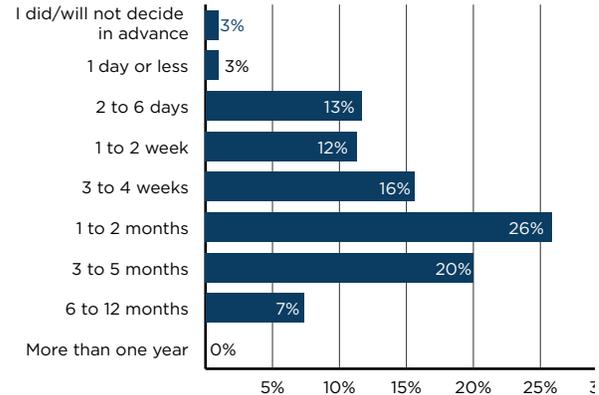
Question: What motivated your desire to visit that destination? Select all that apply. For each of the following countries, select which characteristics, if any, describe it as a holiday destination. Select all that apply.

Destination Decision and Air Booking Windows for Next Intercontinental Trip

DESTINATION DECISION



AIR BOOKING



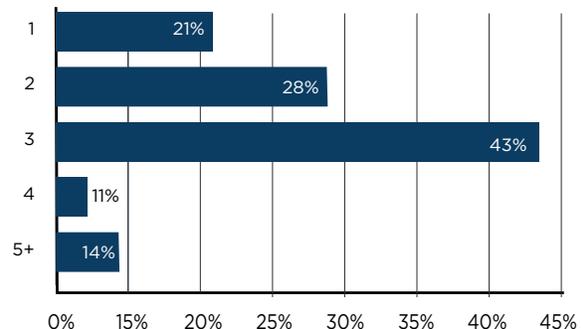
Question: How far in advance of your departure date did/will you decide on the destination? Please select one answer for each of the following questions. How far in advance of your departure date did/will you book the travel products for this holiday? Select one option from the drop-down box.

Top 5 Channels Used in Destination Selection for Last Intercontinental Trip

Channels	% Selected
Websites via computer or laptop	64%
Websites or applications via mobile phone	51%
Personal recommendations from friends/family	49%
Online advertising/email	45%
Websites or applications via tablet	42%

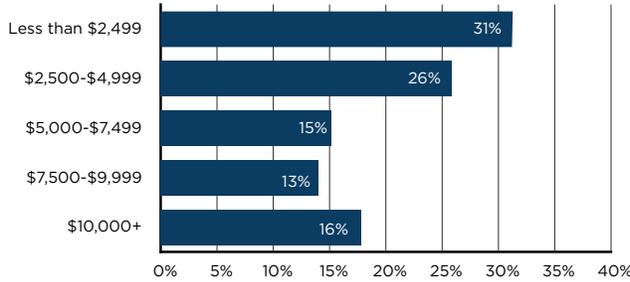
Question: What sources of information did/will you use to select the destination for this holiday? Select all that apply.

Expected Travel Party Size of Next Intercontinental Trip



Question: How many people in your household will go on this trip? Select all that apply.

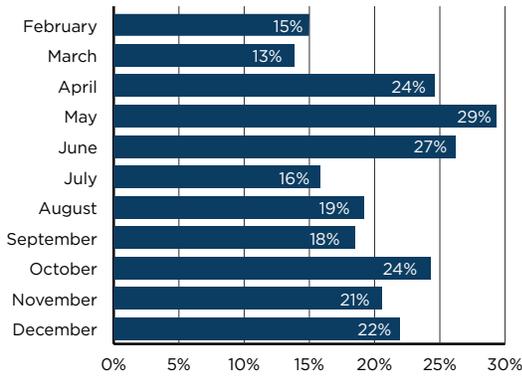
Expected Household Travel Spending for Next Intercontinental Trip



Mean	Median
\$5,850	\$4,433

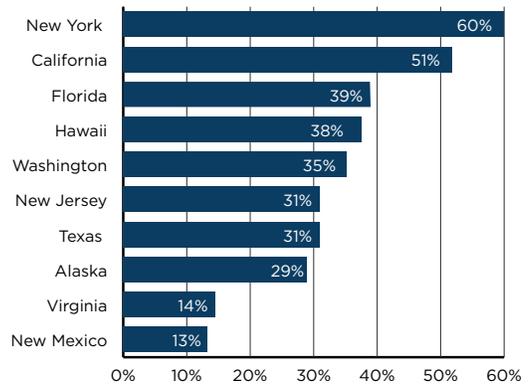
Question: What is the total amount you expect your household to spend on each of the following elements of this holiday? Enter a whole number without the currency symbol. Include airline tickets, lodging, and additional trip-related expenses, such as dining, local transportation, souvenirs, and local tours.

