Successfully marketing a destination as diverse and expansive as the Sunshine State requires the dedication and commitment of a host of resources. In order to fulfill our vision of establishing Florida as the No. 1 travel destination in the world, VISIT FLORIDA endeavors to serve as a catalyst for maximizing the impact of the Florida tourism industry’s efforts to promote the state to potential visitors in the U.S. and around the globe.

As you review this online annual report, you will find a wealth of information about the programs and partnerships VISIT FLORIDA created or enhanced this past fiscal year. We hope you enjoy sharing in the accomplishments that VISIT FLORIDA achieved in 2015-2016 since none of them would be possible without the involvement of Florida’s residents and fans, the employees in the Florida tourism industry, and all our other partners and supporters.
VISIT FLORIDA’s Strategic Plan
Established by the Florida Legislature in 1996 as the state’s official tourism marketing corporation, VISIT FLORIDA serves as the sole statewide destination marketing organization representing the entire Florida tourism industry. As we plan and carry out this role, the VISIT FLORIDA team follows a purpose, vision, mission, goal, objective and three values that serve as constant reminders of our core responsibilities.

VISIT FLORIDA’s Purpose
Brighten the lives of all

VISIT FLORIDA’s Vision
Establish Florida as the No. 1 travel destination in the world

VISIT FLORIDA’s Mission
Strengthen Florida’s share of the global travel market

VISIT FLORIDA’s Goal
Maximize the economic impact of travel and tourism to Florida

VISIT FLORIDA’s Objective
Generate $100 billion in tourism-related spend by 2020

VISIT FLORIDA’s Values
Make an Impact
Work Purposefully & Live Passionately
Innovate

VISIT FLORIDA’s Strategic Priorities and Marketing Principles
VISIT FLORIDA’s vision – to establish Florida as the No. 1 travel destination in the world – is ambitious, but achievable. To succeed, VISIT FLORIDA must build a strategic marketing platform that aligns the collective interests of the Florida tourism industry and provides integrated marketing opportunities for the industry to leverage.

VISIT FLORIDA must prioritize its resources to focus only on programs that maximize impact, and create and add value for travelers and industry Partners. That means executing against a strategic plan with a tactical focus on three things: co-op marketing, brand publishing and strategic marketing partnerships.

Strategic Priorities
1. **Co-op** – At its core, VISIT FLORIDA is a cooperative marketing company. Since 1996, industry Partners have invested more than $1 billion in VISIT FLORIDA co-op marketing programs. VISIT FLORIDA will create co-op programs that allow Partners to leverage the momentum of VISIT FLORIDA’s investment for their own marketing efforts in ways that create significant impact for the State of Florida.

2. **Brand Publishing** – VISIT FLORIDA is committed to creating, curating and distributing authentic Florida content that inspires travel to the Sunshine State. Through a brand publishing structure, VISIT FLORIDA will deliver the most relevant content to the right audience at the optimum time on the platform of their choice.

3. **Strategic Partnerships** – VISIT FLORIDA has assembled a first-class team of marketing partners to help enhance and expand the Florida brand. These advertising, public relations, digital development and publishing partners provide substantial resources and expertise to execute strategic marketing plans. Strategic partnerships enable VISIT FLORIDA to implement marketing initiatives with a scale and impact not otherwise possible.
Marketing Principles

1. **Create Value & Add Value** – Every VISIT FLORIDA program or initiative must create value and add value for travelers and for industry Partners. If the industry can produce a program at the same cost and with the same impact, there is no reason for VISIT FLORIDA to invest resources in the program. VISIT FLORIDA programs must provide the Florida tourism industry with a strategic advantage and must inspire consumers with valuable information or a valuable service.

2. **Something for Everyone, But Not Everything for Everyone** – There is a tendency in membership organizations to stick to the “Fairness Doctrine” – build programs to the lowest common denominator and provide the same benefits to all members in all cases. The result is often a marketing structure that tends toward mediocrity. VISIT FLORIDA represents an industry that is remarkable in its breadth and diversity, and a “one size fits all” approach simply will not work. VISIT FLORIDA has made a strategic decision to prioritize efforts on valuable programs that are good for Florida. We strive to provide programs that work for all Partners, but we recognize that not all programs will be a good fit for every Partner.

