



PUBLIC SESSION BOARD OF DIRECTORS MEETING

March 22, 2024 | 10 a.m. -12 p.m.



Todd Davidson
Chair
Brand USA Board

Chair Opening

- Approval of the November 15, 2023, Meeting Minutes*
- CEO Report
- Financial Report
- Marketing Report
- Governance and Nominating Committee
- 2024 Meeting Dates
- Adjourn

*Vote Required



CEO REPORT



CEO Report



Chris Thompson
President & CEO

- Financial Report
- Marketing Report
 - FY2023 Performance:
 - Annual Report,
 - ROI,
 - Partner Survey
- MidFY2024 Report on Objectives and KPIs and Activities
- Governance and Nominating Committee
 - BOD Committee Appointments

The logo consists of the letters 'USA' in a white, pixelated font on a blue square background.

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Brand USA

FINANCIAL REPORT



Elliott Ferguson
Treasurer



Donald Richardson
Chief Financial, Diversity
& Inclusion Officer

- Year-to-Date February FY2024 Financial Update
- FY2023 Financial Audit Update

FY2024 FINANCIAL HIGHLIGHTS

(As of February 29, 2024)

- **Revenue**

Total Revenue: \$33.9M

Cash Contributions – \$30.3M

In-Kind Contributions – \$2.7M

Sponsorships and Other – \$0.9M

- **Expenses**

Total Program Expenses: \$88.5M

- **Cash**

Cash Reserves are healthy.

- **Travel Promotion Fund**

On track to meet ESTA match.

FY2023 Financial Statements Audit Status

KPMG has completed the FY 2023 Financial Statement Audit.

Unmodified opinion issued by KPMG.

No material weaknesses and no significant deficiencies in internal control were identified.

The audit report was issued on February 28, 2024.

The audit report will be presented to the Audit Committee on March 26, 2024.



MARKETING REPORT

FY2023 Performance



Staci Mellman
Chief Marketing Officer



Aaron Wodin-Schwartz
Chief Corporate Affairs Officer

- Brand USA's FY2023 Contributions to the Travel Economy
- FY2023 Performance
- FY2023 Partner Satisfaction

FY2023 Annual Report to Congress



- Transmitted by the Department of Commerce to House and Senate committees of jurisdiction by May 15
- Details Brand USA's contributions to the travel recovery from October 2022 – September 2023
- Range of topics includes:
 - State of the Industry
 - Travel Outlook
 - Year in Review
 - Market and Media Mix
 - Promotion of Rural and Urban Areas
 - Objectives Review
 - Financial Management
 - Company Information



FY2023 Brand USA ROI

FY2023 Returns by Market

Summary of Brand USA Marketing Returns on Investment FY2023

Market	Investment	Incremental Visitors	Incremental Spend	ROI Multiple	Share of US Visits
Australia	\$ 9,122,454	27,722	\$ 182,113,144	20.0	2.9%
Brazil	\$ 6,628,089	54,312	\$ 240,149,879	36.2	3.3%
Canada	\$ 18,147,688	163,397	\$ 463,275,867	25.5	0.8%
China	\$ 1,663,559	-	\$ -	-	0.0%
Germany	\$ 11,289,502	49,558	\$ 183,451,879	16.2	2.7%
France	\$ 4,390,986	48,246	\$ 163,309,498	37.2	3.0%
India	\$ 2,977,308	39,205	\$ 150,197,495	50.4	2.2%
Japan	\$ 3,074,067	23,715	\$ 96,014,776	31.2	1.6%
South Korea	\$ 3,777,820	21,350	\$ 80,745,276	21.4	1.3%
Mexico	\$ 14,025,415	123,962	\$ 314,495,123	22.4	0.9%
UK	\$ 36,472,563	96,251	\$ 316,033,503	8.7	2.5%
Other / Global	\$ 62,578,070	51,562	\$ 196,266,364	3.1	0.3%
Total (marketing investments)	\$ 174,147,523	699,282	\$ 2,386,052,804	\$ 13.70	1.0%
Brand USA overhead	\$ 9,877,249				
Total Brand USA budget	\$ 184,024,772			\$ 12.97	



Source: Tourism Economics



Over the past 11 years (FY13 – FY23), Brand USA's marketing efforts have generated:

8.7 MILLION incremental visitors



\$22.8 BILLION incremental spending



Over 36,800 incremental jobs
on average supported each year



\$8.3 BILLION in federal, state, and local taxes



Nearly \$63 BILLION in total economic impact



FY2023 Brand USA Partner Survey

Brand USA Annual Partner Survey

**91% of respondents agree with the statement:
"Brand USA's partnership provides value to my organization."**

Purpose

To understand how Brand USA's partners evaluate:

- Performance of programs
- Overall partnership value

Analysis

109 survey responses were analyzed by:

- Organization type (DMO, CVB, and others)
- Contribution amount to Brand USA

We had a 45% response rate between the survey window of December 18, 2023, and January 29, 2024.

