

ANNUAL MEETING OF THE BOARD OF DIRECTORS

November 15, 2023 | 10 a.m. – 12 p.m.

CHAIR OPENING & MEETING AGENDA



Todd Davidson Chair Brand USA Board

- Call the meeting to order
- Approve the meeting minutes from July 26, 2023*
- CEO Report
- FY2023 Preliminary Close
 - Financial Report
 - Marketing Report
- FY2024 Launch
- Governance and Nominating Committee*
 - Vote on Officers and Committees
- Adjourn

Chris Thompson President & CEO Brand USA

CEO REPORT

- FY2023 Preliminary Close
 - Financial Report
 - Marketing Report
- FY2024 Launch
 - Marketing Report





Elliott Ferguson Treasurer



Donald Richardson Chief Financial, Diversity & Inclusion Officer



FINANCIAL REPORT

- FY2023 Financial Preliminary Close
- Discussion / Q&A

FY2023 PRELIMINARY YEAR-END FINANCIAL HIGHLIGHTS

(As of September 30, 2023. All figures are preliminary.)

- Revenue
 - Total Revenue: \$163.3M
 - Cash Contributions \$52.7M
 - In-Kind Contributions \$110.1M
 - Sponsorships and Other \$0.5M
- Expenses
 - Total Program Expenses: \$184.8M
- Cash
 - Cash Reserves are strong
- Travel Promotion Fund
 - \$114.2M submitted for ESTA match to the U.S. Department of Commerce.





Staci Mellman Chief Marketing Officer



Cassady Bailey
VP, Partner Engagement
& Marketing



Aaron Wodin-Schwartz Chief Corporate Affairs Officer

MARKETING REPORT

- FY2023 By The Numbers
 - Performance Against Objectives



24.75B+

Media Impressions



50+

Countries



28,889

Agents Trained



801K

TikTok Followers



68

Episodes Created



361

Destinations Featured



126K

International Survey Respondents



350+

Earned Media Stories



796

Attendees at Travel Week



99.7M

Minutes Watched



88

Tour Operator Co-Ops



1,333

Total Partner Participation



24.75B+

Media Impressions





126K

International Survey Respondents

GoUSATV

99.7M

Minutes Watched









88
Tour Operator
Co-Ops



9

361

Destinations Featured

BRAND USA Travel week

796

Attendees at Travel Week



1,333

Total Partner Participation

FY2023 PARTNER PARTICIPATIONS OVERVIEW

Preliminary Final Totals For FY2023***



1,333

TOTAL PARTNER PARTICIPATIONS*



282

ACTIVE PARTNERS**



3.79

AVERAGE PARTICIPATIONS PER PARTNER**



59

UNIQUE **PROGRAMS AVAILABLE**



FIRST TIME CONTRIBUTORS/ **PARTICIPANTS**



^{*} includes General Media participations, Affinity programs, custom programs, Partner Marketing Programs, Trade activities
** includes custom programs, Affinity programs, Partner Marketing Programs, and Trade activities

^{***} campaigns ending towards the end of FY2023 have not been reported on yet; therefore, these numbers are not wholly representative of full impact

FY2023 PROGRAM OVERVIEW

Preliminary Final Totals For FY2023****



765

CAMPAIGNS LAUNCHED*



2.5B+

IMPRESSIONS DELIVERED**



19

MARKETS WHERE CAMPAIGNS RAN*



\$172M+

ATTRIBUTABLE BOOKINGS MEASURED***



^{*} includes General Media participations, Affinity programs, custom programs, Partner Marketing Programs, Trade activities

^{**} includes custom programs and Partner Marketing Programs

^{***} includes Multi-Channel campaigns and ITG campaigns

^{****} campaigns ending towards the end of FY2023 have not been reported on yet; therefore, these numbers are not wholly representative of full impact

