



USA

VisitTheUSA.com

Brand USA

FY2017 Objectives, Summary Marketing Plan, & Budget

Submitted to the Department of Commerce August 1, 2016*

*Review copy; not for publication or distribution outside of Brand USA until approved by the Department of Commerce

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 submits this plan to the Secretary of Commerce on August 1, 2016.

Included within these pages are:

- The annual objectives Brand USA has established for fiscal year 2017 (FY2017) subject to approval by the Secretary of Commerce (after consultation with the Secretary of Homeland Security and the Secretary of State).
- The FY2017 summary marketing plan in support of the achievement of these objectives.
- The FY2017 budget, including an explanation of any expenditure provided for by the budget in excess of \$500,000 for the fiscal year.

Upon approval of the FY2017 objectives, Brand USA will post this plan on our corporate website, TheBrandUSA.com.

On October 1, 2016, Brand USA will publish its full FY2017 business plan, which will include more detail about the marketing platforms, programs, and initiatives designed to support the objectives, goals, and strategies included in this summary plan.



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About Brand USA

WHO WE ARE

Brand USA is the destination marketing organization for the United States with the mission of increasing incremental international visitation, spend, and market share for the United States of America in order to fuel the nation's economy and enhance the image of the USA worldwide.

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 communicate U.S. 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 currently supports 1.8 million American jobs (directly and indirectly) and benefits virtually every sector of the U.S. economy. Brand USA works in close partnership with more than 600 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, in the past three years Brand USA's marketing initiatives have helped welcome more than three million incremental visitors to the USA, benefiting the U.S. economy with more than \$21 billion in total economic impact, and supporting, on average, nearly 50,000 incremental jobs a year.

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 travelers 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.



OUR 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

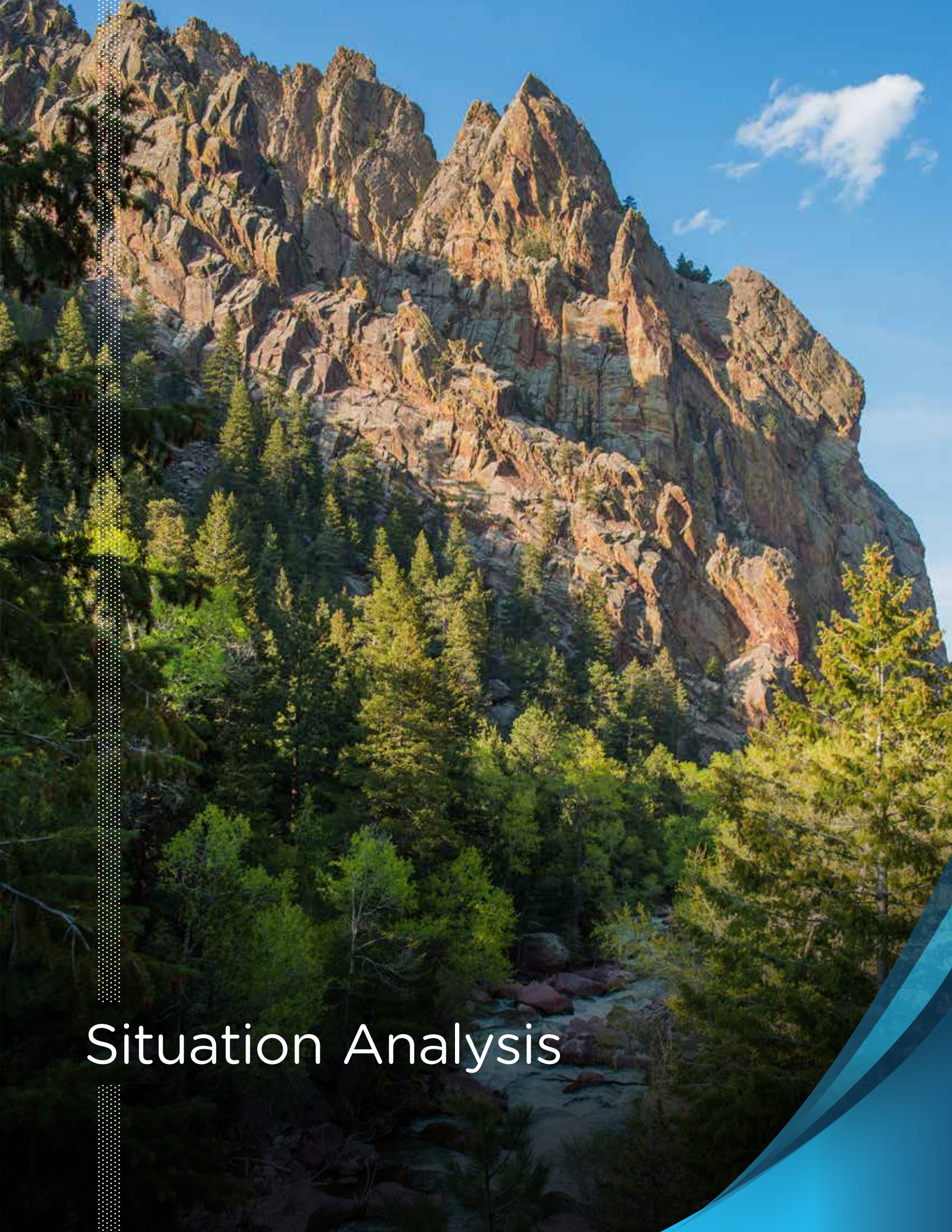
Add and create value by pioneering cooperative marketing platforms and programs that leverage and grow the USA brand in ways our partners would be challenged or unable to do on their own.

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 how 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

GLOBAL PERSPECTIVE

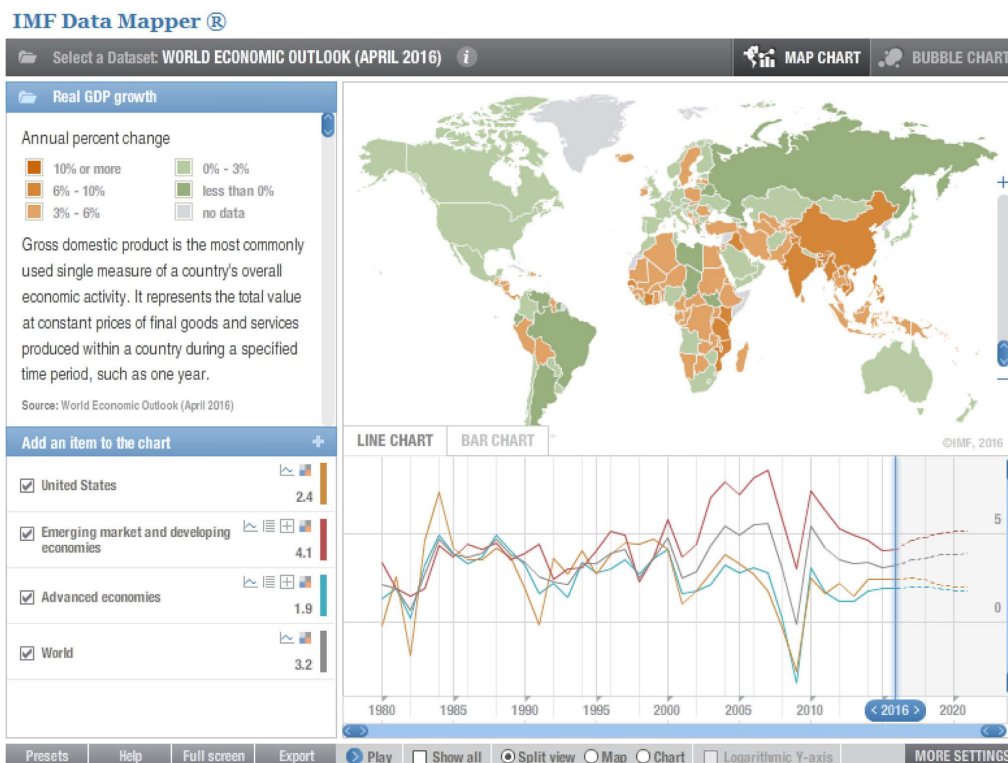
EMERGING MARKETS SHOULD BRING A STRONGER 2017, BUT UNCERTAINTY ABOUNDS

Each year as we define our core target markets to promote travel to the United States, we consider a number of factors, including the gross domestic product growth (GDP) and the purchasing power of international travelers by market, population, international travel expenditure, international departures, unemployment index, civil liberty, ease of doing business, wealth distribution, geographic distance from the USA, and event-based factors.

As one of the best indicators of the strength of a country's economy, however, current and projected GDP growth is one of the first factors we consider in identifying target markets. As we prepare our marketing plan for FY2017, the International Monetary Fund (IMF) is projecting modest global GDP growth for 2016 of just 3.2% (slightly below but changing little from 2013 and 2014), but there are a few bright spots. For example, strength in emerging markets and developing economies is expected to help drive a stronger recovery beginning in 2017, and stressed economies (including China) should begin to take a gradual path toward normalization. (See chart below.)

As a result, with few exceptions we will continue to make the gradual shift we began in 2014 to allocate more of our marketing spend in emerging markets compared to established (or advanced) economies. Our goal is to reverse the marketing spend allocation that existed in 2014 (55% in the established markets of North America and advanced economies in European markets) and 45% in emerging markets) to be 55% in emerging markets and 45% in established markets. Additional commentary on Brand USA's target markets for FY2017 can be found on pages 42 to 45.

Chart: Global GDP (Source: International Monetary Fund)



Advanced economies are accelerating while emerging markets are decelerating, but the gap is narrowing.

Still, the landscape has changed considerably over the past few months due to event-based factors in two formerly strong markets among our top 10. Two recent and high-profile economic developments include the June 23, 2016 vote supporting the United Kingdom leaving the European Union (Brexit), which is primarily affecting advanced European economies, and the unraveling of Brazil's economy, which has spread across much of the region and is being felt in U.S. markets (some more acutely than others).










While the full impact of Brexit remains to be seen, we are currently in a wait and see mode—or, more appropriately, a “stay calm and carry on” position—with little change in our marketing approach. Although there are many unknowns about what the actual exit process will look like, we currently do not have concerns that Brexit will impact markets in Europe to a significant degree—and have not seen any material change in travel patterns or trip cancellations to the USA. In fact, the downward impact on the pound was not nearly as big as many had speculated prior to the actual vote.

Brazil is another story. The downward economic pressure coupled with political instability in Brazil is directly impacting consumer confidence and disposable income, respectively. The country's GDP fell by a significant 3% in 2015 and is expected to drop close to that again in 2016 and increase just 0.5 percent in 2017. Not surprisingly, unemployment in this once robust market has also increased, and is expected to be 10% or higher by the end of 2016. While the USA continues to be a favorite destination of Brazilians, travel to the United States has become considerably more expensive as the Brazilian real has dropped 30% against the U.S. dollar during the year. Still Brazil remains a top 10 travel market according to the National Travel and Tourism Office (NTTO), with NTTO data reflecting the fact that Brazilians are still coming to the USA, but spending considerably less. As a result, while Brazil will remain in our core target market set from both a consumer and trade standpoint, we will look to adjust our investment and our marketing approach there to be more in line with the realities of the ability of Brazilians to make long-haul trips (regardless of their desire to do so) and to emphasize the inherent value of a trip to the USA.

TOP 10 MARKETS

The effect of the global markets can be seen in the National Travel and Tourism Office (NTTO) tracking of the top 10 international markets to the USA in terms of visitation and spend.