Months Traveled (April 2015- April 2017)



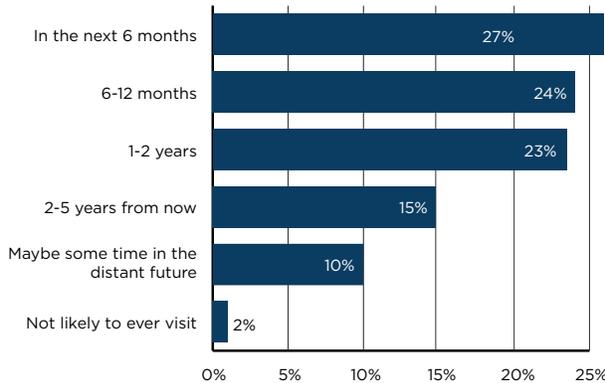
Question: During what month(s) did you take your N holiday(s)?

Destination Interest—Top 10 States



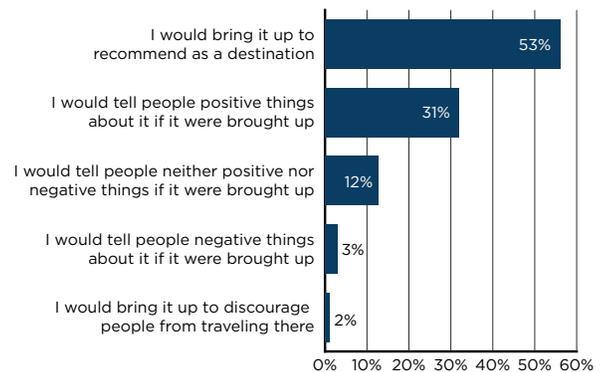
Question: You indicated in a previous response that you have interest in visiting the U.S. some time in the future. Which U.S. state(s) are you interested in visiting?

Likelihood of Travel to USA



Question: When, if ever, are you likely to visit the United States of America?

Net Promoter



Question: If a friend or relative were discussing a future holiday destination with you, which statement would best describe your attitude toward the United States of America?



Japan

Top 5 Motivations for Selecting Last Intercontinental Destination

Motivation	% Selected
Cultural/Historical Attractions	58%
Local Lifestyle	56%
Shopping	39%
Dining/Gastronomy	32%
Visiting Friends and Relatives	28%

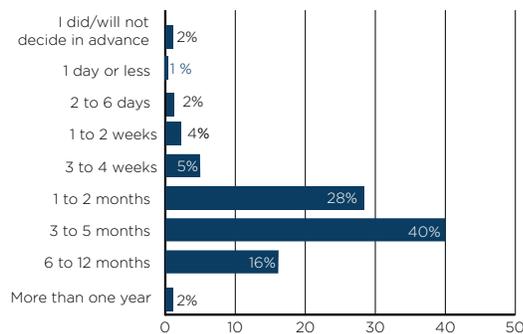
Top 5 Strongest Impressions of the USA

Impression	% Selected
Diverse	54%
Adventurous	51%
Energetic	39%
Friendly	26%
Trendy	24%

Question: What motivated your desire to visit that destination? Select all that apply. For each of the following countries, select which characteristics, if any, describe it as a holiday destination. Select all that apply.

Destination Decision and Air Booking Windows for Next Intercontinental Trip

DESTINATION DECISION



AIR BOOKING



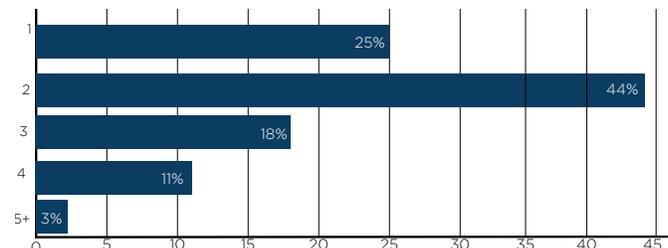
Question: How far in advance of your departure date did/will you decide on the destination? Please select one answer for each of the following questions. How far in advance of your departure date did/will you book the travel products for this holiday? Select one option from the drop-down box.

Top 5 Channels Used in Destination Selection for Last Intercontinental Trip

Channels	% Selected
Websites via computer or laptop	65%
Information in printed travel guidebooks	40%
Print publications, articles and brochures	32%
Personal recommendations from friends/family	25%
Websites or applications via mobile phone	22%

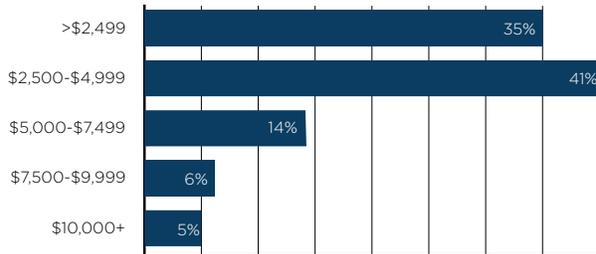
Question: What sources of information did/will you use to select the destination for this holiday? Select all that apply.