CONSUMER MARKETING

	Goals	End of Year Status
	Grow brand awareness and consideration	Social campaigns delivered +4.2 pp, +2.8 pp, and +2.6 pp above baseline levels on ad recall, favorability, and intent to visit, respectively. (Brand Lift Studies results in key markets).
Social + Digital	Increase content engagement (+200%) and follows (+10%).	Content engagement up 24,900%; Follows up 4%.
	Develop 1200+ pieces of content with local market relevance	2,413 total posts deployed in FY2023 Exceeded goal by 100%
Influencers	Host 60+ influencers across the USA	53 influencers hosted in FY2023. (7 short of our original goal due to increased focus on the partner program)
	Increase impressions and reach (+100% YoY)	266.3M impressions in FY2023 (overall impressions were a decrease from FY2022 due to a strategic shift to prioritize content creators over influencers with reach)

CONSUMER MARKETING

	Goals	End of Year Status
	Leverage storytelling pillars to spotlight lesser-known destinations	Earned 350+ pieces of coverage from global releases (YTD)
Earned Media	Release quarterly "What's Happening in the USA" guide	Issued 3 quarterly releases. Next issue will be disseminated in December The guides have served as a source of inspiration for press coverage, individual press trips, listicles, news items, and features.
	Facilitate individual and group press trips.	Organized 5 group press trips and facilitated connections between over 20 journalists and multiple U.S. destinations (LA, Kentucky, Lake Charles, Rhode Island, Sante Fe, Nashville, Memphis, Jackson, Wyoming)



CONSUMER MARKETING

	Goals	End of Year Status
	Increase web visits (+25%)	332% increase YoY (Oct. 1, 2022 – Sept. 30, 2023) excluding USA
Content	Increase distribution of GoUSA TV to 5 new platforms and in 5 new countries	GoUSA TV is on 5 new platforms – MX Player, Rlaxx, Rewarded TV, Free Movies+ (OTT Studio), TeleUp (also expanded to additional countries on Samsung TV Plus and LG Channels)
		Launched in 21 new countries – Australia, Canada, Mexico, Denmark, Norway, Finland, Switzerland, Austria, Portugal, Belgium, Luxembourg, Colombia, Chile, Iceland, Nigeria, New Zealand, Thailand, Malaysia, Japan, Myanmar, Turkey GoUSA TV is now available in a total of 50 countries.
	Produce 7 new original series; License 30 hours of programming	Produced 11 new original series, a total of 68 original episodes. Licensed 385 episodes and 251 hours of programming
	Increase audience size (+50%) and watch time (+120%)	Audience size up 134% YoY; Watch time up 113% from FY2022 (99.7M minutes watched)

TRAVEL TRADE

	Goals	End of Year Status
Product Development	Develop 4 new regional itineraries; promote 35+ self-drive multi-state itineraries	Developed 3 new multi-state, multi-night itineraries: Historic Route 66: Curios, Pit stops & Diners Southern USA Movie Tour; The Wild West: Cowboys, Country Music and BBQ RoadTrip Trade Media Campaigns in Germany, U.K., Ireland, Netherlands, Belgium
Co-op Campaigns	Develop co-op marketing campaigns with 50 global operators.	88 campaigns executed. 225,546 attributable bookings 2,578,889 attributable room nights booked
In-Market Sales Missions	Develop sales missions in 8 markets	Executed missions in 10 markets: Mexico, India, Colombia, Argentina, Chile, Brazil, Australia, New Zealand, Japan, South Korea