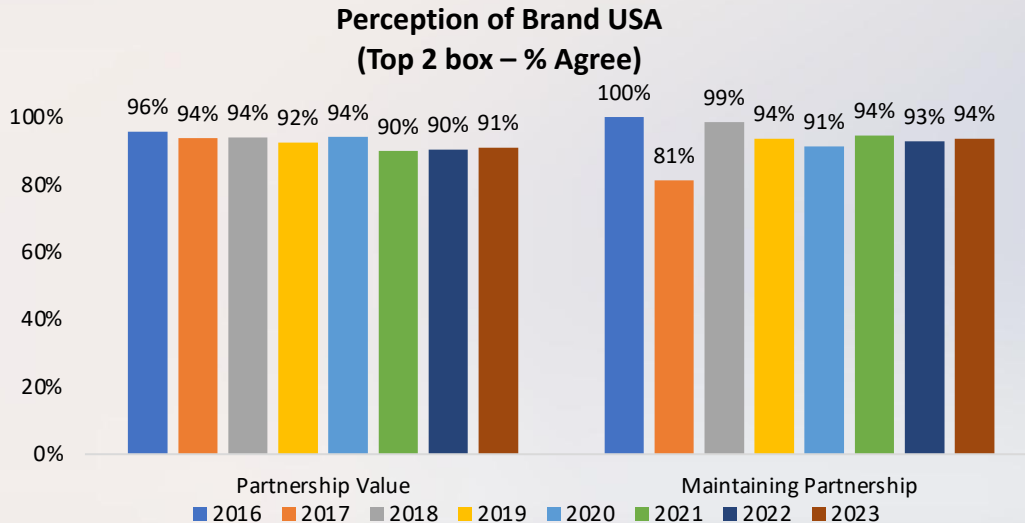
When notable, results are compared to surveys conducted since 2016.

*"Brand USA is a key element of our annual sales and marketing plan, and we appreciate the strategy, engagement and thought leadership provided by the team."
State DMO (\$500K to less than \$1M)*

Partnership Perception & Performance Evaluation

Partnership Value and Maintaining Partnership have sustained ratings of 90% or higher over the past six years.

- Among different organization types, cities (95%) and partners contributing \$100K–<\$250K (93%) expressed the highest perception of Brand USA's partnership value.



*"I appreciate the opportunities Brand USA gives us to engage target markets."
State DMO (\$100K to less than \$250K)*



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FY2024 MIDYEAR UPDATE



KPIs

OBJECTIVE 1:

Establish and maintain the USA as the preferred global travel destination

GOAL:

**Create
innovative
global
marketing
programs to
inspire and
sustain
visitation**

Strategies:

Improve Brand Perception & Increase Intent to Visit

Brand Perception:

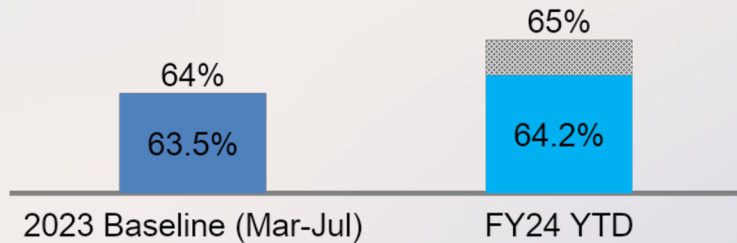
- 3% increase in overall brand perception of the USA as a travel destination (macro)
- 6% increase in brand perception from those exposed to Brand USA marketing activities (org)

Intent to Visit/Desirability:

- 3% YoY growth in travel intent (macro)
- 5% increase in travel intent for those exposed to Brand USA advertising (org)

Global Brand Perception

KPI: 3% increase in overall brand perception of the USA as a travel destination (macro)



On track:



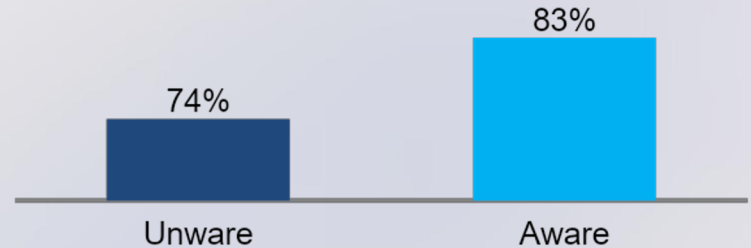
Methodology:

Online Omnibus Survey. 13 markets

Q. If a friend or relative were discussing a future holiday destination with you, which statement would best describe your attitude towards the United States? R/% of those would recommend the U.S + % of who would speak positively about it.