2015 INTERNATIONAL VISITATION TO THE USA (preliminary)

Rank	Country	2015 Arrivals
1	 Canada (-10%) Arrivals from Canada have declined in back-to-back years—declining 10% in 2015, following a 2% decline in 2014. Canada’s precipitous decline strongly correlates with the depreciation of the Canadian dollar relative to the U.S. dollar, coupled with a marked decline in land visitation originating out of Canada. Arrivals from Canada accounted for 26.7% of all international arrivals to the United States.	20.70 Million
2	 Mexico (+8%) For the third consecutive year, the United States counted more visitors from Mexico than ever before. In 2015 more than 18 million visitors from Mexico traveled to the United States, an increase of 8%, marking the sixth consecutive year of growth from our second largest market for international arrivals. Arrivals from Mexico accounted for 23.8% of all international arrivals to the United States.	18.41 Million
3	 United Kingdom (+18%)* Never before has the United States counted as many travelers from the United Kingdom as we did in 2015, finally eclipsing the previous record set back in 2000. Indeed, despite major declines facilitated by the global financial crisis in 2009 and three years thereafter, U.K. visitors are once again crossing the pond in record numbers. U.K. arrivals accounted for 6.3% of all international arrivals to the United States.	4.90 Million
4	 Japan (+4%)* After the impact of the global economic slowdown of 2009 and the nuclear emergencies in 2011 subsided, arrivals from Japan began to rebound; in fact, the United States has counted an increased number of arrivals from Japan in three of the last four years—though visitation is still well below the record 5.4 million set more than a decade ago. Japan accounted for 4.8% of all international arrivals to the United States.	3.76 Million
5	 China (+18%)* Since 2004 the growth of Chinese visitation in the United States has been nothing short of explosive, exhibiting double-digit growth in 11 of the last 12 years. China continues its rise in the rankings by supplanting Brazil as our fifth largest international market in terms of visitation (and largest market in terms of spending). Arrivals from China accounted for 3.3% of all international arrivals to the United States.	2.59 Million
6	 Germany (+10%)* In 2015 the United States counted a record-setting 2.3 million visitors from Germany, an increase of more than 10%, marking the sixth consecutive year of growth in arrivals from Germany. Strong growth coupled with declining visitation from Brazil helped Germany move up to sixth in the rankings for 2015. Arrivals from Germany accounted for 2.9% of all international arrivals to the United States.	2.27 Million
7	 Brazil (-2%)* After more than a decade of uninterrupted growth, arrivals from Brazil declined nearly 2% to 2.2 million visitors in 2015. As a result of this decline and the growth of both China and Germany, Brazil tumbled in the rankings from fifth to become the seventh largest inbound market. Arrivals from Brazil accounted for 2.9% of all international arrivals to the United States.	2.22 Million
8	 South Korea (+21%)* Annual arrivals from South Korea have more than doubled since being admitted into the Visa Waiver Program in 2008. This appreciable increase of arrivals in 2015 (and six consecutive years of record visitation) helped South Korea leap over France to assume eighth place in terms of visitation. Arrivals from South Korea accounted for 2.3% of all international arrivals to the United States.	1.76 Million
9	 France (+6%)* France exhibited respectable growth in 2015 and has produced record visitation to the United States for the last three years. However, France slipped in the rankings after being overtaken by South Korea, pushing France down a notch from eighth to become the ninth largest market abroad. Arrivals from France accounted for 2.3% of all international arrivals to the United States.	1.75 Million
10	 Australia (+11%)* The United States counted a record-setting 1.5 million visitors from Australia in 2015, an increase of 11% when compared to the previous year. In fact, arrivals originating from the land down under have posted gains for twelve consecutive years, averaging 11% a year during this period. Arrivals from Australia accounted for 1.9% of all international arrivals to the United States.	1.45 Million











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

Source: U.S. Department of Commerce, International Trade Administration, National Travel and Tourism Office (NTTO)

TOP 10 MARKETS

While international visitation is a key indicator of the health of international markets and the desire of international travelers to visit the USA, the amount of money travelers spend has a greater impact on the U.S. economy.

2015 INTERNATIONAL SPENDING IN THE USA (preliminary)

Rank	Country	2015 Spending
1	 China (+12%) A decade ago, China ranked ninth 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 has become the #1 market for U.S. travel and tourism exports—injecting nearly \$74 million a day into the U.S. economy. Travel and tourism exports account for 59% of all U.S. services exports to China.	\$26.9 Billion
2	 Canada (-16%) Supplanted by the appreciable growth of the Chinese market, Canada, after commanding the top rank for eight consecutive years, fell to second after tourism-related spending in the United States plummeted in 2015. Visitors from Canada spent \$27.3 billion experiencing the United States in 2013, \$5.2 billion more than spent in 2015. Travel and tourism exports account for 39% of all U.S. services exports to Canada.	\$22.1 Billion
3	 Mexico (+1%) Three consecutive years of record-setting spending in the United States has helped Mexico maintain its third place ranking in terms of spending in 2015. Visitors from Mexico spent a record \$18.9 billion in the United States last year, a modest increase of 1% and the sixth consecutive year of growth from our neighbors to the south. Travel and tourism exports account for 61% of all U.S. services exports to Mexico.	\$18.9 Billion
4	 Japan (-6%) Visitors from Japan spent nearly \$18.6 billion experiencing the United States in 2000; since then U.S. travel and tourism-related exports to Japan have declined in seven of the fifteen years thereafter—failing to maintain the amount spent in 2000 translates into a more than \$56 billion loss for the U.S. economy. Travel and tourism exports account for 38% of all U.S. services exports to Japan.	\$16.6 Billion
5	 Brazil (+1%) Brazil, not even a top-ten market ten years ago, has exhibited more than a decade of growth in terms of visitor spending in the United States. In fact, since 2004 the growth of spending by Brazilians has averaged 19% a year and has grown sixfold (610%), rising from \$1.9 billion in 2004 to a record-setting \$13.6 billion in 2015. Travel and tourism exports account for 49% of all U.S. services exports to Brazil.	\$13.6 Billion
6	 United Kingdom (-7%) In 2008 the United Kingdom ranked third in total spending (#1 overseas market). Since then, however, annual U.K. visitor spending has decreased nearly \$4 billion a year (-22%) and the \$12.6 billion spent in 2015 is a five-year low. As a result, Brazil vaulted over the United Kingdom, pushing the U.K. down to sixth. Travel and tourism exports account for 20% of all U.S. services exports to the United Kingdom.	\$12.6 Billion
7	 India (+8%) 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, declining a mere \$6,000 or 0.09%). In fact, over the last decade, travel and tourism exports to India have more than doubled, now accounting for 62% of all U.S. services exports to India.	\$10.6 Billion
8	 South Korea (+13%) Double-digit growth in four of the last six years—averaging 12% a year—has helped propel South Korea up two positions in the last three years, rising to eighth after spending a record-setting \$8.8 billion experiencing the United States in 2015. Travel and tourism exports account for 39% of all U.S. services exports to South Korea.	\$8.8 Billion
9	 Germany (-8%) International visitors from Germany spent \$6.8 billion on travel to and within the United States in 2015, the lowest annual spending in five years. Germany, once ranked as high as 5th, has been slowly slipping in rank and will have a tough time rising again given the growth of emerging markets like Brazil, India, and South Korea. Travel and tourism exports account for 24% of all U.S. services exports to Germany.	\$6.8 Billion
10	 France (-3%) France has been absent from the top 10 for the last six years. And while spending by visitors from France decreased 3% in 2015, spending by visitors from Australia—who occupied tenth place in France's absence—declined 13%, allowing France to rise up and secure tenth place in 2015 despite its decline. Travel and tourism exports account for 30% of all U.S. services exports to France.	\$5.7 Billion

Source: U.S. Department of Commerce, International Trade Administration, National Travel and Tourism Office (NTTO)

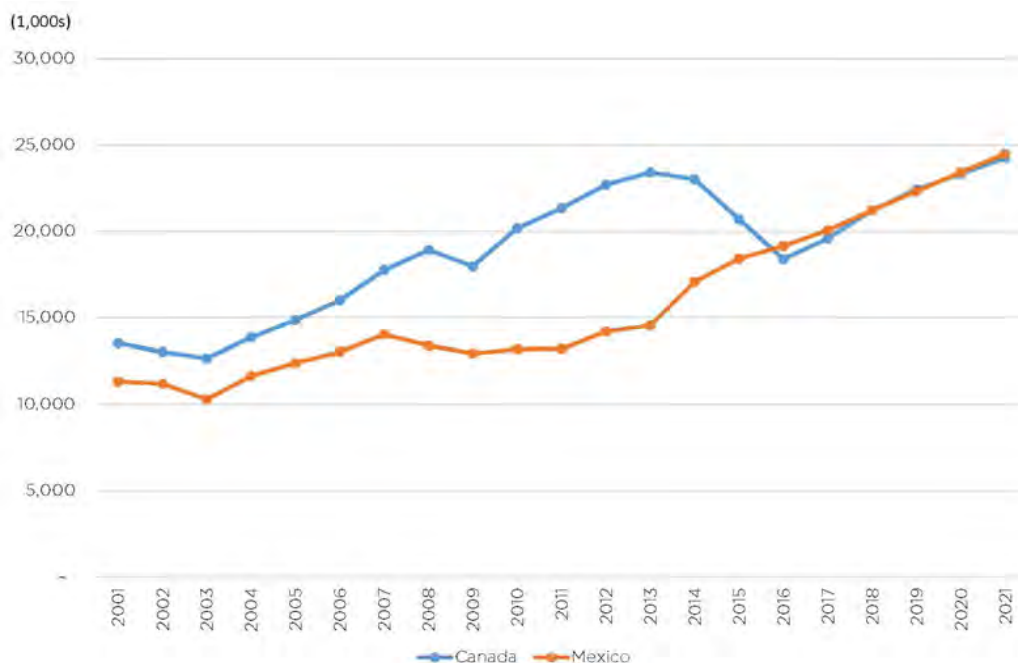
THE PATH TO 100 MILLION INTERNATIONAL ARRIVALS

Brand USA maintains the Path to 100 Million International Arrivals to support large-scale global planning by creating specific annual targets for top origin markets. Rather than focusing primarily on arrivals history, the trends are based on origin market trends – the departures leaving a particular market and U.S. market share of those departures. This perspective allows Brand USA to identify potential opportunities in markets where the USA has low market share. While the forecast released by National Travel and Tourism Office (NTTO) of the U.S. Department of Commerce is intended as a prediction of actual international arrivals, the Path to 100 Million Arrivals updated annually by Brand USA sets annual targets for arrivals and is used as a planning tool. As we look to the current planning year’s Path to 100 Million International Arrivals, we note that increases in the value of the U.S. dollar against foreign currencies created significant pressure on inbound tourism in 2015. As a result, international visitation growth under paced the annual target for reaching the Federal government’s National Travel and Tourism Strategy objective of welcoming 100 million international annual travelers by 2021. The annual average growth target target to achieve the goal was 4.24% each year from 2015 to 2021. Based on 2015 arrival volume, the new target is 4.34% for 2016 to 2021.

NORTH AMERICA OUTLOOK

Canada and Mexico continue to generate over half of all U.S. international visitation. However, these two top markets diverged dramatically in 2015 (see chart below). Driven by the material increase in the value of the U.S. dollar, arrivals from Canada declined by 10% in 2015 while Mexican visitation was unhindered by currency disadvantages at 8%. Canadian sensitivity to the dollar, coupled with decreasing valuation of competitor market currencies, will potentially make 2016 the first year in recent history in which Mexican arrivals surpass those from Canada. The variance in visitors between the two markets peaked in 2013 at nearly 9 million, and has essentially disappeared in a remarkable three years. As a result, we expect to allocate additional marketing spend in Mexico as compared to prior years.