3. **If It’s Worth Doing, It’s Worth Doing Right** – While wise financial stewardship is critical in all that we do, VISIT FLORIDA will not sacrifice quality to save money; nor will we initiate a new program or continue with an existing program without dedicating the resources necessary to make the program a success. VISIT FLORIDA will protect our brand promise and will commit to do it right or not do it at all.

4. **Quality vs. Quantity** – Scale matters, but impact matters more. The impact of a promotion on consumer behavior is more important than the number of people that promotion reaches. VISIT FLORIDA is committed to delivering high-quality, innovative programs that give Florida a competitive advantage. These programs with be thoroughly vetted, measured and optimized to ensure they maximize the impact of every dollar spent.

5. **Digital First** – Constant technological advancement has left the world of marketing in a state of permanent transformation. In order to ensure that VISIT FLORIDA thrives in the future, it must be a marketing company that thinks digital first. We invest in platforms, partners and people who understand how technology will evolve and can provide VISIT FLORIDA with a competitive advantage as a destination marketer.

6. **Traveler-Centric** – A goal of VISIT FLORIDA efforts is to deliver visitors to the state. Our ability to be successful requires a comprehensive understanding of Florida’s visitors and potential travelers. Prioritizing the traveler helps VISIT FLORIDA deliver greater results for our Partners and, ultimately, the residents of Florida.

7. **Data-Driven** – In order for VISIT FLORIDA to compete in a hyper-competitive landscape, every decision must be data-driven. Priority will be placed on programs that can be measured and optimized, and can provide data that continuously improves our ability to attract potential visitors.

The information in the four links at the top of the page on Providing Leadership, Being The Trusted Source, Maximizing Market Share and Leveraging Resources provide key examples of the ways in which VISIT FLORIDA implemented our Marketing Principles to achieve the overall priorities set forth for the 2015-2016 fiscal year.
Providing Leadership

As the official tourism marketing corporation for the state, VISIT FLORIDA is committed to providing leadership to ensure that Florida's tourism industry remains competitive and sustainable. To accomplish this goal, it is important for VISIT FLORIDA to position itself as a thought leader and valuable resource to key Florida tourism stakeholders.

In September 2015, VISIT FLORIDA and our Board of Directors unveiled a transformational 2020 Strategic Plan which shifts our focus away from simply growing visitor volume and on to increasing the travel and tourism spend in Florida. The plan was the result of eight months of meetings and feedback-gathering sessions by our Strategic Planning Committee led by chair John Tomlin. The group solicited input from our industry Partners as well as dozens of external stakeholders, including the Florida Association of Counties, the Florida Chamber of Commerce and the Florida Department of Transportation.

Alongside this new strategic direction, VISIT FLORIDA's staff developed a set of three corporate values that reflect who we aspire to be as individual employees, as teammates and as a company. They now serve as the foundation for our team and how we do business, as well as guide our actions and inspire us to be better every day.

Florida tourism’s record success over the past five years would not be possible without a collaborative effort by the entire tourism industry. To that end, garnering buy-in and participation from Florida tourism businesses and industry leaders in VISIT FLORIDA’s marketing objectives are essential to our collective success. In order to better educate and engage Florida’s tourism industry, VISIT FLORIDA hosted two key signature events in 2015-2016.