Source: Brand USA/Big Village Caravan Omnibus Study

KPI: 6% increase in brand perception from those exposed to Brand USA marketing activities (org)



On track:



Methodology:

Ad Effectiveness Study

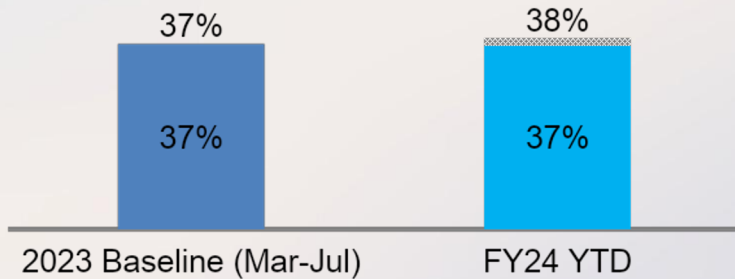
Q. How would you describe your IMPRESSION of the USA as a leisure destination? R/ % of Favorable (Very and somewhat favorable)

FY24, Q1

Source: Brand USA/SMARI FY24 Q1 results

Intent/Desirability to Travel to the USA

KPI: 3% YoY growth in travel intent (macro)



On track:



Methodology:

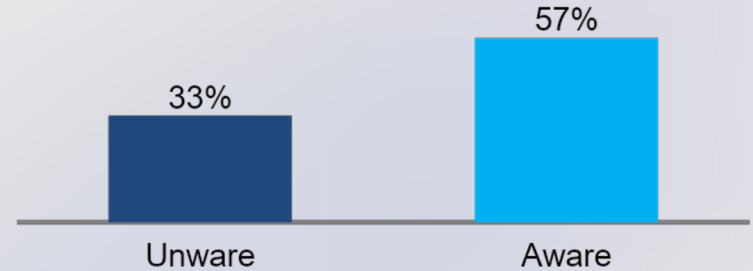
Online Omnibus Survey. 13 markets

Q. When, if ever, are you likely to visit the United States? R/% Next two years

Source: Brand USA/Big Village Caravan Omnibus Study



KPI: 5% increase in travel intent for those exposed to Brand USA advertising (org)



On track:



Methodology:

Ad Effectiveness Study

Q. How likely are you to visit the United States for a leisure trip in the next 12 months?

FY24, Q1

Source: Brand USA/SMARI FY24 Q1 results

OBJECTIVE 2:

Contribute to community prosperity by driving international visits and spend

GOAL:

Build a foundation for long-term growth of the U.S. visitor economy

Strategies:

Increase visitation and visitor spending, disperse visitors and grow market presence

- 18% YoY international visitor growth from Brand USA Core markets (macro)
- 30% YoY increase in incremental visitation attributable to Brand USA (org) (Annual data)
- 17% YoY growth in visitor spend (macro)
- 35% YoY visitor spend attributable to Brand USA activities (org) (Annual data)
- Include a minimum of 180 “beyond the gateway” destinations within Brand USA marketing efforts
- A minimum of 5% of Brand USA media budget invested in growth markets

U.S. Inbound Arrivals FY2024 YTD* (October-January)

KPI: 18% YoY international visitor growth from Brand USA Core markets (macro)

	Δ YOY	FYTD period	% Recovered
Canada	4%	October - December	98%
Mexico	21%	October - November	83%
Overseas	23%	October - January	85%
11 Core markets	17%	October - January*	86%

On track:



Methodology:

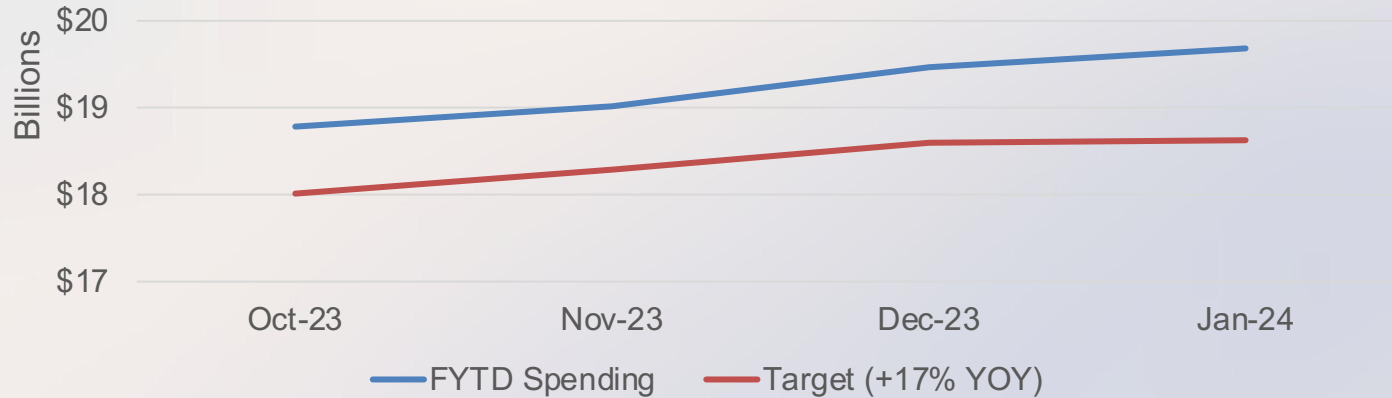
ADIS/I-94 visitor monthly arrivals data by Country of Residence


Source: U.S. Department of Commerce/NTTO

Top 10 Overseas	Δ YOY	% Recovered
United Kingdom	5%	87%
Brazil	29%	90%
South Korea	29%	71%
Japan	93%	47%
India	46%	141%
Germany	18%	93%
France	16%	96%
China	138%	52%
Colombia	22%	114%
Australia	15%	79%

International Travel Receipts and Payments Program

KPI: 17% YoY growth in visitor spend (macro)