Expected Travel Party Size of Next Intercontinental Trip



Question: How many people in your household will go on this trip? Select all that apply.

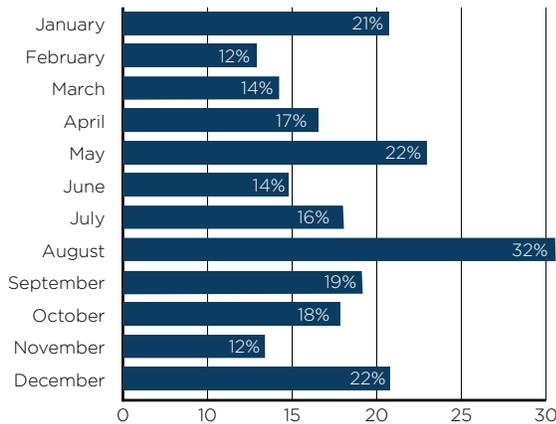
Expected Household Travel Spending for Next Intercontinental Trip



Mean	Median
\$4,155	\$3,256

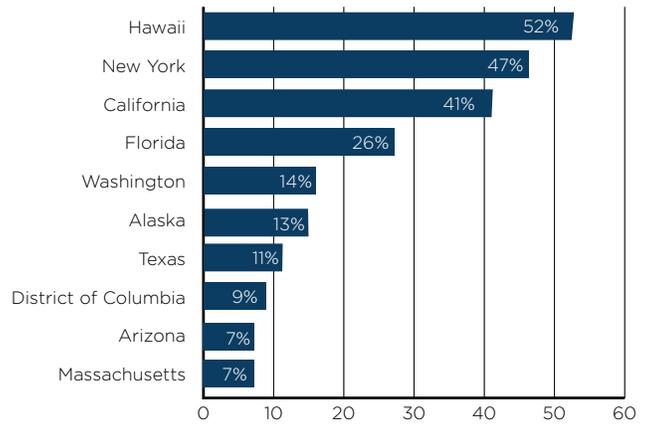
Question: What is the total amount you expect your household to spend on each of the following elements of this holiday? Enter a whole number without the currency symbol. Include airline tickets, lodging, and additional trip-related expenses, such as dining, local transportation, souvenirs, and local tours.

Months Traveled (April 2015- April 2017)



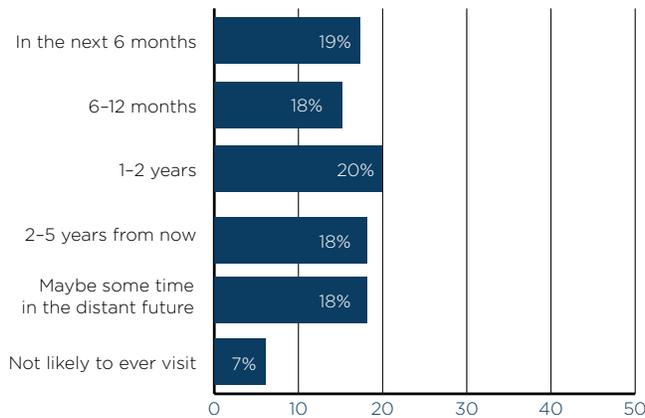
Question: During what month(s) did you take your holiday(s)?

Destination Interest—Top 10 States



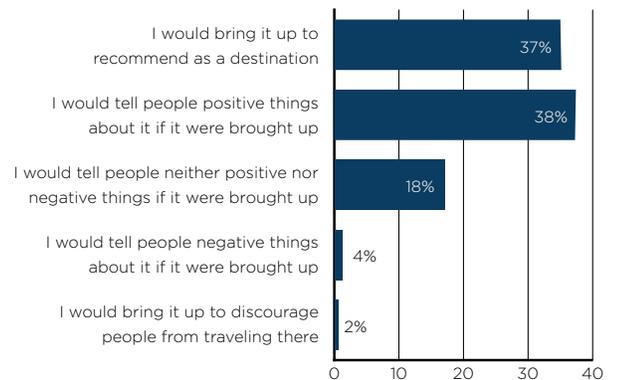
Question: You indicated in a previous response that you have interest in visiting the U.S. some time in the future. Which U.S. state(s) are you interested in visiting?

Likelihood of Travel to USA



Question: When, if ever, are you likely to visit the United States of America?

Net Promoter



Question: If a friend or relative were discussing a future holiday destination with you, which statement would best describe your attitude toward the United States of America?