TRAVEL TRADE

	Goals	End of Year Status
	Expand the digital toolkit by adding 500+ new assets	200+ assets (YTD); Adding new assets on an ongoing basis.
	Host 3 MegaFams visiting 40+ destinations	Hosting 180 agents on 3 MegaFams: from 10 markets who stayed in 59 US destinations. Markets: U.K., Ireland, Italy, France, Germany, Netherlands, Switzerland, Belgium, Australia, New Zealand
Education &	Host 4 product fams visiting 20+ destinations	Executed 18 Product and Agent Fams visiting 39 states
Engagement	Distribute 125K print guides and generate 30M digital guide impressions	Digital guide impressions surpassed the goal by nearly 5X, achieving 144M+ impressions on the digital guide. Print guide distribution extends to April 2024.
	Revive presence in 10 market regions and provide content resources to propel travel to the U.S.	Presence revived in 13 markets: Full time representation resumed in 8 markets (France, Netherlands, Spain, Italy, Australia, Brazil, South Korea, Japan); Increased presence in 4 markets (U.K., Germany, India, Mexico); Renewed project work in SE Asia

TRAVEL TRADE

	Goals	End of Year Status
Information &	Create an International educational hub for partners interested in learning the basics of international marketing	The international Pavilion was relocated to the Brand USA corporate site under 'Resources' for greater visibility
Support	Increase MoM visitation throughout the year	Facilitated "open house" events resulting in 16% increase in visits.
	Expand digital program offerings in 8 markets (Australia, Brazil, France, Germany, India, Mexico, South Korea, and the U.K.)	Campaigns are running / completed in each market except for South Korea (due to lack of partner interest).
Marketing Programs	Improve program performance reporting for partner marketing programs	All Multi-Channel Campaign reports were delivered as planned and earlier than in previous years: Fall '22 in May, Winter '22-'23 in June, and Spring '23 in September. All Market-Specific Campaigns now
		follow the same reporting template, adding consistency to how we report metrics/data/results.

EVENTS

	Goals	End of Year Status
Global Marketplace	Grow exhibitor presence (+10%)	Exhibitor presence grew 2%, due to the return of in-person events and a shift in focus from information pods with access to virtual meetings to providing multiple in-market in-person events.
(virtual)	Facilitate 2,000 1:1 business meetings between top travel buyers and U.S. partners	At 57% of goal due to decision to move away from continuing to host 1:1 business meetings virtually.
Travel Week	Increase event capacity for exhibitors	Grew total event attendees by 56%: Increased CEO summit executive participation by 68%; Increased RTO participation by 200%; Increased Travel Week exhibitor participation by 19% and buyer participation by 22%; Increased Media Forum exhibitor participation by 33% and media participation by 38%
	Explore the feasibility of developing a Travel Week Americas geared to South American buyers.	Roundtable feedback sessions conducted in fall '22. Currently evaluating costs / benefits.
Big Screen	Execute 20 in-market activations	Executed 55 screenings in 50 cities (4897 Attendees)

NATIONAL TRAVEL & TOURISM STRATEGY ALIGNMENT

	Goals	End of Year Status
	Support federal initiatives to execute the new National Travel and Tourism Strategy and catalogue pertinent efforts with the Tourism Policy Council	Engaged with USG on dozens of joint promotional efforts around the world Provided USG with platforms to share updates with domestic partners, global travel trade, and media Promoted ESTA and Global Entry mobile apps across channels to help facilitate travel to and within the USA
Support National Travel and Tourism Strategy	Ensure consumer campaigns and initiatives support the National Travel and Tourism Strategy approach to promote the United States as a premier destination grounded in the breadth and diversity of its communities	Integrated multicultural and accessibility considerations into campaigns, including influencer trips, United Stories, and GoUSA TV programming Consumer campaigns featured 361 unique destinations in the creative that promote to, through, and beyond the gateways
	Align relevant initiatives, especially those targeting beyond-the-gateway destinations and new tourism productto ensure diverse, inclusive, and accessible tourism experiences by supporting the development of diverse tourism products that benefit under-served communities and populations.	On track to promote rural and urban areas equally, as reported each year in the annual report New travel product development efforts included: MegaFams and product fams; development of bookable itineraries; facilitating B2B connections for partners