*Chart: Brand USA Path to 100 Million International Arrivals
North American Arrivals to the USA*



OVERSEAS OUTLOOK

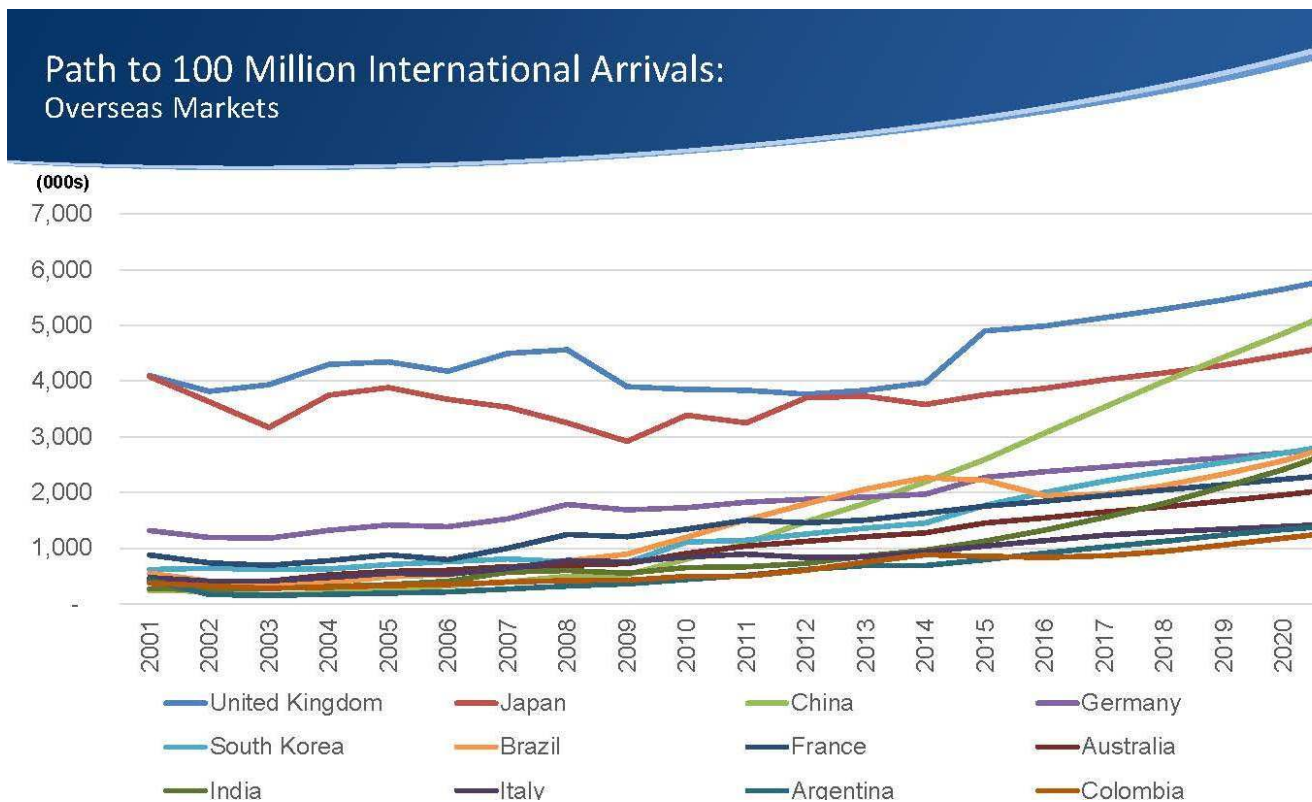
Due to improved methods of information collection and distribution by NTTO, the arrivals figures included in Brand USA's Path to 100 Million International Arrivals for 2015 represent a break in series. For example, the dramatic 23% increase in United Kingdom arrivals compared to 2014 that appears in the chart below does not reflect a year-over-year trend. Therefore, the 2015 metrics should be considered as the start of a new trend line.

As noted earlier, the outlook for Brazil changed abruptly in 2015. A weak real combined with internal economic and political challenges have reversed Brazil's once robust growth into decline. This decline is expected to worsen in 2016. Colombia is another market that dropped dramatically from a strong position, but this is mainly driven by currency valuation and is expected to recover faster.

Europe maintained a strong level of growth in 2015 as consumers responded to more stable economic performance. Southern European markets such as Italy and Spain are growing slightly faster than their northern counterparts as their arrivals volume had taken steep dives during recessions in previous years.

Many of the fastest growing markets for the United States are in Asia. China has maintained very strong growth despite deceleration of economic growth, and is expected to maintain growth in the high to mid-teens over the next few years. Japan has returned to modest growth after a period of slight decline, while India and South Korea both maintained double-digit growth in 2015. These growth trends are expected to continue over the next several years.

Chart: *Brand USA Path to 100 Million International Arrivals Overseas Arrivals to the USA*

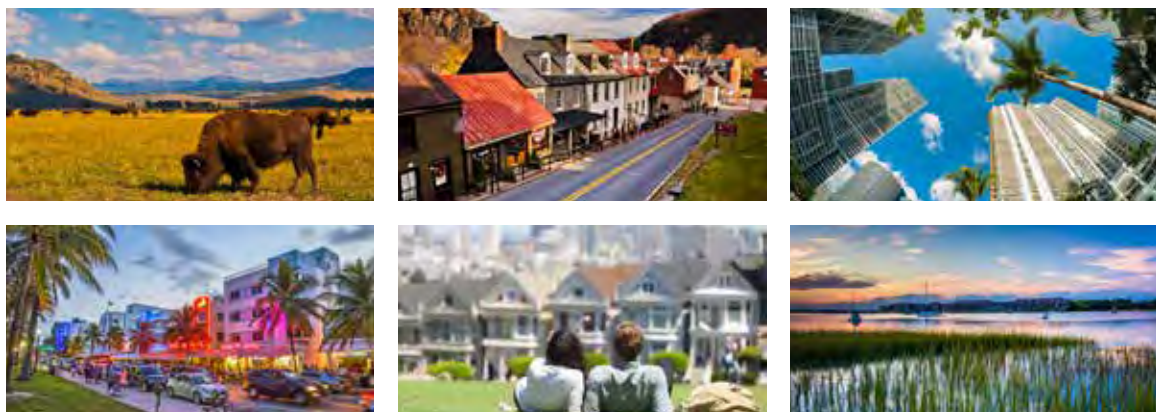


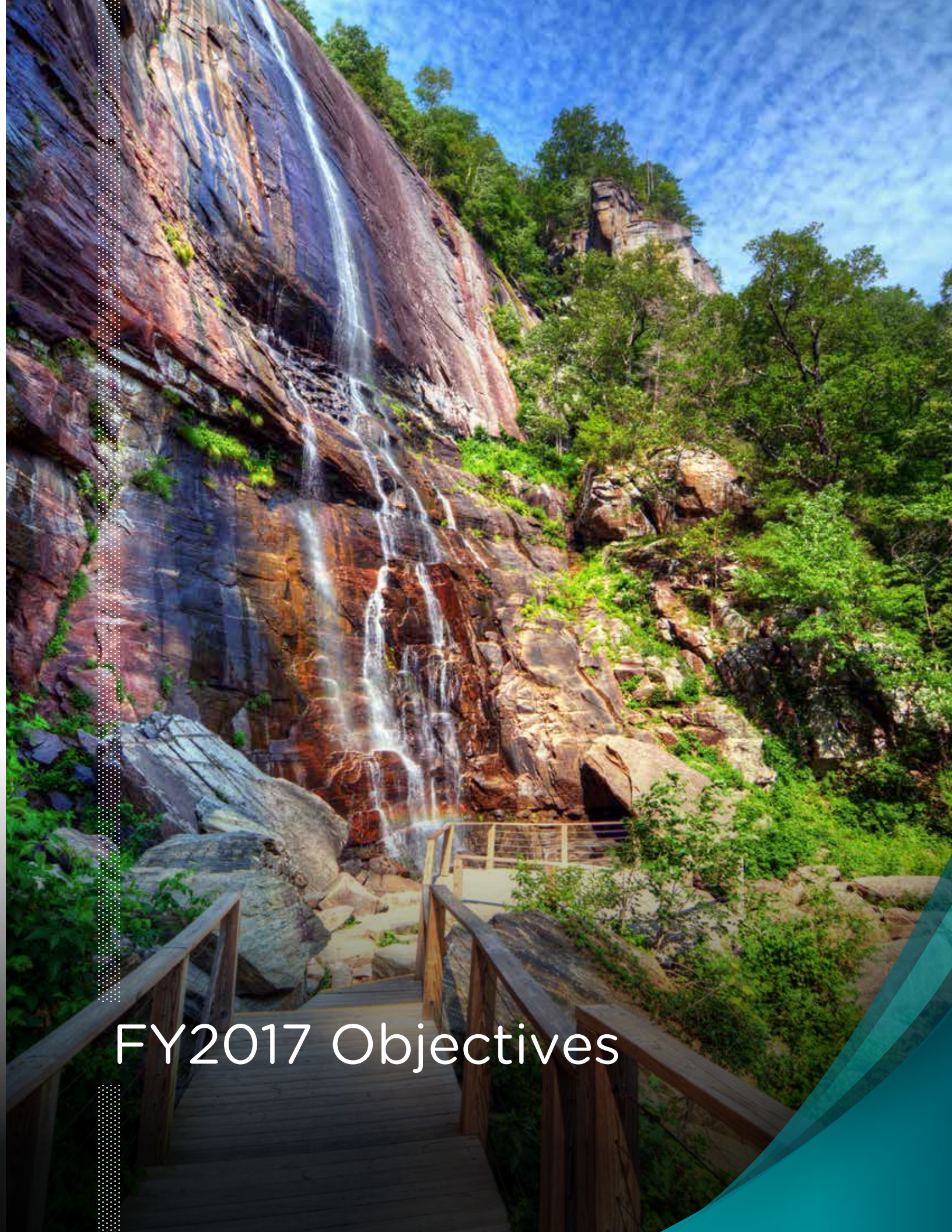
Note: NTTO is working to revise selected 2014 I-94 arrivals totals (addition of stateless records) and adding the 2014 travel export data recently released by BEA. It is to be determined to what extent these revisions will impact the 2014 data. Until the revised 2014 data is provided, the arrivals figures for 2015 represent a break in series, and the 2015 data should be considered as the start of a new trend line.

Chart: BrandUSA Path to 100 Million International Arrivals Growth Targets

Market	2015 Actual (000s)	2021 Target (000s)	2021/2015 Growth %	Visitor Growth (000s)	% of Required Growth
Mexico	18,414	24,480	33%	6,066	27%
Canada	20,705	24,249	17%	3,545	16%
United Kingdom	4,901	5,863	20%	962	4%
China	2,591	5,311	105%	2,720	12%
Japan	3,758	4,660	24%	902	4%
South Korea	1,765	2,880	63%	1,115	5%
Brazil	2,219	2,878	30%	659	3%
Germany	2,272	2,800	23%	528	2%
India	1,126	2,787	148%	1,661	7%
France	1,753	2,330	33%	577	3%
Australia	1,450	2,074	43%	624	3%
Italy	1,039	1,436	38%	396	2%
Argentina	792	1,412	78%	620	3%
Colombia	854	1,298	52%	444	2%
Spain	753	1,068	42%	315	1%
Netherlands	726	1,011	39%	285	1%
Taiwan	441	838	90%	397	2%
Sweden	586	768	31%	182	1%
Switzerland	537	684	27%	147	1%
Venezuela	591	671	14%	81	0.4%
Ireland	450	660	47%	210	1%
<i>Other Markets</i>	<i>9,789</i>	<i>9,842</i>	<i>0.54%</i>	<i>53</i>	<i>0.24%</i>
Total	77,510	100,000	33%	22,490	100%

Brand USA's Path to 100 Million Arrivals is based predominantly on projections of outbound departures from key origin markets and targets for market share growth. The United States already has large share in some markets. Therefore, the growth targets (shown above) we have set for FY2017 are driven more by overall outbound volume growth rather than increases in share. This approach allows Brand USA to set arrivals targets based on market opportunity.





FY2017 Objectives

FY2017 OBJECTIVES, GOALS, AND CORE STRATEGIES

#1 DRIVE RESULTS

Increase international visitation, spend, and global market share for the USA.

Goals:

- Welcome 1.10 million incremental international visitors (compared to 903,440 in FY2014, 1.03 million in FY2015, and a target of 1.04 million for FY2016)
- Generate \$3.8 billion in incremental international spend (compared to \$3.1 billion in FY2014, \$3.04 billion in FY2015, and a target of \$3.8 billion for FY2016)
- Realize \$7.6 billion in total economic impact (compared to \$7.06 billion in FY2014, \$7.3 billion in FY2015, and a target of \$7.6 billion in FY2016)
- Achieve marketing return on investment (ROI) of 23:1 and 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 targets of marketing ROI of 21:1 and overall ROI of 19:1 in FY2016)
- Manage overhead to remain below 15%.

Strategies:

- 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).
- 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.
- 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: FY2016 numbers (except ROI results for incremental visitation, spend, and market share) are projected as of July 15, 2016; ROI numbers for FY2014 and FY2015 are actual results; ROI numbers for FY2016 and FY2017 are targets and will be reported in May 2017 and May 2018, 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 of 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%.
- Increase digital marketing engagements to 46.4 million (estimated increases of 5% compared to the target for FY2016).
- Protect average intent to visit across all markets to 60%.

Strategies:

- Base all marketing planning on Brand USA's Roadmap to 100 million international visitors (to determine and prioritize target markets).
- Develop FY1207 marketing and communications plans to promote the value of a USA trip.
- 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 'trip personas' to make the vast options available in the USA manageable and targeted.
- 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 our giant-screen film *National Parks Adventure* and maximize the launch of a second giant-screen film to drive visitation, spend, and market share across the travel lifecycle.
- Develop and launch a holistic "social first" strategy 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).
- 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.
- 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:

- Achieve 100% of annual objectives shared with the Tourism Policy Council.
- Deploy international arrivals program in five international arrivals halls in U.S. gateway airports.”