Mexico

Top 5 Motivations for Selecting Last Intercontinental Destination

Motivation	% Selected
Cultural/Historical Attractions	63%
Dining/Gastronomy	53%
Urban Attractions	52%
Local Lifestyle	48%
Beaches/Seaside attractions	45%

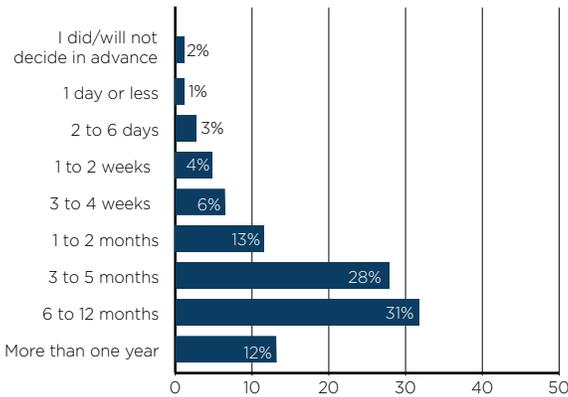
Top 5 Strongest Impressions of the USA

Impression	% Selected
Diverse	44%
Trendy	36%
Arrogant	34%
Down-to-earth	31%
Adventurous	29%

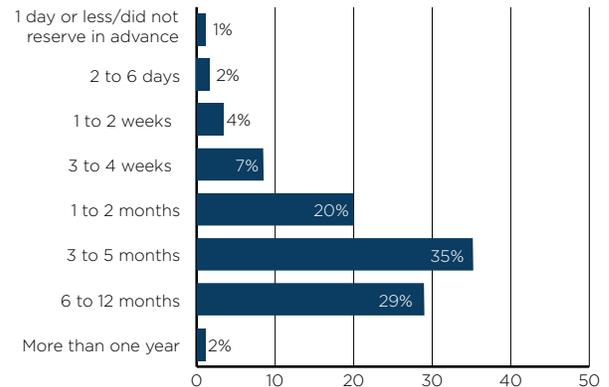
Question: What motivated your desire to visit that destination? Select all that apply. For each of the following countries, select which characteristics, if any, describe it as a holiday destination. Select all that apply.

Destination Decision and Air Booking Windows for Next Intercontinental Trip

DESTINATION DECISION



AIR BOOKING



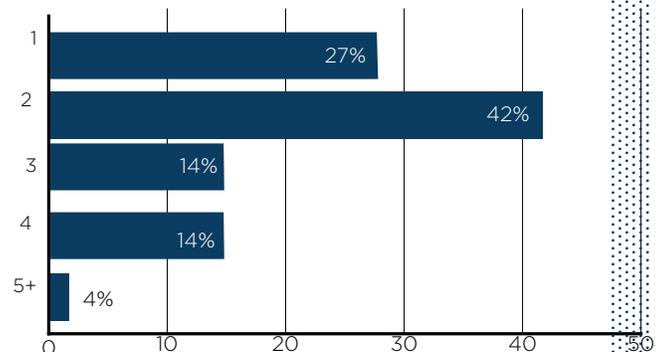
Question: How far in advance of your departure date did/will you decide on the destination? Please select one answer for each of the following questions. How far in advance of your departure date did/will you book the travel products for this holiday? Select one option from the drop-down box.

Top 5 Channels Used in Destination Selection for Last Intercontinental Trip

Channels	% Selected
Websites via computer or laptop	68%
Personal recommendations from friends/family	43%
Websites or applications via mobile phone	39%
Websites or applications via tablet	36%
Personal advice from travel professionals/travel agents	27%

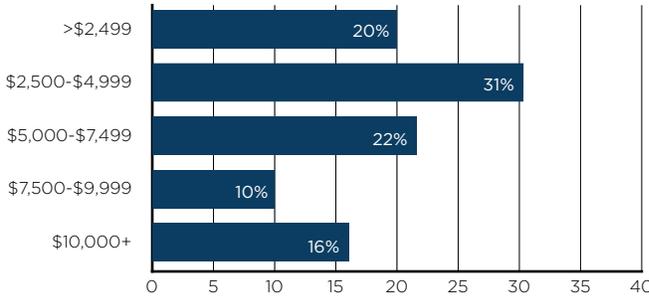
Question: What sources of information did/will you use to select the destination for this holiday? Select all that apply.

Expected Travel Party Size of Next Intercontinental Trip



Question: How many people in your household will go on this trip? Select all that apply.