On track: 

Methodology:

International Travel Receipts and Payments Program

Source: Bureau of Economic Analysis and the National Travel and Tourism Office (NTTO)

Beyond the Gateway

(thru February 29, 2024)

KPI: Include a minimum of 180 “beyond the gateway” destinations within Brand USA marketing efforts

82%

of Partner Program participations have featured non-gateway destinations

On track:



Methodology:

Number of partner program participations to FY programs (excluding general media) featuring Urban Non-Gateway or Rural destinations

Source: Brand USA internal data

Brand USA Media Budget Invested in Growth Markets

KPI: A minimum of 5% of Brand USA media budget invested in growth markets

Nearly

3%

of media budget has been spent FYTD (January) in growth markets

On track:



Methodology:

Markets in which Brand USA has not traditionally invested in consumer media but has had a non-media related presence (Trade / PR).

Source: Brand USA internal data

OBJECTIVE 3:

Lead and engage stakeholders of the U.S. travel industry

GOAL:

Develop valuable programs for stakeholders to support international travel efforts

Strategies:

Strengthen and grow partnerships, maintain partnership contributions, and promote a diversity of U.S. stakeholders

- Maintain 90% partner sentiment that Brand USA provides value to their organization
- Maintain annual partner retention rate of over 90%
- 300 unique stakeholder participants across all programs
- Fulfill the \$50MM cash contribution requirement
- Establish a benchmark for Brand USA's support / promotion of minority-owned, small, and rural businesses

FY2024 Partner Participations Overview

thru February 29, 2024



91%

PARTICIPATION
SATISFACTION*



327

ACTIVE PARTNERS**



94%

MAINTAINING
PARTNERSHIP*



\$48MM

SIGNED
CONTRIBUTIONS
TOWARD ESTA
GOAL



CROSS
DEPARTMENTAL
TRACKING
IMPLEMENTED

On track:



Methodology:

Partnership participation overview

Source: Brand USA internal data

* Annual partner satisfaction survey

** includes custom programs, Affinity programs, Partner Marketing Programs, and Trade activities

OBJECTIVE 4:

**Maintain excellent organizational integrity and reputation,
setting the standard for the global travel industry**

GOAL:

Evolve Brand USA for the future and grow our culture and team

Strategies:

Maintain top standards, build positive awareness and leverage our leadership position

- Achieve 100% compliance and a clean audit
- 10% increase in overall positive earned media impressions for Brand USA mentions in U.S. or Global Travel Trade or business publications
- Execute Year 1 tactics of Brand USA's DEI Strategy

DEI Strategic Plan Implementation


KPI: Execute Year 1 tactics of Brand USA's DEI Strategy

GOAL 1: Engagement: Grow Our Culture and Our Team

GOAL 2: Internal: Grow Our Culture and Our Team: Our People

GOAL 3: Industry Leadership: Become a leader and change agent in the travel industry through our actions within the area of DEI

GOAL 4: Supplier Diversity: Be a model and a catalyst for full integration of diverse vendors in the travel industry

On track: 

Methodology:
DEI Strategic Plan Year 1
Source: Brand USA internal data

The logo consists of the letters 'USA' in a bold, sans-serif font, where each letter is filled with a white dot-matrix pattern. The logo is set against a solid blue square background.

USA

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CONSUMER CAMPAIGN UPDATE

Consumer Update

Highlights:

- Expanded the U.K. campaign to include Ireland
- Launched Booking phase in March with Hotelbeds
- Launching in Austria, Spain, Switzerland, and the Nordics for the first time with our consumer campaign on connected TV and pre-roll video starting in April



Educate with Targeted & Individualized Experiences

Create confidence by connecting travelers with destinations and experiences so they can personalize their USA trip based on what they love.

Consumer Update

FY24 Campaign Launch

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
CANADA										
MEXICO										
UK										
GERMANY										
AUSTRALIA										
BRAZIL										
FRANCE										
INDIA										
SOUTH KOREA										
COLOMBIA										
JAPAN										

 = Markets live through July

A logo consisting of the letters 'USA' in a white, dotted font, set against a light blue square background.

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CONTENT UPDATE



Content Collaborations

CAPITALIZING IN MARKET VOICES TO TELL THE US TRAVEL STORY

- Over 25 vetted international publishers contracted to create customized content that leverages our brand messaging and focuses on specific market objectives.
- Tap into the publishers' diverse audiences with targeted messaging
- Flight timing aligned with in market booking periods.
- Highlighting over 60 gateway and beyond the gateway destinations.
- Diversity of placements: digital display, video, social media, articles, influencers, print, etc. Rights to high quality global and hyperlocal content



Create Confidence by Providing Targeted & Individualized Experiences

Connect travelers with the destinations and experiences so they can personalize their USA experience based on what they love.

Current Partnerships

Global

Tripadvisor
Elle
Matador

U.K.