Strategies:

- Incorporate Market the 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.
- Communicate vital and compelling information regarding visa and entry policies through all Brand USA channels.
- Ensure the welcome carries the national voice across all consumer marketing channels with a cohesive platform.
- Develop FY2017 shared objectives and work plan with the Tourism Policy Council during the first quarter of FY2017.

#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% compliance with policies, procedures, and the Travel Promotion Act.
- Expand partner reporting portal content by 25%.

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% cash and no more than 70% in-kind).
- Earn a 90% or better on partner satisfaction surveys.
- Maintain a 90% or higher partner program retention rate.

Strategies:

- Execute partner feedback study and report results.
- Work with marketing to 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, 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 2017 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.



Summary Marketing Plan

PROMOTIONAL ACTIVITIES

During FY2017, 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.

These ongoing programs include the USA Campaign, cooperative marketing, trade outreach, 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 high-level efforts to achieve the National Travel & Tourism Strategy of welcoming 100 million annual international travelers to the USA by 2021.

THE USA CAMPAIGN

(Direct to Consumer)

During FY2017, the USA Campaign will run in 16 markets: Australia, Brazil, Canada, Chile, China, Colombia, France, Germany, India, Italy, Japan, South Korea, Mexico, Netherlands, Sweden, and the United Kingdom. Depending on the market, we will deploy any combination of macro-level promotion and advertising messages via broadcast, out-of-home, print, online video, and digital/social marketing channels. These efforts have been fundamental to Brand USA's ability to create broad-based awareness and inspire travel to the United States.

FY2017 Integrated Marketing Platform: "Go Anywhere from Here"

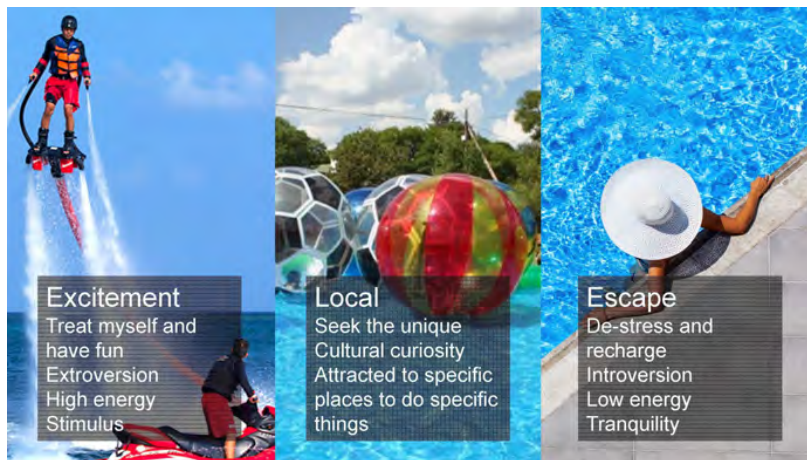
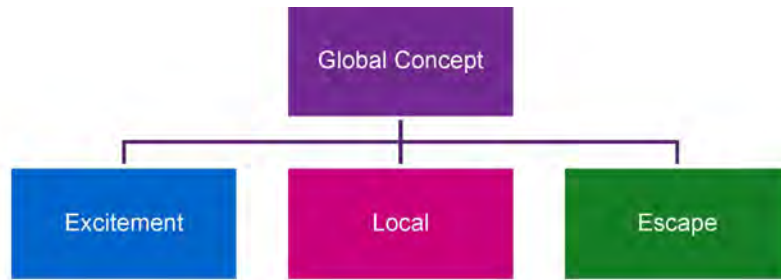
As we begin FY2017, we will continue to optimize and evolve our consumer marketing by building on the platform of "possibility" that was introduced in FY2012 in our inaugural campaign, while continuing to expand upon and refine the "proximity" strategy we launched in FY2016. The refreshed international positioning will be deployed via a rebuilt website and a new consumer campaign, both of which leverage the diversity of the United States of America as our greatest asset and value proposition.

"Go Anywhere from Here," the new Brand USA campaign platform, was tested against other potential platforms in 11 markets and in eight languages to assess its impact and resonance among travelers in target markets. To "Go Anywhere from Here" is both a call to action (visit the United States) and a message that when you reach your destination in the USA, it's only the beginning of your journey. From here, you can go just about anywhere - emotionally, spiritually, geographically.

This global concept, or messaging platform, will act as an overarching message across multiple, segment-driven marketing executions in each of our target markets.

Trip Personas

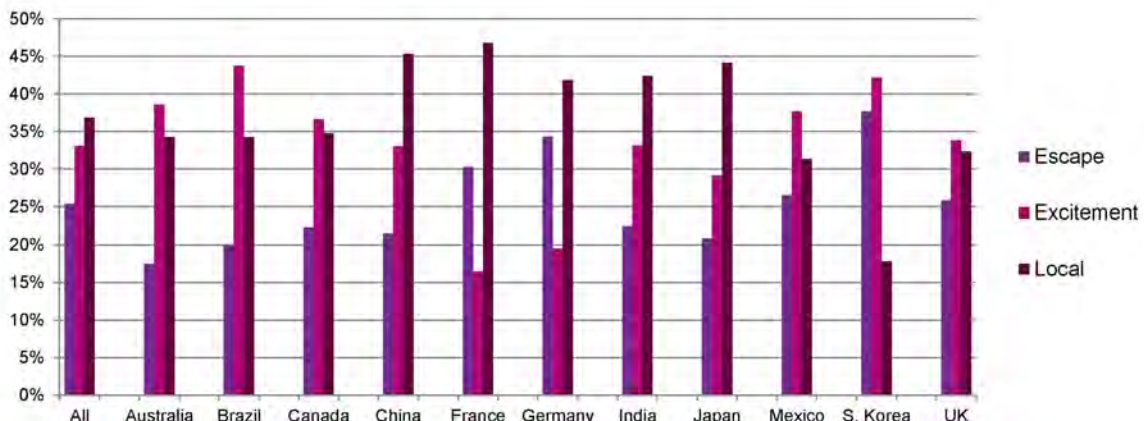
The campaign will be targeted at different trip personas in each market, and a variety of assets will be created that appeal to travelers looking for excitement, escape, and a deeper experience of culture in the United States of America.



Test results showed the main message delivered a sense of wonder and limitless possibilities. Verbatim comments show that respondents found the message believable for the United States of America and loved the imagery and variety of activities, destinations, and sense of adventure it evoked:

- “Travel where your heart, mind, soul take you.”
- “So many different experiences in one place.”
- “Sense of freedom to go anywhere.”

A view of these personas across a sampling of our FY2017 consumer-focused markets, shows the diversity of travel motivators. As a result, we will be developing creative and messaging representative of each of these persons to support the “Go Anywhere from Here” campaign platform during the year.





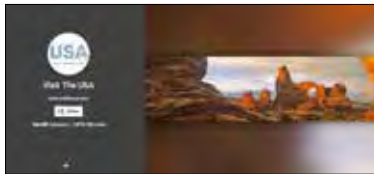
 VisitTheUSA.com



 Twitter



 Facebook



 Google+



 Instagram



 YouTube

Digital/Social Marketing

Brand USA will employ digital and social media marketing strategies to inspire, engage, and activate international travelers to visit the United States during the year through:

- Proprietary website platforms
- Social media channels
- Global digital marketing and social campaigns
- Online video
- Retargeting and other targeted advertising

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. During FY2017, we will greatly expand these core consumer sites to meet the needs of international travelers as they journey through the travel lifecycle.

SOCIAL MEDIA CHANNELS

In addition to the global and in-market VisitTheUSA and GoUSA proprietary websites, Brand USA will also 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 will use 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
- Pinterest: Pinterest.com/VisitTheUSA

The following campaign hashtags will 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	All Within Your Reach	facebook.com/VisitTheUSAau	@VisitTheUSA	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSA
Brazil	VisiteosUSA.com.br	Tudo ao Seu Alcance	facebook.com/VisiteOsUSA	@VisiteOsUSA	#VisiteOsUSA	VisitTheUSA	YouTube.com/VisiteOsUSA
Canada: English	VisitTheUSA.ca	All Within Your Reach	facebook.com/VisitTheUSAcA	@VisitTheUSAcA	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSA
Canada: French	VisitTheUSA.ca (logo/marketing); VisitTheUSA.ca/fr (redirect)	De nouvelles expériences à votre portée	facebook.com/VisitTheUSAcA	@VisitTheUSAcA	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSAfr
Chile	VisitTheUSA.cl	Todo a tu alcance	facebook.com/VisitTheUSAcl	@VisitTheUSAes	#VisitTheUSA	VisitTheUSA	(Spanish) YouTube.com/VisitTheUSAes
China	GoUSA.cn	更多探索, 更多惊喜	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://u.youku.com/美国国家旅游局GoUSA 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	Todo a tu alcance	facebook.com/VisitTheUSAcO	@VisitTheUSAes	#VisitTheUSA	VisitTheUSA	(Spanish) YouTube.com/VisitTheUSAes
France	VisitTheUSA.fr	De nouvelles expériences à votre portée	facebook.com/VisitTheUSAfr	@VisitTheUSAfr	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSAfr
Germany	VisitTheUSA.de	Eine Reise, viele Ziele	facebook.com/VisitTheUSAde	n/a	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSAde
India	GoUSA.in	All Within Your Reach	facebook.com/GoUSAin	@GoUSAin	#USATrip	GoUSA**	YouTube.com/GoUSAin
Japan	GoUSA.jp	アメリカ、旅の楽しみのすべてがここに。	facebook.com/GoUSAjp	@GoUSAjp	アメリカ旅行	GoUSA**	YouTube.com/GoUSAjp
Mexico	VisitTheUSA.mx	Todo a tu alcance	facebook.com/VisitTheUSAmx	@VisitTheUSAes	#VisitTheUSA	VisitTheUSA	(Spanish) YouTube.com/VisitTheUSAes
Korea	GoUSA.or.kr	모든 것이 가까이 있습니다	facebook.com/GoUSAkr	@GoUSAkr	#미국여행	GoUSA**	YouTube.com/GoUSAkr
Sweden	VisitTheUSA.se	All Within Your Reach	facebook.com/VisitTheUSAse	n/a	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSA
Taiwan	GoUSA.tw	n/a	facebook.com/GoUSA.offici	n/a	n/a	n/a	n/a
United Kingdom	VisitTheUSA.co.uk	All Within Your Reach	facebook.com/VisitTheUSAuk	@VisitTheUSAuk	#VisitTheUSA	VisitTheUSA	YouTube.com/VisitTheUSA

**Planned channel

GLOBAL DIGITAL MARKETING AND SOCIAL CAMPAIGNS

Throughout the year, the Brand USA digital team will deploy local social media managers in each market to apply their marketing insights to create culturally relevant social media content and campaigns.

The custom social campaigns will provide localized digital and social presence in nine international markets, with one global presence in English.

In addition to engaging international travelers through ongoing conversations via social media channels, Brand USA will also continue to develop a variety of custom programming, including a road trips campaign, that showcases the United States and inspires travelers to take their own journeys.

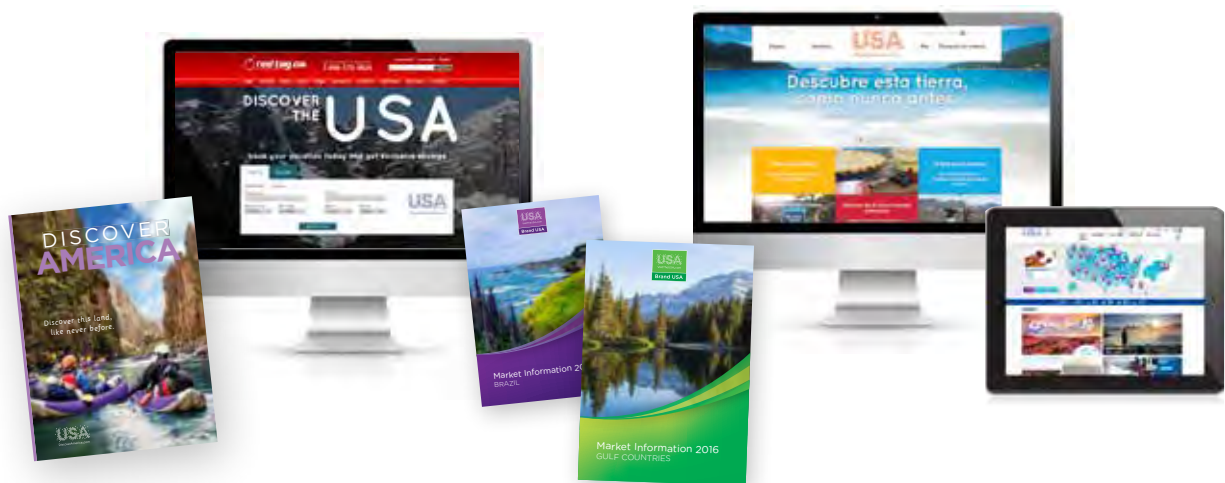
As Brand USA's social media influencers drive across the United States, they will share their experiences blogging and posting photos and videos of their travels. Brand USA will further support their communication efforts with comprehensive digital content and promotion plans, as well as functionality on Brand USA's VisitTheUSA and GoUSA platforms that will move travelers from inspiration to action by providing them the tools to plan and create their own road trips, access curated playlists inspired by iconic routes, and share their experiences.