CORPORATE & FINANCIAL GOVERNANCE

	Goals	End of Year Status
	Maintain the highest level of corporate and financial governance through achievement of an unqualified audit with no management letter	Achieved an unqualified audit with no management letter for FY2022
Financial	Unlock \$100 million in federal matching funds by collecting at least \$50 million in cash contributions and the balance in in-kind contributions	On track to achieve goal
	Manage overhead costs to no more than 10% of the total expenditure budget	8.86% (YTD)
Legal	Achieve 100% compliance with the Travel Promotion Act, as amended, and corporate bylaws	On track for 100% compliance with competitive procurement policy, all organizational policies, and the Travel Promotion Act
Governance	Explore an enterprise-wide ESG initiative for FY2023 and beyond	Engaged in internal and external dialogue regarding definitions, roles, and other analysis





Staci Mellman SVP, Integrated Marketing



Cassady Bailey
VP, Partner Engagement
& Marketing

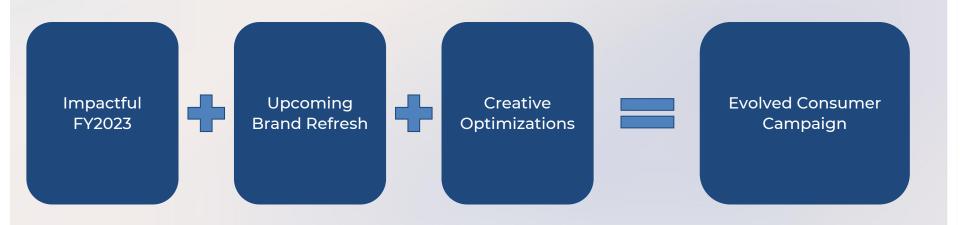
MARKETING REPORT

- FY2024 Consumer Campaign
- NFL Partnership
- SXSW
- Brand USA Travel Week U.K. & Europe



FY2024 Consumer Campaign: Experience It All

SITUATION





CAMPAIGN GOALS



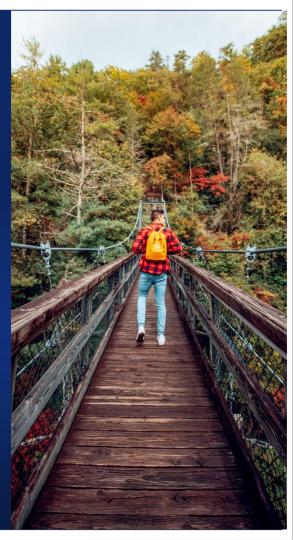
To increase consideration of the USA as a travel destination



To raise the profile of the USA in the competitor set



To communicate a sense of urgency to travel to the U.S.



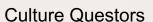


Experience it all.

In our previous campaign, we declared, "This is where it's at."
Now, with "Experience it all," we aim to empower people to
imagine and immerse themselves in the diverse and
enriching experiences US has to offer.

Our campaign emphasizes that a trip to the US isn't just about reaching your destination. It's about discovering a travel experience that's tailored to your desires and consistently exceeds your expectations. It's not just about the places you visit; it's about the emotions, stories, and lasting moments you create.