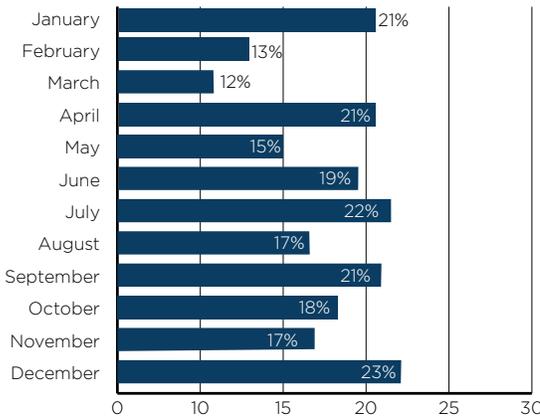
Expected Household Travel Spending for Next Intercontinental Trip



Mean	Median
\$6,396	\$4,836

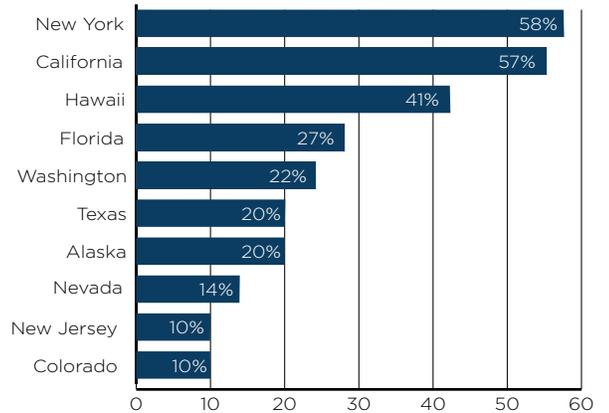
Question: What is the total amount you expect your household to spend on each of the following elements of this holiday? Enter a whole number without the currency symbol. Include airline tickets, lodging, and additional trip-related expenses, such as dining, local transportation, souvenirs, and local tours.

Months Traveled (April 2017- April 2017)



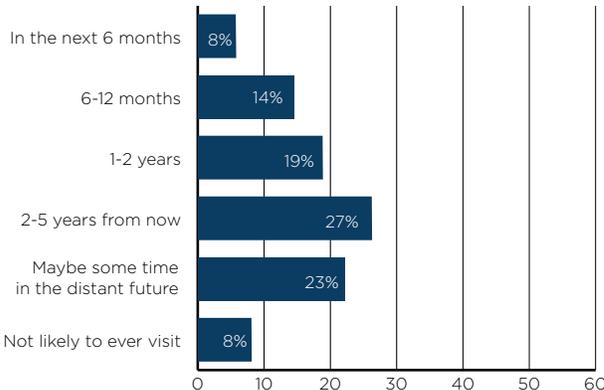
Question: During what month(s) did you take your N holiday(s)?

Destination Interest—Top 10 States



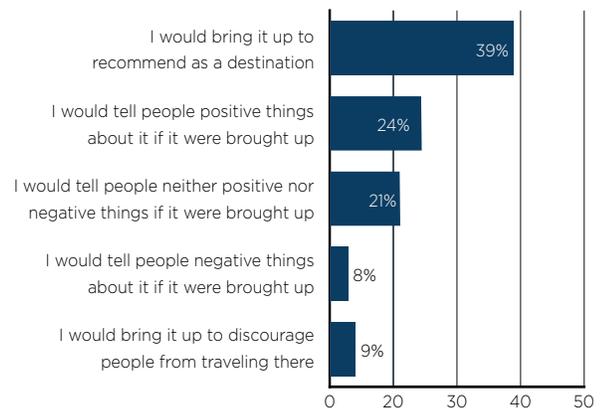
Question: You indicated in a previous response that you have interest in visiting the U.S. some time in the future. Which U.S. state(s) are you interested in visiting?

Likelihood of Travel to USA



Question: When, if ever, are you likely to visit the United States of America?

Net Promoter



Question: If a friend or relative were discussing a future holiday destination with you, which statement would best describe your attitude toward the United States of America?



United Kingdom

Top 5 Motivations for Selecting Last Intercontinental Destination

Motivation	% Selected
Cultural/Historical Attractions	50%
Local Lifestyle	47%
Beaches/Seaside attractions	45%
Dining/Gastronomy	32%
Shopping	32%

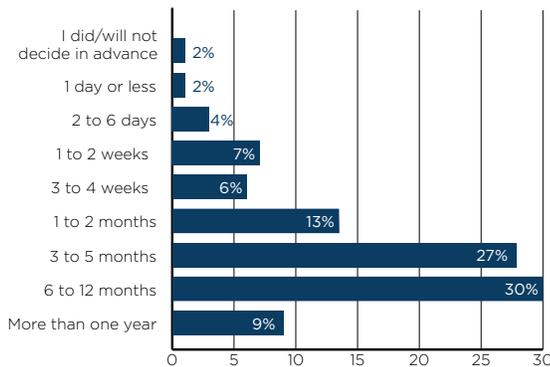
Top 5 Strongest Impressions of the USA

Impression	% Selected
Friendly	41%
Energetic	40%
Adventurous	38%
Diverse	35%
Open-minded	22%