Online Video

Brand USA will use an increasing amount of online video as this is one of the most effective ways to connect with consumers—particularly in the Dream and Consideration phases of the travel lifecycle. By creating and cultivating content on our primary digital channels (proprietary and third party), we will be able to increase familiarity and affinity for the USA with consumers in our target markets through significantly enhanced consumer engagement and search engine optimization.

Retargeting

Brand USA will also continue to use retargeting strategies to direct digital advertising, such as display ads, to highly engaged consumers. This strategy has been especially effective in the Dream, Consider, and Activation phases of the travel lifecycle and is driving a higher return on investment than other forms of digital advertising, because it allows us to reach international travelers who have demonstrated clear interest and intent to travel. When a consumer visits a Brand USA consumer digital channel, we will be able to direct display ads to that visitor as they search and visit other sites on the Internet to help draw them back to USA travel and experience content. The objective, of course, is to move them to a decision to book travel to the USA.



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.

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.

FY2017 Cooperative Marketing Program Offerings

During FYT2017, Brand USA will offer the cooperative marketing programs shown on the following pages, with others to be added throughout the year.

BRAND USA ORIGINALS

Brand USA Originals are cooperative marketing programs developed and offered exclusively by Brand USA. Some are proprietary programs developed by Brand USA, and others are created in partnership with influential travel media and major travel and lifestyle brands. All are designed to bring value and exposure to our partners with international travelers and influencers in the most productive markets around the world.

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. From developing content on City or State Pages, to sharing the best of a destination through Experience Pages, Brand USA offers partners the opportunity to provide international travelers a closer look at their destination, travel brand, or organization. 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 a particularly valuable tool for marketers.

Brand USA is currently enhancing its global website platform with a new creative and strategic approach. The objective is to create a best-in-class, responsive consumer platform that stimulates international consumer desire to travel to the USA. Through our revitalized consumer websites, we will help potential visitors imagine their own U.S. travel experiences with rich content that showcases the diversity of experiences and destinations in the USA. Along with the roll-out of the new site, Brand USA will offer partners the opportunity to be marketed on the site in the following ways:

- **State and/or City Page & Content Marketing:** Opportunities include options to provide content for new pages and to feature upgraded content for existing State and/or City Pages on the newly enhanced site
- **Experience Page & Content Marketing:** Experience Pages are specially designed for cities, attractions, and other travel partners. Opportunities include options to provide content for new pages, as well as feature upgraded content for existing Experience Pages with activation. All new content will include a marketing plan.



In-language websites; VisitTheUSA and GoUSA

- **Trips Page & Content Marketing:** Brand USA offers partners exceptional opportunities to inspire travelers to book a trip to the USA with itinerary-based premium content pages—bringing potential travelers one step closer to booking their next trip to the USA.

Marketed with Miles

GoUSA Web Opportunities (China & Taiwan)

Recognizing one of the world's fastest growing travel markets, Brand USA offers partners the opportunity to expand their reach in China and Taiwan with websites written in Chinese (GoUSA.cn) and Taiwanese (GoUSA.tw). Responsively designed and built specifically for travelers in China and Taiwan, these websites offer turnkey opportunities for destinations and brands to break into or enhance their online presence in these growth markets.

Marketed with Miles

Media Opportunities (China & Taiwan)

Brand USA also offers partners the ability to easily expand their marketing efforts to reach travelers in China and Taiwan via dedicated media campaigns. These Market Specific media opportunities enable partners to maximize content on Brand USA's GoUSA.cn and GoUSA.tw sites by leveraging Brand USA's partnerships with top media channels in these markets.

Marketed with Miles

Retail Campaign (China & Taiwan)

This six- to 12-month retail campaign allows Brand USA to leverage in-country media channels in China and Taiwan to share the retail stories of U.S. destinations. Brand USA promotes destinations' shopping experiences—from outlet malls to luxury high fashion—by way of in-language content opportunities on GoUSA landing pages, social platforms, and exclusive brand pages on Shopilist online shopping guides. Shopilist guides consist of user-aggregated guides from retail partners and blog content from retail influencers.

Marketed with Miles



Video Creation & Distribution

Brand USA's cooperative video program leverages the successes of the past four years and introduces new video options and new creative approaches. Videos are designed to increase consumer engagement and offer partners more ways to deliver their story to targeted international audiences via newly expanded distribution channels.

In addition to VisitTheUSA and/or GoUSA channels plus other platforms, Brand USA offers partners the opportunity to distribute content through their own marketing channels.

Since, on average, over 80% of international Internet users watch video, Brand USA has developed the following video marketing services as part of its Video Creation & Distribution program:

- **International Storyteller:** These 1.5- to 2-minute thematic videos explore U.S. activities through various Brand USA pillars, (e.g., Outdoors, Culinary, Urban, Family, and Pop Culture). Videos include an international host speaking English to appeal to a wide international audience. Subtitles in the target market language are included.
- **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 the 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, China, Colombia, France, Germany, Hong Kong, Italy, Japan, Mexico, Netherlands, Russia, South Korea, Taiwan, and the United Kingdom.

Marketed with Miles

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 brand websites to international travelers. Through this targeted and fully managed program, Brand USA helps participating partners optimize their search marketing budgets and engage more international travelers.

Marketed with Miles

PARTNER REPORTING DASHBOARD

The Brand USA Partner Reporting Dashboard, available on TheBrandUSA.com, allows partners to access the results and status of programs and platforms in which they participate and to see the added value they receive as partners. Please contact the Brand USA Partner Development team to sign up for your password today.

GLOBAL INSPIRATION GUIDES (PRINT & DIGITAL)

Travel USA Inspiration Guides

Brand USA's *Travel USA* Inspiration Guides 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 partner destinations and travel brands.

For 2017, 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 575,000 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.

Marketed with Miles

Digital Magazine

Brand USA is piloting the inaugural edition of its Digital Magazine at IPW 2016 with Thomas Cook. In the coming months, Brand USA will unveil market specific partnership opportunities in its new digital magazine—each with robust distribution and activation, as well as the opportunity for partners to be the featured destinations in this dynamic new product.

Marketed with Miles

MULTI-CHANNEL PROGRAMS

Brand USA's Multi-Channel Programs deliver an 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 vacations. Customized calls-to-action take consumers from the Dream to Consider to Activate phase of the travel lifecycle—generating measurable results.



Global Inspiration Guides

The flexibility of these programs allows Brand USA to take a trade-focused 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 content on partner sites and channels 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, France, Germany, India, Japan, Mexico, and the United Kingdom).

An enhanced feature for calling out destination attractions will be highlighted in the Multi-Channel Programs in fall 2016.

Marketed with Miles

GLOBAL MARKETING PROGRAMS

ESPN

Brand USA is partnering with ESPN to promote the U.S. sporting experience to travelers around the world. This multimedia campaign with ESPN highlights the diversity of sports and



United States of Sports, powered by ESPN

recreation experiences available in the United States through the lens of some of sports' biggest stars.

The partnership includes a global media campaign consisting of digital media and interactive content features, as well as a video series starring popular U.S. athletes showcasing the cities where they play, live in, or are from. The campaign will drive to Brand USA's newly launched VisitTheUSA.com sports landing page, where partners will have the opportunity to showcase their sports and recreation experiences.

STA Travel

Through this program supported by STA Travel, Brand USA is targeting youth travelers aged 18 to 35—also known as “Generation Connected” (Gen C). STA's network and access to its bookings of more than 2 million youth travelers to more than 60 countries each year will enable Brand USA and its partners to book students and young adults on itineraries filled with adventure and discovery. 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 live channel takeovers (Snapchat and Facebook Live), all centered around a short film created by aspiring filmmakers about U.S. destinations.

Thomas Cook

Thomas Cook and Brand USA are launching a new, multi-channel marketing technology platform, USA Everywhere, housing 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 will enable U.S. destinations to reach millions of consumers across 16 European markets who are “live” in the market for a vacation, putting the content of participating destinations and advertising in front of these highly qualified customers across the web, on Thomas Cook's e-commerce sites, in-store, and in front of travel agents themselves. USA Everywhere is a cutting-edge revolution in marketing.



BBC International

Building on the successes of the 2015 program “America through Film,” and 2016’s “USA through the Great Outdoors,” Brand USA and BBC International are once again collaborating on a global series of 2-minute video vignettes about music and pop culture. Each vignette will feature a music personality discussing a specific destination from his or her unique perspective.

This program will be promoted across all of BBC International’s broadcast and digital channels. Several of these vignettes will be available for partner inclusion and marketing support.

THEMATIC MARKETING PROGRAMS

Outdoors

In February 2016, Brand USA premiered its giant-screen film, *America Wild: National Parks Adventure*, to promote the Great Outdoors and the centennial of the U.S. National Park Service. Due to the inherent value of these national treasures, and the continued running of the film in 2017, we will continue to market the United States’ more than 400 National Park Service areas attract visitors from international markets worldwide.

A variety of digital and thematic programs will be expanded or added in 2017, including a new, multi-level content marketing program. This program will include video and content creation and distribution, as well as distribution opportunities with major outdoor travel brands. Current digital cooperative marketing opportunities include the following:

National Geographic Digital Co-Op

National Geographic is dedicating an entire year of content across their various platforms to the centennial of the National Park Service. One way National Geographic is communicating the importance of the national parks and their impact on international travel is through a strategic, digital cooperative program with Brand USA. The program consists of three components—editorial, social, and digital—and includes a partnership with Expedia that will provide a call-to-action for bookings, reporting, and metrics for all destinations featured.

Golf Video & Distribution Platform

An exciting partnership with IMG, the world leader in golf marketing, is the foundation of Brand USA's golf video and distribution platform. In 2017, Brand USA will offer partners the opportunity to produce a golf-themed video on their destination. It is expected to reach 322 million people via broadcast on Golfing World TV, plus digital channels, as well as a paid social media campaign estimated to generate 120,000 views per video.

Marketed with Miles

RHS Hampton Court Palace Flower Show

Brand USA will partner with the Royal Horticultural Society (RHS) to create a USA-themed garden at the UK'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 offers partner destinations the opportunity to work hand in hand with Brand USA and a UK-based designer and

gardener to bring to life the diverse culture and stunning landscapes representing U.S. destinations at the world's largest flower show.

Destinations will receive extensive coverage in *The Telegraph* and exposure via a robust media, social media, and content plan. In addition, partners have the opportunity to work with Brand USA and RHS Holidays to create and market garden-themed tours before, during, and after the show.

Culinary

Through a multimedia storytelling campaign that includes dynamic digital content, engaging video, a targeted social campaign, and an engaging print piece, 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 content from Brand USA partners 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.



Culinary Guide

Brand USA also offers U.S. destinations the opportunity to drive even more users to culinary-focused content with a dedicated engagement strategy in Brazil, Canada, China, Japan, Mexico, South Korea, or the UK, using the proven channels of Facebook, Twitter, and Outbrain/Taboola.

Partner opportunities may also include dedicated content in a high-end, culinary travel magazine, distributed in targeted countries to highly qualified consumers.

Marketed with Miles

Travel Channel International— Olly Smith Television Series

Following the immense success of Brand USA's *Jeni and Olly* series featuring British food experts Jeni Barnett and Olly Smith in 2014 and 2015, Brand USA is offering destinations the opportunity to showcase their unique culinary experiences with Travel Channel International viewers during 2017 with a series on craft beer and barbecue featuring

Olly Smith. This successful program includes a destination-focused half-hour episode within the series that is supported by commercial media.