Gay Times
National Geographic
News UK

Canada

PostMedia
NarCity
Rogers-Sportsnet
La Presse

Mexico

EstiloDF
Food & Travel
Fox Sports

France

Le Monde

Germany

BCN
TOnline

Brazil

Metropoles

India

India Today
Cosmopolitan

South Korea

Good Choice
Yeomi Travel

Australia

The Guardian

China

RED

Japan

Lemon8
Nikkei

Colombia

Semana
El Tiempo
El Colombiano

Content Highlights

TRAVEL

ELLE Adventures to Hawaii

Say aloha to Hawaii with our pick of the best experiences you can have on its alluring islands.

BY ELLE | FEB 19TH, 2024

CREATED BY ELLE FOX



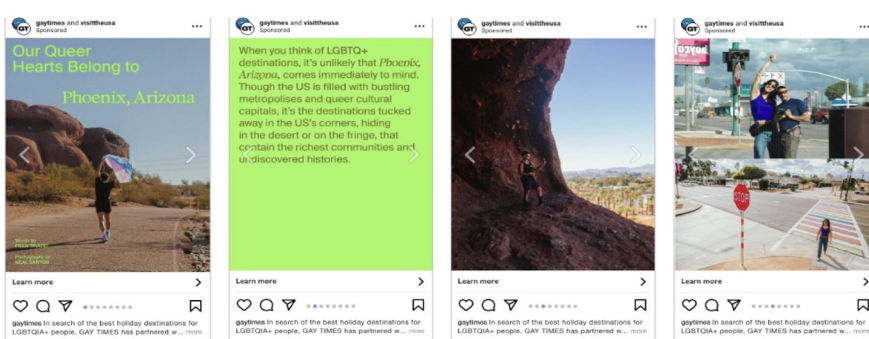
TRAVEL

Our queer hearts belong to Phoenix, Arizona

From one of the USA's last surviving lesbian bars to local queer-owned businesses, these are just some of the places where LGBTQIA+ tourists can thrive

WORDS BY FRAN THIRADO
PHOTOGRAPHY BY NEAL SANTOS

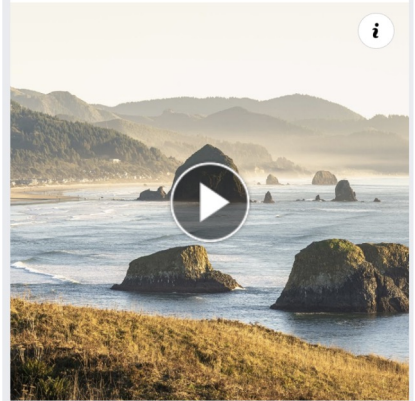
22nd February 2024



ELLE Canada with Visit The USA.

Sponsored ·

Get back to nature in Oregon's mix of mountains, deserts, coastlines and even volcanoes – see you there!



ellecanada.com
ELLE Adventures to Oregon

[Learn more](#)

1

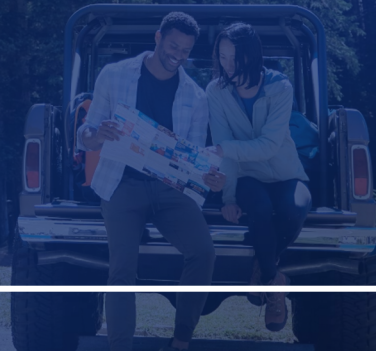
Like Comment Share

A logo consisting of the letters 'USA' formed by a grid of small white dots on a blue background.

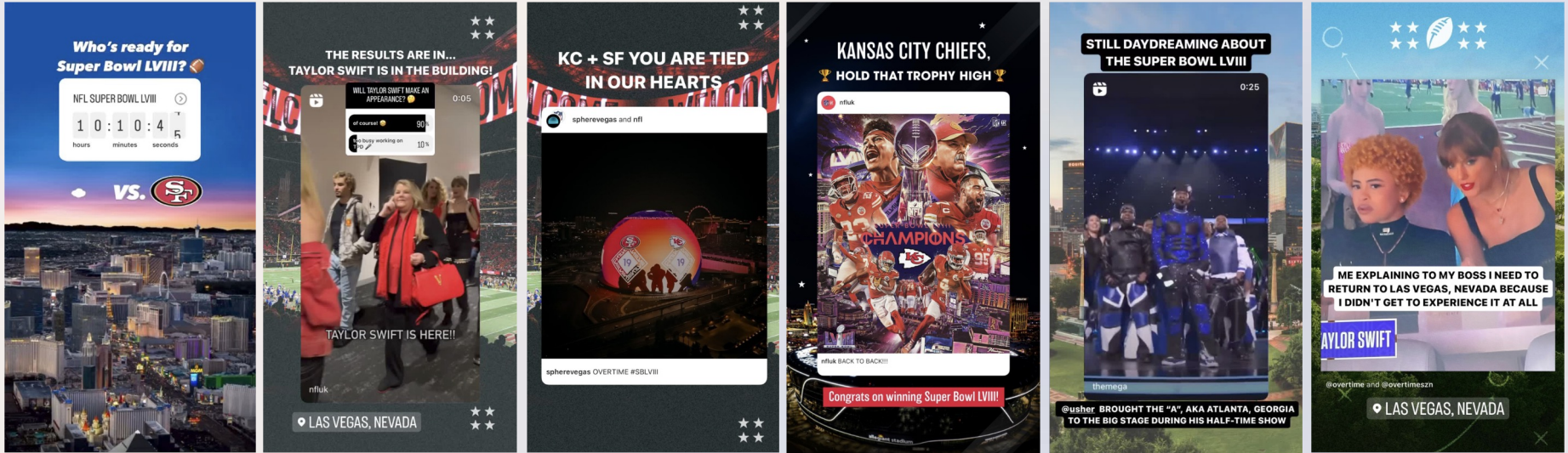
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Brand USA