Held in September 2015, the annual Florida Governor’s Conference on Tourism offered the opportunity for more than 1,100 members of the travel industry from across the state to learn the latest in marketing strategies, obtain critical research data, share best practices and receive powerful hands-on marketing solutions to help grow their business. Against the backdrop of Florida tourism’s success in recent years and our challenge to determine how best to continue to build on that momentum, more than 200 industry leaders met at the first-ever Florida Tourism Leadership Summit in December 2015. The new two-day event, which is an evolution of our annual Marketing Retreat, included presentations, TED-style talks, panel discussions and interviews led by executives from such organizations as the Ford Motor Company, Mastercard Advisors, Facebook, NetSeer and Brand New Matter.
Another way VISIT FLORIDA serves as a thought leader and valuable resource to the industry is through the production of our Partner Roadshows and “Log-In & Learn” educational webinar program. These efforts are designed to provide Florida tourism businesses with access to industry trends and marketing expertise, as well as resources to assist in maximizing their partnership with VISIT FLORIDA. During the 2015-2016 fiscal year, the Industry Relations team conducted 10 Roadshows and 18 webinars attracting more than 2,500 participants. Topics for the webinars are selected based on suggestions from VISIT FLORIDA staff, as well as input from our Partners and information requests that come through our Industry Hotline. The webinars, which are free of charge, are recorded and archived in our Learning Library.

Through a leadership role in the Partnership for Florida’s Tourism, VISIT FLORIDA joins with the Florida Association of Destination Marketing Organizations, the Florida Association of RV Parks & Campgrounds, the Florida Attractions Association and the Florida Restaurant & Lodging Association to engage with Florida legislators on issues pertaining to Florida travel and tourism. In January 2016, VISIT FLORIDA helped organize the 2016 Florida Tourism Day at the Capitol, where more than 550 industry representatives from 42 counties traveled to Tallahassee to conduct meetings with 88 legislators and government leaders. The delegation shared information about the importance of Florida’s tourism industry and the rationale for increased public funding for VISIT FLORIDA’s marketing efforts.

In January 2016, we held our third Florida Huddle as a VISIT FLORIDA owned-and-operated event. Florida Huddle, which has been operating for nearly four decades, is the longest running travel trade show in the Sunshine State where suppliers meet directly with domestic and international travel buyers and media. The re-engineered show was an even bigger success than last year, with 678 attendees representing 396 companies from 16 countries who conducted nearly 15,000 one-on-one appointments. As part of the show, VISIT FLORIDA hosted a Media Meet & Greet that brought together 33 media from seven countries with 13 public relations pros from Florida destinations. In addition, VISIT FLORIDA and our destination Partners organized eight pre-and post-Huddle familiarization tours for 39 international tour operators and travel media.

In order to assist world-wide travel agents with becoming Florida destination experts, VISIT FLORIDA partnered with Worth International Media Group and Recommend magazine on a two-year Official Florida Travel Industry Education Program. Through personalized content created for four courses highlighting Beaches, Weddings & Honeymoons, Family and Active Experiences, travel agents get an in-depth look at the diversity of the state’s vacation product and strengthen their knowledge as Florida brand ambassadors.

VISIT FLORIDA closed out the fiscal year by hosting our second Digital Innovation Forum in Silicon Valley and San Francisco. During the five-day event, 19 industry Partners had the opportunity to meet with key staff including the CEO of Adobe Systems, the Chief Evangelist of Brand Marketing for Google and other product, brand and business leaders from Facebook, Twitter, Airbnb and Uber. The group spent the week learning about up-and-coming products, trends and insights, as well as heard how data and technology are helping brands make better business decisions.

VISIT FLORIDA will continue to refine our marketing opportunities and programs, expand and increase industry engagement and provide valuable leadership to ensure that the best possible marketing strategies are in place to make Florida the No. 1 travel destination in the world.
Being the Trusted Source

VISIT FLORIDA's commitment to being the trusted source of travel information that informs and inspires travel to and within Florida was significantly enhanced in 2015-2016. Key ways in which VISIT FLORIDA provided strategic thinking and leadership in our marketing efforts this past year included the introduction of numerous programs in the areas of digital content and visitor services. VISIT FLORIDA's traditional advertising and promotions efforts – combined with the special projects outlined below – allowed Florida to achieve record visitation and visitor spending in 2015, as well as through the first six months of 2016.