Travel Channel International— Chef Vignettes

Brand USA and Travel Channel International are again partnering to produce a series of 2-minute vignettes highlighting renowned chefs and the destinations where they work or live. Each vignette will feature video of the destination, as well as a chef cooking and sharing how the cuisine of their city, town, or region inspires them. Brand USA will offer partners the opportunity to use the vignettes on their preferred digital channels.

Experiences & Attractions

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,



Cooperative Marketing Programs

Digital, print, video, broadcast, social—help partners connect with the world's travelers.

Brand USA's market-driven platforms and programs are designed 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. These consumer-focused cooperative marketing programs make up the majority of our marketing efforts and deliver an array of marketing options to drive awareness and engage with international travelers—with the ultimate objective of increasing international visitation and spend.



This integrated content development and activation campaign includes custom user-generated display ads on TripAdvisor and related sites, sponsored listings, and inclusion on Viator with a booking mechanism and back-end measurement tool.

Content about U.S. attractions will be created for the all-new VisitTheUSA website, 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 UK, with ongoing presence on Viator and Brand USA's global consumer sites.

Marketed with Miles

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 offer destinations and travel brands the opportunity to effectively

and efficiently reach travelers in specific target markets. These programs are ideal for destinations or brands that are looking to make an impact on a country-by-country basis by leveraging proven and powerful promotions.

Details on Market Specific Programs can be found online at TheBrandUSA.com/partners/programs/consumer-co-op/market-specific-programs.

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-page deck of research for one of 12 countries is available with the option of customized tables.

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.

AFFINITY PROGRAMS

Affinity Programs are cooperative marketing programs that Brand USA has developed with online travel agencies and other travel-related publishers. By using these programs to advertise and promote destinations, experiences, attractions, and other travel opportunities, Brand USA inspires travelers to search for, plan, and book their next trip to the USA.

For more information about Brand USA's Affinity Programs, please visit TheBrandUSA.com/partners/programs/consumer-co-op/brand-usa-affinity-programs.

EXPEDIA

Expedia Media Solutions gives marketers unprecedented exposure to one of the world's largest online travel audiences, connecting brands with highly qualified consumers—many of whom are ready to finalize and book their 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 24 travel brands, TripAdvisor offers destinations and organizations a significant opportunity to generate a global presence in 45 countries and 22 languages. Each month, TripAdvisor reaches 315 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 Australia, Canada, China, Colombia, Germany, Mexico, and the United Kingdom.

SOJERN

Sojern is one of the world's leading data-driven performance marketing platforms for travel, allowing marketers to reach their customers in a real-time, face-to-face conversation. Sojern gives partners the opportunity to reach travelers across 160 countries through highly targeted, data-driven, travel intent digital marketing activation. Detailed post-campaign analytics reporting tracks everything from clicks to visitors to economic impact.

ADARA

Drive more global travelers to your destination with ADARA and Brand USA. ADARA connects destination marketers to the world's largest audience of travelers—over 450 million monthly across the Americas, Europe, the Middle East, and Asia Pacific. 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.

TRADE OUTREACH AND TRAINING

(B2B Marketing and Education)

During FY2017 Brand USA will continue to work 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 to support participation in numerous trade activities. Trade Outreach Programs include targeted trade events, sales missions, and professional tour opportunities that promote U.S. travel and tourism interests on a global scale. Through Brand USA's Trade Outreach Programs, 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 one-on-one during sales missions, to our ever-popular MegaFam trips promoting U.S. destinations, travel brands, and attractions to, through, and beyond the gateways, Brand USA's Trade Outreach Program will help inform and motivate travel buyers around the world, and 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.



World Travel Market, London, United Kingdom

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 DURING FY2017

Event	Dates	Country
TTG Incontri	Oct. 13-15, 2016	Italy
ITB Asia	Oct. 19-21, 2016	Singapore
WTM	Nov. 7-9, 2016	UK
Taipei ITF	Nov. 6-9, 2016	Taiwan
CITM	Nov. 11-13, 2016	China
IGTM	Nov. 14-17, 2016	Spain
IBTM World	Nov. 29-Dec. 1, 2016	Spain
Vakantiebeurs	Jan. 10-15, 2017	Netherlands
Fitur	Jan. 18-22, 2017	Spain
SATTE	Feb. 15-17, 2017	India
GITF	Feb. 23-25, 2017	China
ANATO*	March 1-3, 2017	Colombia
ITB Berlin	March 8-12, 2017	Germany
WTM Latin America	April 4-6, 2017	Brazil
WTM Africa	April 19-21, 2017	South Africa
ATM	April 2017	UAE
BITE	May 2017	China
IAGTO	June 2017	USA
IFTM Top Resa	Sept. 2017	France
JATA	Sept. 2017	Japan

Sales Missions, Road Shows, and Themed Events

Sales missions will be another essential component of Brand USA's trade outreach. Through these Brand USA-hosted events we will invite travel industry professionals in key markets to meet with U.S. organizations at designated international locations. Through a series of planned events, Brand USA and sponsor partners will connect directly with international travel buyers, including tour operators, airlines, travel agents, incentive and meeting planners, and media. These connections will allow us to give the travel trade a more in-depth look at U.S. destinations and experiences in order to increase travel bookings to the United States. Our outreach will also include taking participants directly to the travel trade in international markets via road show events. Brand USA and partner organizations will be able to connect directly with tour operators, travel agents, and travel buyers through a series of seminars, receptions, and events where participants acquire the knowledge and the information they need to better promote the United States as a travel destination.

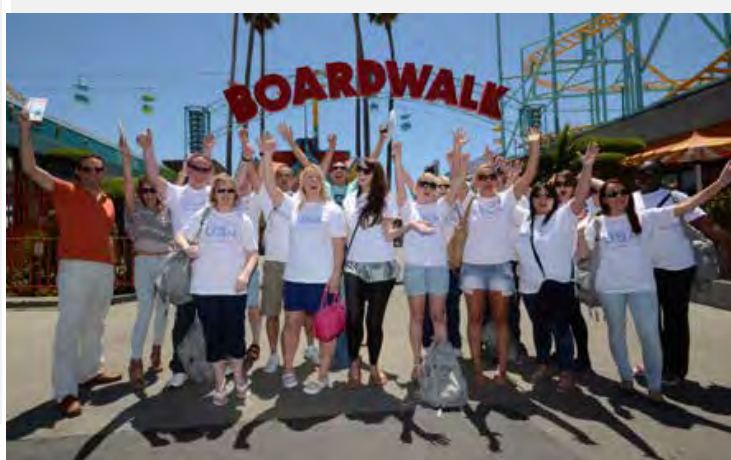
Based on market need and opportunity, Brand USA will also organize custom, themed events in key international markets that will help position and promote the United States as the go-to travel destination. We will look to schedule these events as celebratory programs, themed around specific holidays and experiences, to help promote U.S. destinations and travel brands.

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. 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 FY2017 include:

- Germany (fall 2016)
- Mexico (fall 2016)
- China (fall 2016)
- Canada (fall 2016)
- Australia and New Zealand (spring 2017)
- United Kingdom and Ireland (spring 2017)



Classic California MegaFam Trip

Training Initiatives

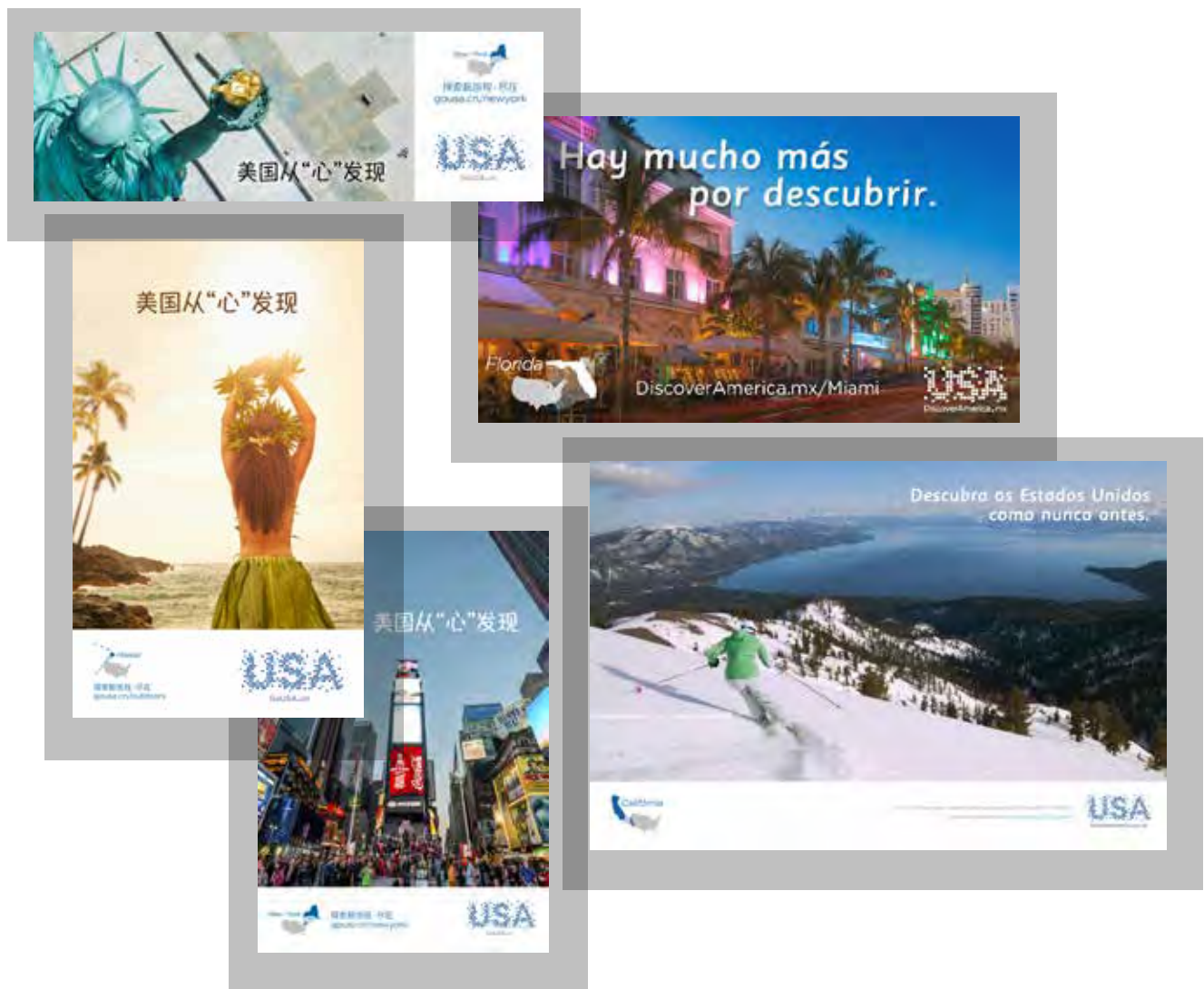
Two distinct Brand USA travel trade training initiatives provide the tools and information our international travel buyers need in order to sell, up-sell, and cross-sell U.S. travel destinations and experiences.

USA DISCOVERY ONLINE TRAINING PLATFORM

This online, experience-based, hands-on training platform features a variety of destination modules to inspire and motivate the travel trade to sell 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. This platform is currently available in the UK & Ireland, India, and Australia & New Zealand and will expand to Mexico, Germany and a global site in FY2017.

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. We are currently reviewing opportunities for holding these types of seminars during FY2017.



MEDIA AND PUBLIC RELATIONS

(Consumer and Trade)

Brand USA work will 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.



Market the Welcome, Minneapolis-St. Paul Airport

FEDERAL PARTNER COLLABORATION

As part of Brand USA's support of the National Travel & Tourism Strategy goal of welcoming 100 million annual international travelers to the United States by the end of 2021, Brand USA will 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.
- Identifying, countering, and correcting misperceptions regarding United States entry policies.

TARGET MARKETS AND MARKET PRIORITIZATION

The continued driving force for our marketing efforts in FY2017 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 FY2017, 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.