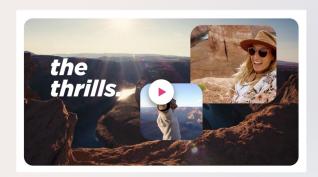




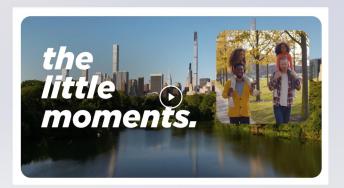
Glamorous Getaways



Excitement Seekers

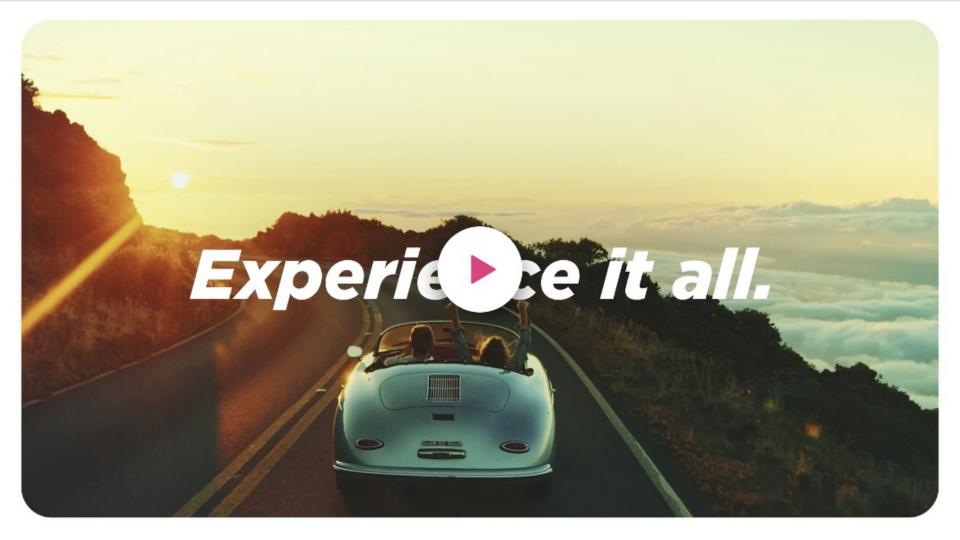


Outdoor Enthusiasts

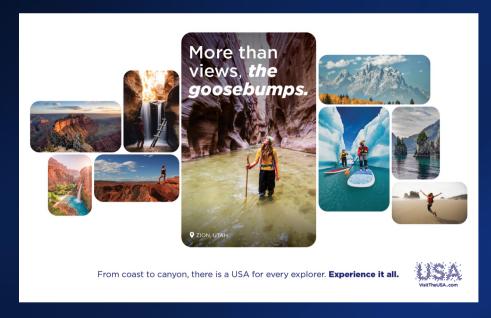


Family time





BRINGING THE CAMPAIGN TO LIFE



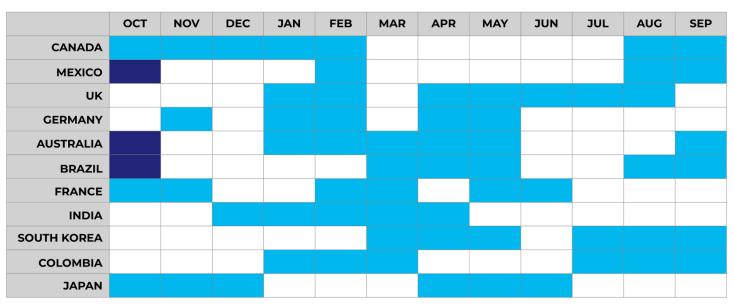






TIMING

FY24 Campaign Launch



= This is Where It's At





Touchdown for Brand USA

International NFL Campaign













BRAND USA'S STRATEGIC PARTNERSHIP WITH THE NFL

Brand USA's Partnership with the NFL

 This partnership positions Brand USA as the Lead Partner of the NFL in the UK and Ireland, and as the Official Partner of the NFL in Germany

Global Reach

 With this partnership, Brand USA gains access to the NFL's extensive broadcast network, spanning 200 countries and available in 25 languages

This partnership amplies Brand USA's global reach and enhances our presence in key international markets.