Content Network & Influencers Program – The Content Network and new social media Influencers program were created by VISIT FLORIDA's Content team as a way to increase the visibility of Florida tourism stories on highly-influential publication sites, travel sites and social platforms. The network of veteran journalists and influencers now working with VISIT FLORIDA to create original Florida travel content has grown to over 75 freelance writers, photographers and videographers. Through this initiative, more than 1,000 articles, videos, blog posts and slide shows have been placed on VISITFLORIDA.com, on distribution partners' sites such as Huffington Post, Cox Media and National Geographic, on social giants Facebook, YouTube and BuzzFeed, on travel sites such as Trip Advisor, and on our Influencers' own popular social platforms.

Official Florida Welcome Centers – Visitation to VISIT FLORIDA's five Official Florida Welcome Centers – located at I-10, I-75, I-95, U.S. 231 and in the State Capitol – reached 2.8 million in 2015-2016, reflecting a 7% increase over the previous fiscal year. In addition to offering travel planning tips and free cups of Florida orange juice, VISIT FLORIDA's Welcome Centers implement a variety of creative elements to ensure they are always fresh, entertaining and capture the spirit of the Sunshine State. These programs include “Own a Welcome Center” takeovers, seasonal festivals, themed months and special topic brochures such as Spring Training. New this year, VISIT FLORIDA rolled out our Certified Tourism Information Centers program designed to create a statewide network of welcome centers sharing promotional ideas and best practices. The program had 46 welcome centers certified as participating institutions as of June 30, 2015, with more being added all the time.

As the state’s official tourism marketing agency, it is essential for VISIT FLORIDA to provide strategic leadership and information to Florida's tourism industry and government officials. Partners look to VISIT FLORIDA for assistance in better promoting their individual...
Businesses and destinations in an increasingly competitive global marketplace. In addition, VISIT FLORIDA cultivates an increased level of visibility within state government and continues to be recognized as a vital part of the state’s economic growth efforts. Below are several initiatives VISIT FLORIDA undertook related to serving our industry and legislative stakeholders in 2015-2016.

Florida Department of State Partnership – In 2015, VISIT FLORIDA and the Florida Department of State partnered to promote Victory Florida Week which honors the many contributions that Florida citizens made at home and abroad during World War II and shines a spotlight on the Florida World War II Heritage Trail that includes hundreds of museums, parks, airfields and libraries throughout the state. To ensure residents and visitors alike learned about Victory Florida Week, VISIT FLORIDA took a multi-channel approach, sharing content through public relations efforts, VISITFLORIDA.com and our various social media platforms.

Visit Natural North Florida Partnership – In 2015-2016, VISIT FLORIDA launched year two of our partnership with the Original Florida Task Force, a regional destination marketing organization doing business as Visit Natural North Florida. The 14-county area has been designated a Rural Area of Opportunity by the Florida Department of Economic Opportunity due to its need for economic assistance. Through the partnership, Visit Natural North Florida representatives were able to help create awareness for the area’s unique boating, camping and outdoor vacation spots through participation in 12 domestic and international adventure trade conventions. By expanding the reach of Visit Natural North Florida’s marketing efforts in 2015-2016, together we were able to help grow economic activity for this grouping of geographically diverse destinations by increasing tax revenues for the region by nearly 18 percent.