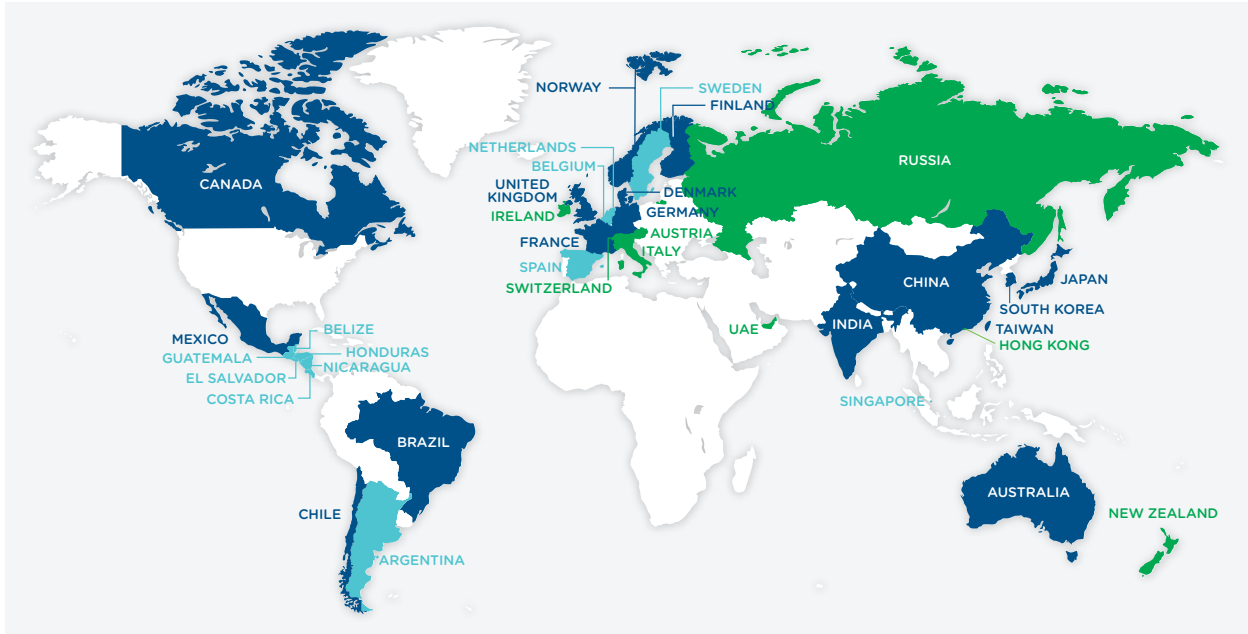
CHART: Market Selection Criteria



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 FY2017 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. These markets will include a core set of markets that are consumer focused and core set of markets that are trade focused. While we will also be active in certain target markets with both consumer and trade activity, consumer focused markets will have a higher proportion of consumer marketing initiatives than trade-focused markets. For FY2017, Brand USA's consumer-focused markets will include:

Custom Campaigns (2)	China
	Mexico
Localized Campaigns (9)	Canada
	United Kingdom
	South Korea
	Germany
	Australia
	Brazil
	India
	Japan
	France*
Market Entry Campaigns (5)	Sweden
	Chile
	Colombia
	Netherlands**
	Italy**

Depending on where each of these markets are in terms of consumer demand and commercial development, we will utilize one of the following marketing approaches:

- Custom campaigns
- Localized campaigns, or
- Market-entry campaigns

These 16 international markets generate nearly 85% of inbound travel to the United States.

* Upgraded from Market Entry in FY2016

** These markets were trade-focused markets in FY2016 and will evolve to consumer-focused markets in FY2017

Custom campaigns are designed specifically for the market, including unique creative and media plans.

Localized campaigns are special versions of the global USA campaign. While they utilize a base media and creative strategy, they are modified to resonate with travelers and to align with the local culture and commercial dynamics of the target market.

Market-entry campaigns are smaller scale campaigns, with dedicated in-language websites and social channels.

In total, through the combined total of Brand USA’s cooperative marketing platforms, contributed media, and trade outreach, the international marketing effort was present in more than 30 markets, including:

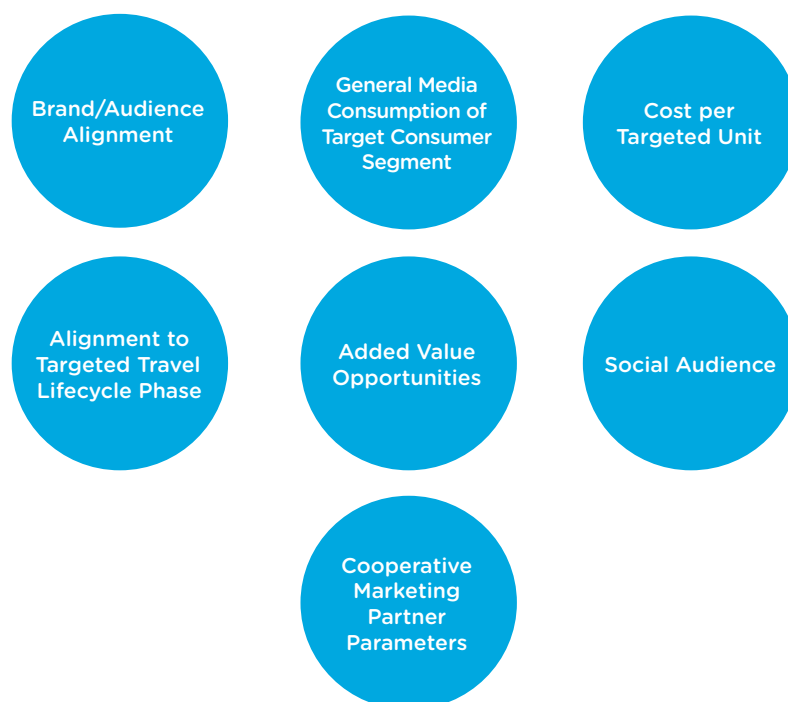
- Argentina
- Australia
- Austria
- Belgium
- Belize
- Brazil
- Canada
- Chile
- China
- Costa Rica
- El Salvador
- France
- Guatemala
- Germany
- Honduras
- Hong Kong
- India
- Ireland
- Italy
- Japan
- South Korea
- Mexico
- Netherlands
- New Zealand
- Nicaragua
- Russia
- Singapore
- Spain
- Sweden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

Media Channels

During FY2017 Brand USA will use a range of media for its marketing and promotional activities, including digital, broadcast (television and radio), print, multi-media, and trade. Expenditures by market will be determined to optimize both the amount and timing to reach travelers at key points in the traveler journey. Of these, digital channels will be the largest single media type used for advertising activities and will include a variety of executions, including search, display, social media, online video, and email. Both Brand USA proprietary research and industry studies indicate that digital channels are the largest information source for consumer travel decision-making.

Brand USA references seven factors when determining media allocation, as shown in the chart below. The foundation of all consumer marketing activity is alignment with the target consumer segment.

CHART: Media Allocation Criteria



Brand USA anchors its segmentation on the travel lifecycle by market, designating each market with one of the first three phases in the travel lifecycle: Dream-Consider-Activate-Travel-Share.

The Travel Lifecycle



Based on the varying phases of familiarity and affinity for travel to the USA in any given market, Brand USA’s marketing activity is focused on positively influencing specific stages of the travel lifecycle.

Television and out-of-home advertising, for example, are generally used for the Dream phase, while digital marketing is primarily used for the Consider and Activate phases. Although markets are designated one primary target phase, execution is not limited to just that phase or media type.

In addition to segmentation alignment, Brand USA’s media allocation primarily focuses on the preferred media channels of target audiences and the cost efficiency of ad units in each market. Additionally, Brand USA considers other added value opportunities to leverage or amplify media spend in target markets through joint media campaigns, contributed media, scaled discounts, and social media uplift. These factors are applied after the general allocation structure is outlined and are used to allocate among specific providers.



Research and Analytics

BALANCED SCORE CARD

Brand USA maintains a robust set of metrics that guide its global marketing strategy and activities. These metrics and the balanced score card we use to track and report progress toward annual targets also provide market intelligence that helps us identify areas where we can leverage success, as well as continually improve the efficiency and effectiveness of our marketing efforts.

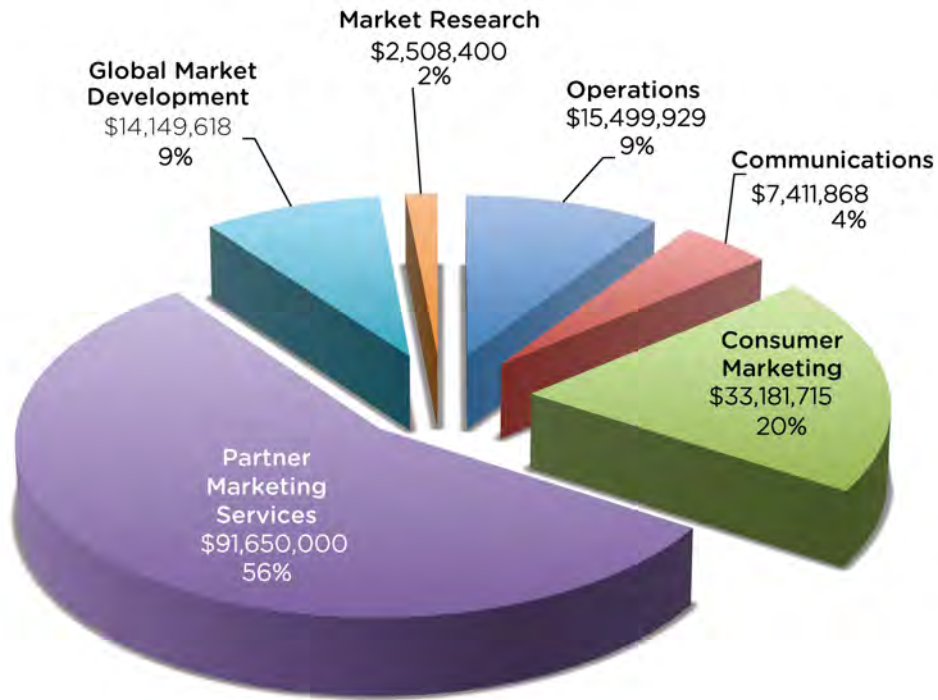
DASHBOARD COMPONENT	METRICS & TARGETS	METHODOLOGY	SOURCES	REPORTING FREQUENCY
TRAVEL LIFECYCLE Phase 1 Dream/Awareness	DESTINATION FAMILIARITY 92.0% (FY2014); 91.6% (FY2015)	Online survey identifying international travelers to visit the USA in the next 12 months	ORC International	Quarterly tracking
TRAVEL LIFECYCLE Phase 2 Consider/Engagement	WEBSITE & SOCIAL ENGAGEMENT 40.1 million (FY2014); 42.1 million (FY2015)	Actual values	Brand USA internal data	Monthly tracking
	INTENT TO VISIT THE USA <i>(within next 2 years)</i> 63% (FY2014); 62.1% (FY2015)	Online survey (1,000 completes per campaign market)	ORC International	Monthly tracking
TRAVEL LIFECYCLE Phase 3 Activate/Book	ATTRIBUTABLE INCREASE IN VISITATION 903,440 (FY2014); 1.03 million (FY2015)	Econometric analysis incorporating advertising impressions delivered, website and social engagements, consumer response to advertising, and U.S. market share.	Oxford Economics, the Department of Commerce, Brand USA internal data	Annually
TRAVEL LIFECYCLE Phase 4 Travel	ATTRIBUTABLE INCREASE IN SPEND, ECONOMIC IMPACT, AND JOBS SUPPORTED Spend: \$3.10 billion (FY2014); \$3.4 billion (FY2015) Total economic impact: \$7.06 billion (FY2014); \$6.60 billion (FY2015) Incremental jobs supported: 46,500 in FY2014 and 44,533 in FY2015	Econometric analysis incorporating advertising impressions delivered, website and social engagements, consumer response to advertising, and U.S. market share.	Oxford Economics, the Department of Commerce, Brand USA internal data	Annually
TRAVEL LIFECYCLE Phase 4 Travel	MARKET SHARE Total share: 6.65% (FY2014); 6.70% (FY2015) Long-haul share: 13.30% (FY2014); 13.10% (FY2015)	Actual values	NTTO UNWTO	Annually
TRAVEL LIFECYCLE Phase 5 Share	CONSUMER NET PROMOTER SCORE 46.6% (FY2014); 47.0% (FY2015)	Online survey	ORC International	Quarterly tracking
FINANCIAL Revenue	PERCENTAGE OF FEDERAL MATCH RECEIVED 100% (FY2014); 100% (FY2015)	Actual values	Brand USA internal data	Quarterly tracking
	RATIO OF CASH/IN-KIND CONTRIBUTIONS 69% in-kind; 31% cash (FY2014) 58% in-kind and 42% cash (FY2015)	Actual values	Brand USA internal data	Quarterly tracking
PARTNERSHIP VALUE	VALUE PROVIDED TO PARTNERS 551 partners through FY2014; 525 partners through FY2015, and 94% retention (FY2014 and FY2015)	Total number of partners and partner program participation	Brand USA internal data	Quarterly tracking
COMPLIANCE & PROCESS	COMPLIANCE 100% (FY2014 and FY2015)	Percentage compliance to policies	Brand USA internal data	Quarterly tracking
	CYCLE TIME 88 days for cash and 140 days for in-kind (FY2014); 107 days for cash and 167 days for in-kind (FY2015)	Average number of ESTA/matching fund filing days from submission to Commerce to receipt of funds	Brand USA internal data	Quarterly tracking