NFL CAMPAIGN: INTEGRATING COOP PARTNERSHIPS













SXSW SYDNEY - OCTOBER 15-22, 2023

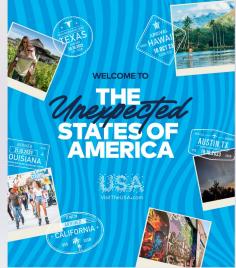




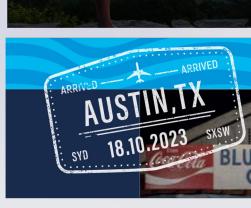
USA HOUSE SXSWLY



























Strategic opportunities

- Increase product development and destinations visited
- Garner earned media for Brand USA and our stakeholders
- Develop stakeholder engagement



BRAND USA Travel week

Thought leadership

- Sports Tourism
- Accessibility
- Sustainability
- Luxury
- Storytelling

- Aviation
- Consumer Trends
- Public Policy
- Tourism Exchange USA
- Industry leadership insights





ALL TRACKS IN NUMBERS

796 ititi





TRAVEL WEEK IN NUMBERS

594 iiti

142

205

174

221

EXHIBITOR ORGANIZATIONS EXHIBITOR ATTENDEES BUYER SCHEDULES BUYER ATTENDEES

12
RTO ORGANIZATIONS

PRE-SCHEDULED

APPOINTMENTS

4

4

EVENING EVENTS

SPONSORS

MARKET UPDATES

VENUES

37

ENRICHMENT SERIES SPEAKERS

MONDAY SESSION SPEAKERS











Exhibitor, RTO Survey & Buyer Highlights

The most important goal for exhibitors and buyers was to "Meet with buyers/exhibitors in prescheduled matchmade appointments." The most important goal for RTO exhibitors was to "Connect with new buyers."

99%

of exhibitors and 100% of RTO respondents were very satisfied or satisfied with the quality of buyers they met with during the week.

97%

of exhibitor respondents prioritize the one-to-one appointments over enrichment. 93%

of buyer respondents would recommend the event to an industry colleague / peer. 94%

thought their meetings with the RTO helped achieve their goals with that audience.





Exhibitor, RTO & Buyer Survey Feedback

What they liked most about the event

"I was pleasantly surprised at the number of appointments I had, and I had a good mix of new and existing clients to meet with." (Exhibitor)

"Vetted buyers - zero no shows! First time in my 20 year tradeshow history." (Exhibitor) "I liked that we had 5 appointments only, and were able to create our own schedule to meet with the most important to our company." (RTO)

"Brilliant calibre of buyer attendees, great venue and setup, as usual above and beyond on the small details to help smooth running and clear info for attendees." (Exhibitor)

"I appreciate that all destinations are treated equally at the show and that the meeting kinks from 2022 seemed to be ironed out." (Exhibitor)

"Very well organised, intimate and got to see everyone we needed to see, evening events great too." (Buyer)





MEDIA FORUM IN NUMBERS

113 MEDIA FORUM ATTENDEES

48 EXHIBITOR ATTENDEES

65 MEDIA ATTENDEES

1,124
PRE-SCHEDULED
APPOINTMENTS



MARKETS



EVENING EVENTS



MEDIA Breakfasts





Exhibitor Survey Highlights

The most important goal for exhibitors was to "Meet with media in pre-scheduled matchmade appointments."

90%

of exhibitors rated the quality of media as "good".

94%

of respondents thought the quantity of meetings was "just right". 83.4%

of respondents would recommend the event to an industry colleague or peer.





Exhibitor Survey Feedback

What they liked most about the event

"Top quality, good appointments."

"The parity in which destinations are presented, which takes the focus off subjective preference of styles and on the substance of each destination's story."



"It's an efficient way to meet with European media in one location in a short time. Time and money saver! The appointments were just the right length."

"I liked the variety of countries and publications represented."



"Meeting with the media in appointments and learning more about them."





CEO SUMMIT IN NUMBERS

i**†††**i

3 **VENUES**

EVENING EVENTS

MEDIA BREAKFASTS







35 1:1 AIRLINE **MEETINGS**



SPONSOR

SERIES SPEAKERS



ENRICHMENT

59 PRE-SCHEDULED **CEO INTERVIEWS**





CEO Survey Highlights

95%

of respondents were very satisfied or satisfied with the event. 95%

of respondents would recommend the event to a colleague or peer. 90%

of respondents would attend the event in the future.