TAPPING INTO POP CULTURE ON SOCIAL MEDIA



Pop Culture Is One Of The Most Notable Exports Of The USA

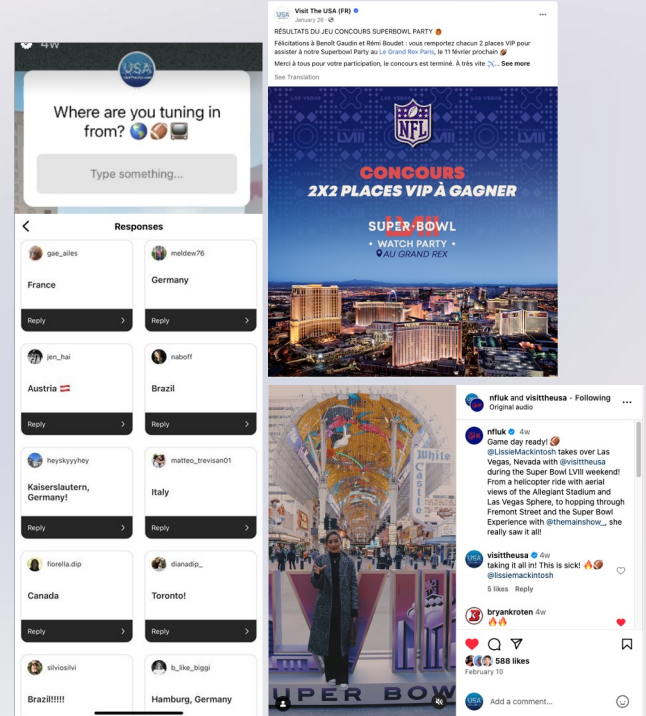


As The World Tunes In, We Find Relevancy For Our Brand And Actively Contribute To The Conversation

FY2024 NFL and Superbowl Coverage

1.4M TRAVELERS REACHED
38K TRAVELER ENGAGEMENTS
17 POSTS ACROSS IG + FB + TT
24 IG STORY SLIDES

- Global Page Coverage
- LIVE social war room to cover Super Bowl Sunday on IG Stories
- Custom Market Approach across UK, Germany and France
- France Trade Team Collaboration: France Super Bowl LVIII Watch Party Ticket Giveaway





USA

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Brand USA

PARTNER MARKETING

ST. PETERSBURG MUNICIPAL MARINA

WORTHY WELCOME
TO OUR MARINA

FY2024 Partner Participations Overview

(thru February 29, 2024)



1340

TOTAL
PARTNER
PARTICIPATIONS



327

ACTIVE
PARTNERS



3.15

AVERAGE
PARTICIPATIONS
PER PARTNER



59

UNIQUE
PROGRAMS
AVAILABLE



9

FIRST TIME
CONTRIBUTORS/
PARTICIPANTS

FY2024 Program Overview

(thru February 29, 2024)