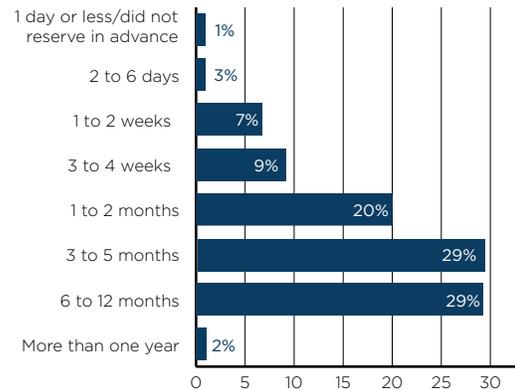
Question: What motivated your desire to visit that destination? Select all that apply. For each of the following countries, select which characteristics, if any, describe it as a holiday destination. Select all that apply.

Destination Decision and Air Booking Windows for Next Intercontinental Trip

DESTINATION DECISION



AIR BOOKING



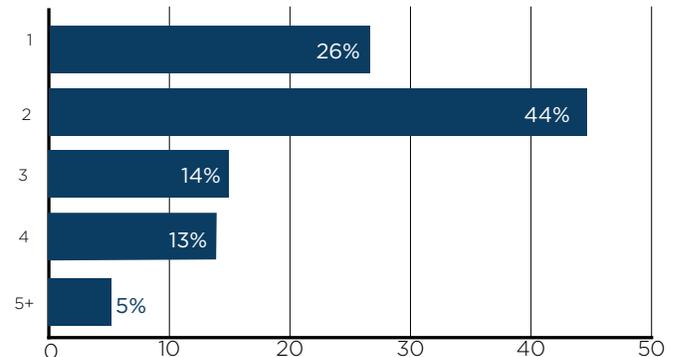
Question: How far in advance of your departure date did/will you decide on the destination? Please select one answer for each of the following questions. How far in advance of your departure date did/will you book the travel products for this holiday? Select one option from the drop-down box.

Top 5 Channels Used in Destination Selection for Last Intercontinental Trip

Channels	% Selected
Websites via computer or laptop	59%
Personal recommendations from friends/family	33%
Websites or applications via tablet	23%
Information in printed travel guidebooks	22%
Websites via mobile phone	20%

Question: What sources of information did/will you use to select the destination for this holiday? Select all that apply.

Expected Travel Party Size of Next Intercontinental Trip



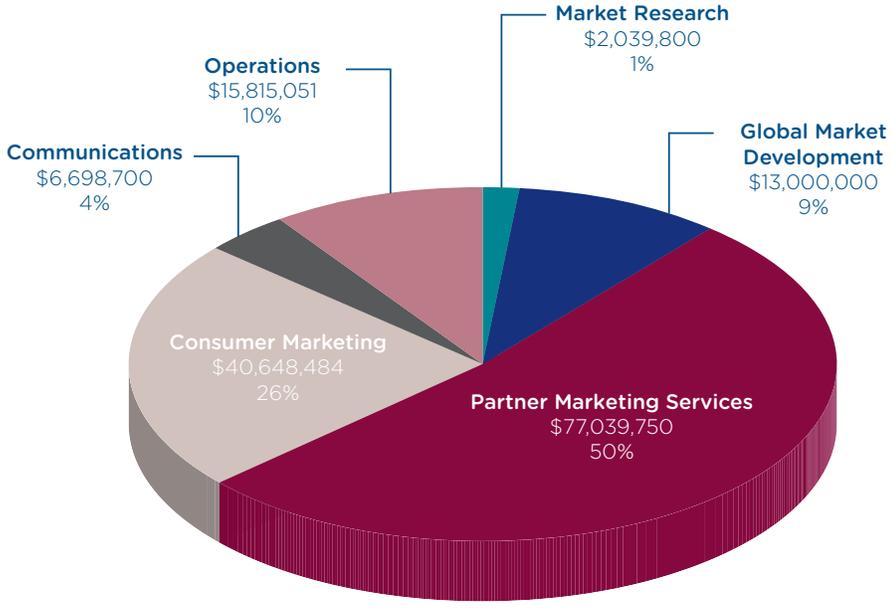
Question: How many people in your household will go on this trip? Select all that apply.