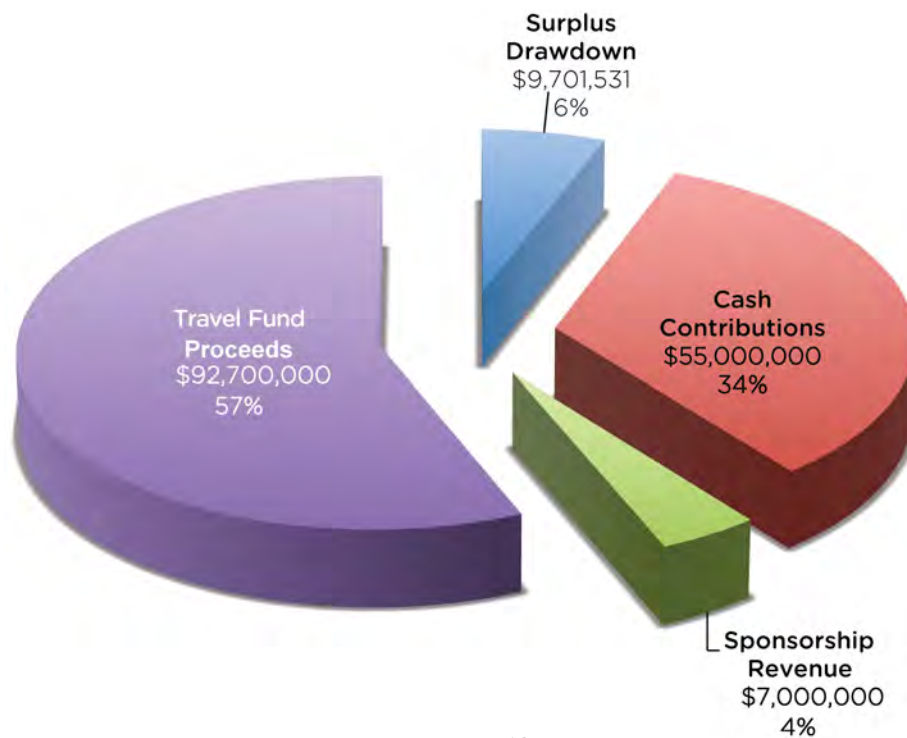
FY2017 Budget

FY2017 BUDGET

**FY2017 Expense
Budget \$164,401,531**



**FY2017 Revenue
Budget \$164,401,531**



FY2017 BUDGET ITEMS OVER \$500,000

Agency or Project	Budgeted Amount	Description
Avia Reps (China)	\$1,400,000	Representation and trade activation in China
Avia Reps (Japan)	\$950,000	Representation and trade activation in Japan
Beijing First Look Co (Wanda Media Group)	\$1,000,000	Digital and television advertising space
Black Diamond	\$1,150,000	Representation and trade activation in the United Kingdom and Ireland
BrandMasters OHG	\$725,000	Representation and trade activation in Austria, Germany, and Switzerland
China Web Development RFP	\$800,000 - \$1,000,000	Web development in Chinese markets
Code and Theory	\$500,000	Consumer website development and maintenance
Gate 7	\$925,000	Representation and trade activation in Australia and New Zealand
MacGillivray Freeman Films	\$6,750,000	Production of IMAX®-quality documentary film
Mailman Group	\$740,000	Digital and social media strategy and buy
Manifest	\$1,000,000	Content creation and digital strategy
mcgarrybowen	\$3,000,000	Global strategy, creative development, and advertising services
MediaCom	\$800,000	Global media planning and buying
Miles Media Group, LLLP	\$2,000,000	Design, printing, and distribution of Brand USA programs and materials
Novak Birch	\$1,500,000	Communications, design, and project management services
Ogilvy Public Relations (Brazil)	\$500,000	Representation and trade activation in Brazil
Ogilvy Public Relations (New York)	\$600,000	Global public relations and strategy
ORC International	\$750,000 - \$1,000,000	Research and ad testing
Sartha Global Marketing	\$500,000	Representation and trade activation in India
SDL plc	\$650,000	Translation and transcreation services
TravMedia	\$800,000	Online news and networking portal for travel media and travel industry professionals
U.S. Travel Association	\$1,350,000	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 an 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 corresponds 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.

While Brand USA generally allocates its budget for spend in key target markets to support the achievement of its objectives, when the Brand USA budget is prepared, Brand USA does not know how a substantial portion of its marketing budget will be spent (i.e., specific vendors or marketing programs), including with the vendors listed above. Where and how marketing dollars will be spent depends on variables such as what opportunities will interest partners, market research needs, exchange rates, discounts, travel trends, and other similar factors. Even if Brand USA reasonably anticipated that it would spend \$x promoting travel from a specific international market to the USA, it often would not know during the budgeting process what specific expenditures it would make. These types of expenditures comprise the majority of Brand USA's budget.



The Brand USA Team

EXECUTIVE AND SENIOR LEADERSHIP



Christopher L. Thompson
President & CEO



Thomas Garzilli
Chief Marketing Officer



Anne C. 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



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INTERNATIONAL REPRESENTATION



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Guy Chambers, Managing Director
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Board of Directors

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.

Designated members have leadership expertise in specific sectors of the travel industry including: hotel accommodations; restaurants; retail or a related association; travel distribution services; 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 summary plan serve on the board of directors of Brand USA:



Arne M. Sorenson
CHAIR OF THE BOARD

President & CEO
Marriott International, Inc.
Board member since
October 2012

Member: Finance Committee
Represents: Hotel accommodations sector



Tom Klein
VICE CHAIR, OPERATIONS

President & CEO
Sabre Corporation
Board member since
September 2010

Chair: Audit Committee
Member: Finance Committee
Represents: Travel distribution services sector



Barbara J. Richardson
VICE CHAIR, MARKETING

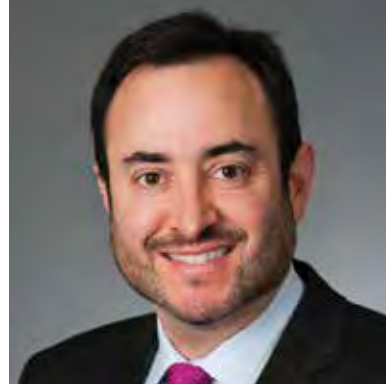
Chief of Staff
Washington Metropolitan Area
Transit Authority
Board member since
October 2013

Chair: Marketing Committee
Member: Finance Committee and Conflict of Interest Committee
Represents: Land or sea transportation sector



Daniel J. Halpern
TREASURER

President & CEO
Jackmont Hospitality, Inc.
Board member since September 2010
Chair: Finance Committee and Conflict of Interest Committee
Member: Governance & Nominating Committee
Represents: Small business or retail sector



Andrew Greenfield
SECRETARY

Managing Partner
Fragomen, Del Rey, Bernsen and Loewy, LLP
Board member since October 2013
Chair: Governance & Nominating Committee
Member: Finance Committee and Conflict of Interest Committee
Represents: Immigration law and policy sector



Kyle Edmiston
BOARD MEMBER

Assistant Secretary
Louisiana Tourism
Board member since December 2015
Member: Marketing Committee
Represents: Official of a state tourism office



Randy A. Garfield
BOARD MEMBER

Former Executive Vice President
Worldwide Sales & Travel Operations,
Disney Destinations; & President,
Walt Disney Travel Co.
Board member since November 2011
Member: Audit Committee and Marketing Committee
Represents: Attractions or recreation sector



John F. Edman
BOARD MEMBER

State Tourism Director
Explore Minnesota Tourism
Board member since October 2014
Member: Audit Committee and Marketing Committee
Represents: Official of a state tourism office



Maryann Ferenc
BOARD MEMBER

Founder, President and CEO
Mise en Place, Inc.
Board member since December 2015
Member: Governance & Nominating Committee and Conflict of Interest Committee
Represents: Restaurant sector



Rossi Ralenkotter
BOARD MEMBER

President and CEO
Las Vegas Convention and Visitors Authority
Board member since December 2015
Member: Marketing Committee
Represents: Official of a City Convention & Visitors Bureau



Mark Schwab
BOARD MEMBER

CEO
Star Alliance Services GmbH
Board member since September 2010
Member: Audit Committee and Marketing Committee
Represents: Passenger Air Sector



BOARD COMMITTEES

Finance Committee

- Daniel Halpern, Chair
- Andrew Greenfield
- Tom Klein
- Barbara Richardson
- Arne Sorenson

Finance Committee meetings are held four times a year and are scheduled to occur immediately prior to each board meeting.

Audit Committee

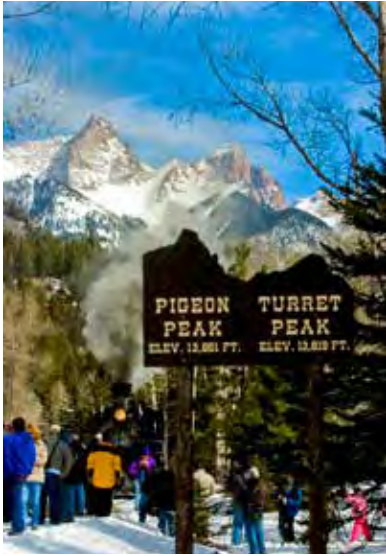
- Tom Klein, Chair
- John Edman
- Randy Garfield
- Mark Schwab

Audit Committee meetings are held at least three times a year with one meeting scheduled to occur with the conclusion of the annual audit.

Governance & Nominating Committee

- Andrew Greenfield, Chair
- Daniel Halpern
- Maryann Ferenc

Governance & Nominating Committee meetings are held at least once a year and timed to occur at or near the conclusion of the board chair's term and/or the appointment of new board members.



Marketing Committee

- Barbara Richardson, Chair
- John Edman
- Kyle Edmiston
- Randy Garfield
- Rossi Ralenkotter
- Mark Schwab

Marketing Committee meetings are held at least four times a year and are scheduled in advance of each board meeting (usually one week prior to the board meeting).

Conflict of Interest Committee

- Daniel Halpern, Chair
- Maryann Ferenc
- Andrew Greenfield
- Barbara Richardson

Conflict of Interest Committee meetings are scheduled on an as-needed basis as determined by the board chair and/or committee chair.

The Board of Directors and its committees meet regularly throughout the year. Members of the public are encouraged to participate by webcast and/or conference call. For more information about members of the Brand USA Board of Directors, regularly scheduled meetings or records of past board meetings, please visit TheBrandUSA.com.

Board-related questions or comments can be addressed to boardmeetings@thebrandusa.com.



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- LinkedIn: [Linkedin.com/Company/BrandUSA](https://www.linkedin.com/company/BrandUSA)

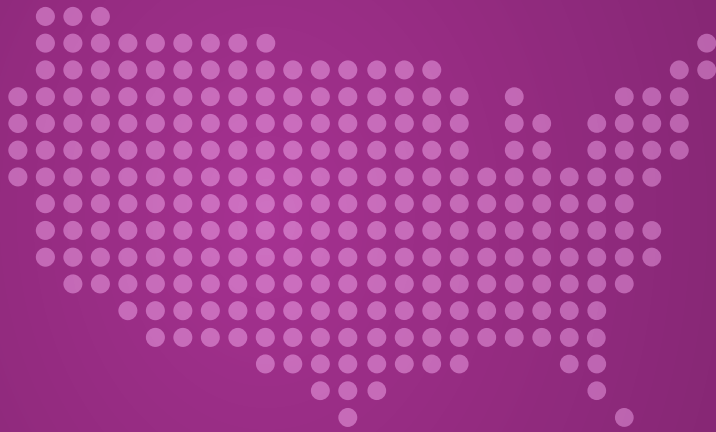
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- Great Outdoors: [#OutdoorsUSA](https://twitter.com/hashtag/OutdoorsUSA)
- Market the Welcome: [#USAWelcome](https://twitter.com/hashtag/USAWelcome)

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