402
CAMPAIGNS
LAUNCHED



334M+
IMPRESSIONS
DELIVERED

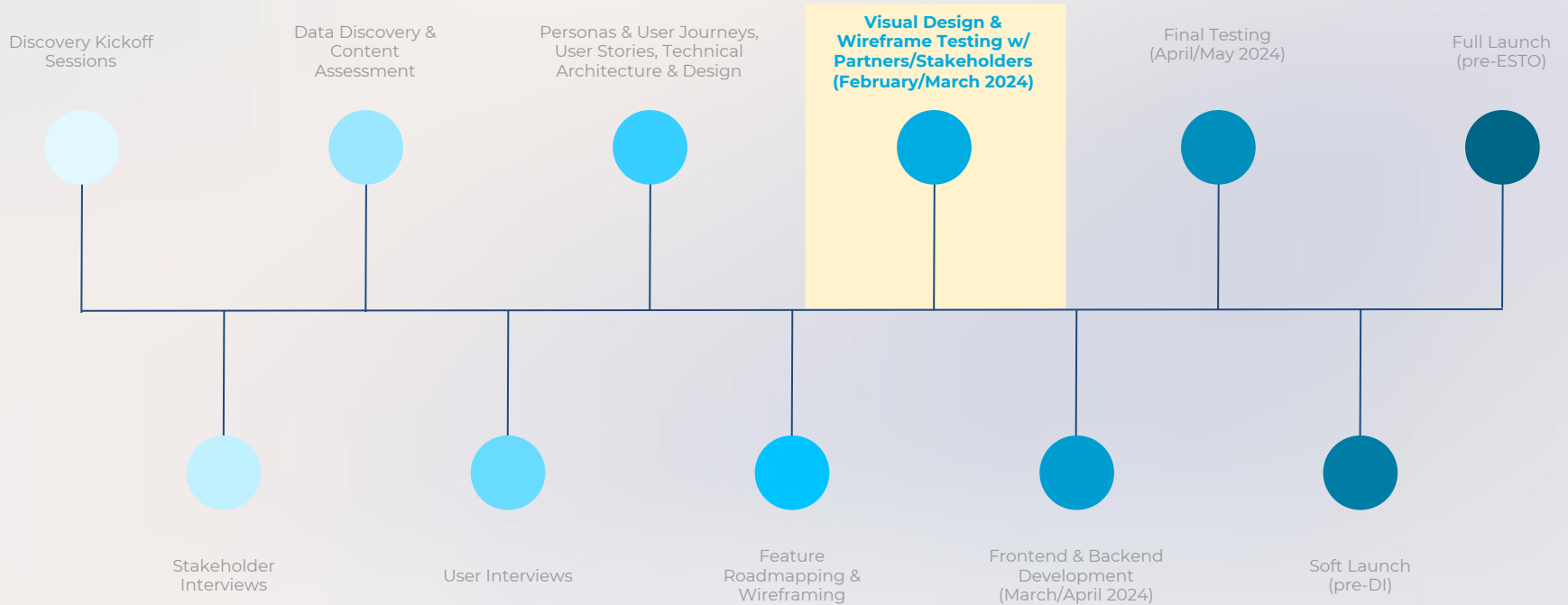


16
MARKETS WHERE
CAMPAIGNS RAN

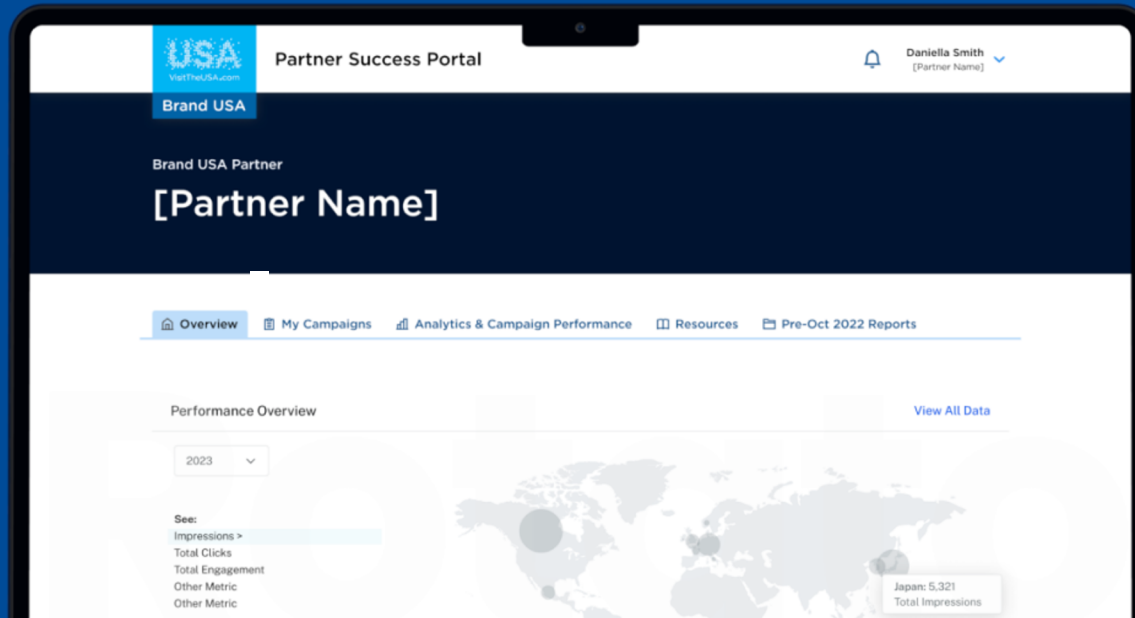


\$8.7M+
ATTRIBUTABLE
BOOKINGS
MEASURED*

Partner Success Portal Update



A one stop shop for partners



A one stop shop for partners

Initial Launch

- Active Brand USA campaign statuses & live dates
- Completed Brand USA campaign metrics and performance
- Final program reports
- VTU.com website analytics
- Access to Brand USA resources
- Enhanced research and analytics

Future Enhancements *(under consideration)*

- Enhanced access to Brand USA research
- Enhanced tracking for Brand USA exposure
- Additional exposure and results

Partner Success Portal Update



Overall even without color and functionality it is **definitely an improvement** from what it was”

It takes it to the next step to look at analytics and still give us access to calendar of events, and having access to share point. It’s **one portal, one hub** even if there are multiple teams - we are all able to work and function in one place”

I think it’s going to look great and there’s lots of good functionality and it **goes beyond being a repository of PDF reports”**

Easier to access than anything I’ve had before”

This is really what I was hoping to see, so this is so **exciting!”**

The logo consists of the letters 'USA' in a bold, sans-serif font, where each letter is formed by a grid of small white dots on a blue background.