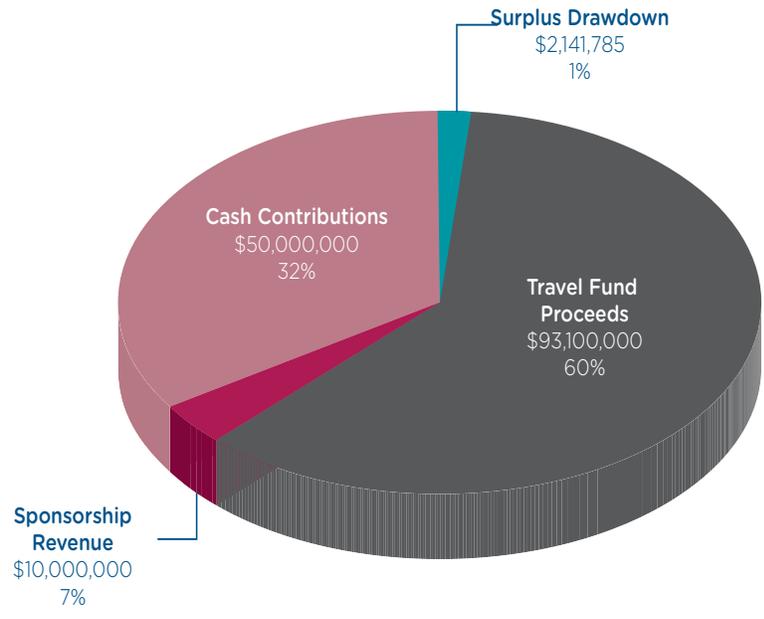
FY2018 Budget

BUDGET

FY2018 EXPENSE BUDGET
\$155,241,785



FY2018 REVENUE BUDGET
\$155,241,785



EXPLANATION FOR BUDGET ITEMS OVER \$500,000

VENDOR	Budgeted Amount	Description
Alternative and Innovate Marketing, LLC	\$1,350,000	Mexico digital and television advertisements
Australia Representation	\$850,000 - \$1,000,000	Representation and trade activation in Australia (request for proposals in process)
Beijing First Look Co (Wanda Media Group)	\$1,500,000	Digital and television advertising space
China Representation	\$1,400,000	Representation and trade activation in China
Code and Theory	\$700,000	Consumer website development and maintenance
Farragut Center c/o Borger Management	\$1,235,750	Office lease for Brand USA's Washington, DC offices
Google	\$877,500	Global digital advertising
Hills Balfour	\$1,250,000	Representation and trade activation in the UK and Ireland
Hylink	\$950,000	China digital development and social media management
Initiative (IPW Media Brands)	\$1,400,000	Global advertising
Japan Representation	\$850,000 - \$1,000,000	Representation and trade activation in Japan (request for proposals in process)
MacGillivray Freeman Films	\$4,810,000	Production and distribution expenses for IMAX-quality documentary film
MediaCom	\$1,000,000	Global media planning and buying services
Miles Media Group LLLP	\$5,000,000	Design, printing, and distribution of Brand USA materials promoting the USA
National Geographic	\$500,000	Digital and television advertising space
Novak Birch	\$1,250,000	Communications and design services
Ogilvy Public Relations	\$600,000	Global public relations and strategy
ORC International	\$800,000	Research and ad testing
Sartha Marketing	\$500,000	Representation and trade activation in India
SDL	\$750,000	Translation and transcreation services
Sparkloft	\$2,000,000	Social media management and content development
TravMedia	\$ 800,000	Media and travel trade online community platform
Travel Reservations S.R.L.	\$540,000	Latin America digital advertising space
Universal McCann Worldwide	\$ 550,000	Global advertising
U.S. Travel Association	\$ 1,400,000	Title sponsorship of IPW

Note: The expenditures that are built in to Brand USA's budget in developing the broad categories reported to the Department of Commerce are budgeted as opposed to actual expenditures. Some budgeted expenditures may correspond to specific contracts or commitments that are in place at the time that the budget is prepared or specific expenditures for which Brand USA expects to issue a Request for Proposal (RFP). Other budgeted expenditures may be for predictable specific expenditures because they are types of specific expenditures that are repeated from one year to the next. In cases where there is no contract in place, we've included an estimate based on prior years or budgeted figures that correspond to the agreement, but may not be an exact figure. Where no vendor is listed, we have provided a budget range so as not to interfere in the competitive bid process by providing bidders too much information. When the Brand USA budget is prepared, Brand USA does not know where or how a substantial portion of its marketing budget will be spent. Where and how marketing dollars will be spent depends on variables such as what ideas will interest partners, market research, exchange rates, discounts, travel trends and other similar factors. Even if Brand USA reasonably anticipated that it would spend \$X million promoting travel from a particular international market to the United States, it often would not know during the budgeting process what specific expenditures it would make. The majority of Brand USA's budget comprises these types of expenditures.