CEO Survey What they liked most about the event



"Hearing from industry leaders and learning more about aviation was the best part."

"Airline overviews were fantastic and their data was outstanding."

"The location of the summit was great and convenient; the content and expertise of the speakers was excellent."

"Quality of information was of a high level and many speakers were inspirational."

"The enrichment sessions were very good, meetings with media also solid. Dinner at The Savoy was outstanding."

"I spent a day doing travel week appointments and that was very valuable. I also find it valuable to discuss issues or ideas with colleagues."



"I thought the programming and theme-ing were done extremely well. It took a minute, as a first-timer, to understand the flow of it all, but the communications did make it easier. The staff were very evident throughout."



BRAND USA Travel Week

Media coverage highlights





Media Coverage Highlights

















MEDIA OVERVIEW

31,213,165
AND COUNTING

TOTAL REACH OF U.K. & EUROPEAN EARNED MEDIA ARTICLES

47
AND COUNTING

ARTICLES GENERATED ACROSS U.K. & EUROPEAN TRADE AND CONSUMER OUTLETS







BRAND USA Travel Week

Attendee Quotes: Live

"This is definitely the best trade event we do in terms of offering great opportunities to further develop relationships we have as well as make new ones and at the right time of year." - Lisa Chamberlain, Travel Oregon (Travel Week Exhibitor)

"Very well structured and the volume of buyers from various countries as well as volume of Suppliers (is what I liked most about this event)." - Sarah Regan, Bonotel (Travel Week RTO)

"I came to Travel Week when it started in 2019 as an exhibitor on the trade side, and this year I came as part of the Media Forum for the first time. I've had lots of great meetings and it's been a really good opportunity to meet with journalists from all over Europe." - Mary Rittmann, Visit Tucson (Media Forum Exhibitor)

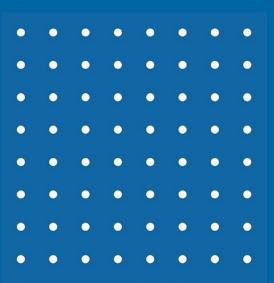
"This is my third time at Travel Week, and it's always a great opportunity to build relationships with journalists and U.S. colleagues. It helps us get an international perspective on what's happening with business in Europe, while talking a little more about what's happening in our destination." - Elliott Ferguson, Washington DC (CEO Summit Executive)



"It's my first Travel Week, and I'm really enjoying it. For me, the really nice thing is the **relaxed nature** of it – it's much more **casual and intimate** than some of the bigger events, and you've got time to gather your thoughts in between meetings. **The enrichment sessions are great as well.** The **meetings are invaluable**, and it's always useful finding out what's new in the destinations and what they want to push. The USA is a key destination for JRNY; we cover a U.S. story in every issue, and we'd cover even more if we could." - Kav Dadfar, founding editor, **JRNY**, **U.K.** (Media Forum Media)

"This is one of the best shows we do. We love that it's smaller, and we really get to build strong relationships with our clients here. All of our appointments have been really good – you can tell buyers are excited their business is coming back, and many of them are looking for new product to sell, so they're really interested in places that are undiscovered as well as those that are more familiar." - Sandy Price, Visit Oklahoma City (Travel Week Exhibitor)





BRAND USA TRAVEL WEEK



U.K. & EUROPE 2024

REGISTRATION OPENS EARLY 2024



OCTOBER 21-24,2024

etc. venues County Hall | London





Jake Conte VP, General Counsel

GOVERNANCE & NOMINATING COMMITTEE

- Vote on Officers*
 - Chair
 - Vice Chair(s)
 - Secretary
 - Treasurer
 - Executive Director
 - Assistant Secretary
- Committees
 - Audit
 - Conflict of Interest
 - Governance and Nominating Committee



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







CONSUMER

VisitTheUSA.com







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GoUSA_{TV}

TRAVEL INDUSTRY

TheBrandUSA.com



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You Tube BrandUSATV





Brand USA