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Global Trade Highlights



Global Trade Major Events YTD



- Travel Agents Trained: **11,631**
- Tour Operator Coops executed/confirmed: **62**
- Movie Screenings: **11** cities
- Fams: **3** executed / **4** Fams in April / further **10** confirmed
- MegaFams confirmed:
 - Canada: Air Canada/United Airlines – April
 - U.K./Ireland: BA/AA/Aer Lingus – September
 - Korea: Korean Air/Delta Air Lines – October
- Colombia representation confirmed
- Missions to **6** markets completed:
 - India, Mexico, Australia & New Zealand, Brazil, Colombia

USA

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BIENVENIDOS

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USA USA USA USA

ARTHOUSE HOTEL DELTA

Houston Vegas

USA USA USA

NEW YORK CITY

TRUMP California

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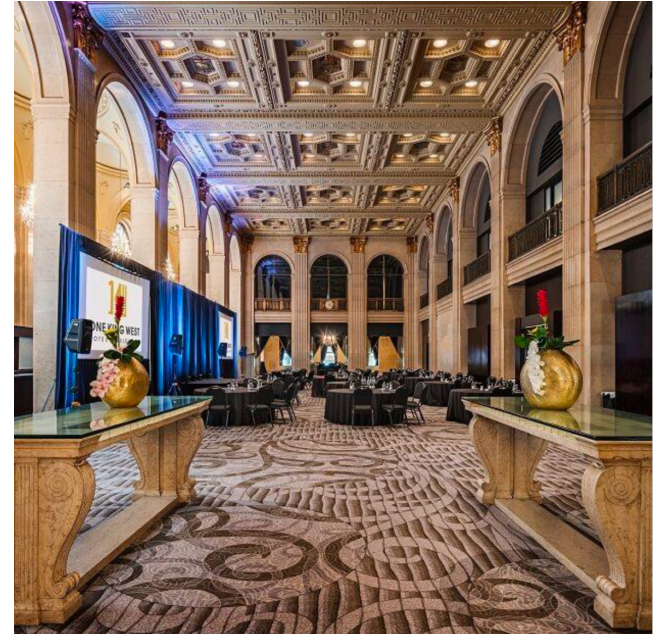
Upcoming 'Canada Connect'

June 3-7, 2024

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- First Brand USA 'sales' event in Canada
- Blend of 1:1 meetings, networking, agent engagement
- Market Insights from Industry Experts
- **3** cities: Toronto, Montreal, Calgary
- **37** U.S. partners registered
- Priority given to destinations who do not have trade representation in-market



Upcoming Japan and Korea Sales Missions

Japan Sales Mission: July 8 - 12

- Includes B2B meetings, agent trainings, networking events and educational sessions
- **2** cities: Osaka and Tokyo



Korea Sales Mission: July 15 - 18

- Includes B2B meetings, agent trainings, networking events and educational sessions
- **2** cities: Seoul and Busan

Registration deadline for both: May 17, 2024



U.S. TRAVEL'S
ipw
LOS ANGELES 2024



U.S.-China Tourism Leadership Summit 2024

May 21-23 • Xi'an, China



REGISTRATION OPENS EARLY 2024



BRAND USA
TRAVEL WEEK



U.K. & EUROPE 2024

OCTOBER 21-24, 2024
etc. venues County Hall | London



Brand USA

Global Communications



Global Releases

No. 1 – Five Destinations to Watch, released December 2023

Generated 100+ pieces of coverage. Examples Publications include: The Independent (UK); The Times (UK); i news (UK); CNN Brazil. It has also sparked individual trips and group press trips.

No. 2 – 2024 Solar Eclipse, distributed at the end of February.

Results still being collated.

No. 3 Festivals / Arts & Culture

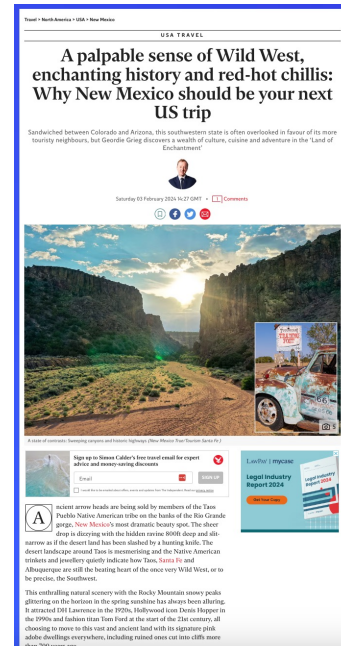
Release date - mid-to-end of May.

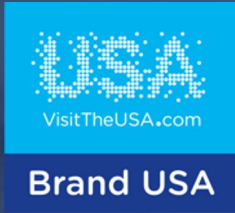


TRAVEL

Editor's Pick Travel Guide from New York to Philadelphia, from accommodations to restaurants

2024.01.05 by Foreplay





GOVERNANCE AND NOMINATING COMMITTEE



2024

SPRING

Washington, DC | MARCH 21–22

SUMMER

Napa Valley, CA | JULY 23–24

FALL

Washington, DC | NOVEMBER 18–19

Mark Your Calendars
FY2024 Board of Directors Meetings



Questions & Answers

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CONSUMER

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MEETING ADJOURNED