The Brand USA Team

EXECUTIVE AND SENIOR LEADERSHIP



Christopher L. Thompson
President & CEO



Thomas Garzilli
Chief Marketing Officer



Anne Madison
Chief Strategy &
Communications Officer



Donald F. Richardson
Chief Financial Officer



Karyn Gruenberg
Senior Vice President,
Partner Marketing &
Strategic Alliances



Cathleen Domanico
Vice President,
Global Trade Development



Tracy Lanza
Vice President,
Integrated Marketing



Stanley Mattos
Vice President,
Operations



Carroll Rheem
Vice President,
Research & Analytics



Aaron Wodin-Schwartz
Vice President,
Public Policy

BOARD OF DIRECTORS

Brand USA is governed by an 11-member Board of Directors appointed for a maximum of two consecutive three-year terms by the U.S. Secretary of Commerce in consultation with the Secretary of State and the Secretary of Homeland Security. As required by the Travel Promotion, Enhancement, and Modernization Act of 2014, all members of the board are United States citizens and are either current or former chief executive officers, chief financial officers, or chief marketing officers, or have held equivalent management positions. Members of the board have leadership expertise in specific sectors of the travel industry including: hotel accommodations; restaurants; retail or a related association; travel distribution; attractions or recreations; state-level tourism office; city-level convention and visitors bureau; passenger air; land or sea transportation; and immigration law and policy. At least two members of the board are audit committee financial experts. In addition, at least five members of the board have expertise in international travel promotion or marketing broadly representing various regions of the United States. In accordance with the above, the following business leaders at the time of publication of this annual report serve on the board of directors of Brand USA:



Tom Klein
Chair of the Board
 President & CEO, Sabre Corporation
 Board member since September 2010
 Commission expires December 2017
 (final term)
 Represents: Travel distribution sector



John F. Edman
Vice Chair of the Board
 Director & CEO, Explore Minnesota Tourism
 Board member since October 2014
 Commission expires December 2017
 Represents: Official of a state tourism office



Barbara J. Richardson
Vice Chair of the Board
 Chief of External Relations, Washington
 Metropolitan Area Transit Authority
 Board member since October 2013
 Commission expires December 2019
 (final term)
 Represents: Land or sea transportation sector



Arne M. Sorenson
Treasurer of the Board
 President & CEO, Marriott
 International, Inc.
 Board member since October 2012
 Commission expires December 2018
 (final term)
 Represents: Hotel accommodations sector



Andrew Greenfield
Secretary of the Board
 Partner, Fragomen, Del Rey, Bernsen and
 Loewy, LLP
 Board member since October 2013
 Commission expires December 2019
 (final term)
 Represents: Immigration law and policy sector



Kyle Edmiston
Board Member
 Assistant Secretary, Louisiana Tourism
 Board member since December 2015
 Commission expires December 2018
 Represents: Official of a state tourism office



Maryann Ferenc
Board Member
 Founder, President & CEO, Mise en Place, Inc.
 Board member since December 2015
 Commission expires December 2018
 Represents: Restaurant sector



Daniel J. Halpern
Board Member
 President & CEO, Jackmont Hospitality, Inc.
 Board member since September 2010
 Commission expires December 2017
 (final term)
 Represents: Small business or retail sector



Alice Norsworthy
Board Member
 Executive Vice President of Marketing and
 Sales, Universal Orlando
 Board member since December 2016
 Commission expires December 2019
 Represents: Attractions or recreation sector



Thomas F. O'Toole
Board Member
 Senior Fellow and Clinical Professor
 of Marketing, Kellogg School of
 Management, Northwestern University
 Board member since December 2016
 Commission expires December 2019
 Represents: Passenger Air Sector



Rossi Ralenkotter
Board Member
 President & CEO, Las Vegas Convention
 and Visitors Authority
 Board member since December 2015
 Commission expires December 2018
 Represents: Official of a City Convention &
 Visitors Bureau



Connect With Us

To follow our progress and announcements of new initiatives, please connect with us on these social media channels.

For industry or partner information about Brand USA, please visit or connect with us on the following Brand USA corporate channels:

- Website: TheBrandUSA.com
- Twitter: [@BrandUSA](https://twitter.com/BrandUSA)
- YouTube: [YouTube.com/BrandUSATV](https://www.youtube.com/BrandUSATV)
- LinkedIn: [Linkedin.com/Company/BrandUSA](https://www.linkedin.com/company/BrandUSA)

For information about exceptional and unexpected travel experiences in the United States, please visit or connect with us on our consumer channels:

- Website: VisitTheUSA.com
- Twitter: [@VisitTheUSA](https://twitter.com/VisitTheUSA)
- Facebook: [Facebook.com/VisitTheUSA](https://www.facebook.com/VisitTheUSA)
- YouTube: [YouTube.com/VisitTheUSA](https://www.youtube.com/VisitTheUSA)
- Instagram: [VisitTheUSA](https://www.instagram.com/VisitTheUSA)
- Google+: [Google.com/VisitTheUSA](https://www.google.com/VisitTheUSA)



1725 EYE STREET NW • EIGHTH FLOOR • WASHINGTON, DC 20006 • 202.536.2060

THEBRANDUSA.COM • VISITTHEUSA.COM