Florida Restaurant & Lodging Association Partnership – In 2015, VISIT FLORIDA partnered with the Florida Restaurant & Lodging Association to develop, test and launch a new Online Hospitality Training Program aimed at strengthening and growing guest satisfaction across markets and driving repeat visits. The online training modules, which are free to VISIT FLORIDA Marketing Partners and engaged members of official county destination marketing organizations, cover topics including creating memorable guest experiences and resolving guest conflict. After successfully completing the training module, individual participants take a 25-question multiple choice exam. If a score of 80 percent or greater is achieved, the participant will receive a VISIT FLORIDA certificate of completion and will be entered into VISIT FLORIDA’s Online Hospitality Training Incentive Program, with reward opportunities for both the front-line employee and the company they represent.
**Brand USA Partnership** – After becoming one of only four founding partners of Brand USA when it launched in 2011, VISIT FLORIDA has continued our commitment of dollars and in-kind support of Brand USA’s efforts to grow international travel to the U.S. In 2015-2016, VISIT FLORIDA’s strong ties to Brand USA provided a tremendous opportunity to create co-op marketing programs that allow Florida’s tourism businesses to advertise and engage with in-country international media and trade representatives on the world stage at a scale not otherwise possible. Our Brand USA partnership also allowed VISIT FLORIDA and our industry Partners to showcase the state’s diverse destinations to travel agents, travel consultants and reservation specialists from around the globe as part of their 2015-2016 MegaFam program.

**Air Team Florida** – VISIT FLORIDA’s Air Team Florida initiative was designed to bring together Florida tourism destination representatives, airport and airline executives, and key business and industry leaders in order to have a greater impact on the global travel industry. As part of this initiative, VISIT FLORIDA created the Air Team Florida International Airline Co-op program which supports destination marketing organizations and airports within the state in executing cooperative marketing programs that drive demand for new service selling seats inbound to Florida. In 2015-2016, this program directly resulted in new service to the Sunshine State from Austrian Airlines which is expected to draw an economic impact of $4.3 million. Also in 2015-2016, Air Team Florida helped bring together delegates from across the Northeast Florida region to work with Air Canada on a new flight from Toronto to Jacksonville that began service in May.

Through their interest in partnering with us on these efforts, consumers, the media, the tourism industry, and state and federal officials have proven that they can look to VISIT FLORIDA as a credible and trusted source on Florida travel and tourism issues. Governor Scott and the Florida Legislature have shown extraordinary support for the Florida tourism industry with the allocation of $76 million in funding to VISIT FLORIDA for the 2016-2017 fiscal year.
Strategic Priorities

Maximizing Market Share

VISIT FLORIDA has a responsibility to protect and grow Florida’s share of destination travel and does so through integrated sales and marketing programs that drive visitation to and within Florida. VISIT FLORIDA also recognizes that it is not necessarily the number of people reached that is most important, but rather the overall impact that our marketing initiatives have on consumer behavior.

Strategic, integrated and targeted marketing campaigns are the cornerstone of VISIT FLORIDA’s marketing efforts for maximizing market share. In 2015-2016, VISIT FLORIDA launched year three of our award-winning summer, fall, winter and spring seasonal advertising campaigns.

As we started off our fiscal year in mid-summer 2015, VISIT FLORIDA had unleashed a new #DogsLoveFL campaign as a fresh way to highlight summer travel to Florida, including the creation of social conversations that allowed our Partners to showcase their product. As part of the integrated campaign, VISIT FLORIDA partnered with “LIVE with Kelly and Michael” to host a national contest, placed a targeted Google/YouTube buy focused on summer drive visitors who love their pets, developed a tail-wagging new landing page, created a series of “Dogs Do Florida” videos, and encouraged Florida advocates and dog owners to share why #DogsLoveFL on social media. This campaign contributed to a record third quarter with the state welcoming 25.5 million visitors, an increase of 6.8 percent over the same period in 2014 and marking Florida’s largest third quarter for visitation ever.

As we shifted into fall and to support our “Stay an Extra Day” seasonal campaign, VISIT FLORIDA launched our new “Come to Watch, Stay to Play” Collegiate Bowl Program. This predominantly social play was designed to start social dialog on things to see and do in the host destinations before, during and after the scheduled games. In 2015, we partnered with eight bowl games in seven Florida cities, including the Capital One Orange Bowl which hosted the College Playoff Semifinal game between No. 1 Clemson and No. 4 Oklahoma. To influence fans to stay and play, VISIT FLORIDA created a new football-themed landing page, and encouraged them to participate in our ongoing Share a Little Sunshine campaign by posting photos to an online gallery and talking about their Florida bowl experiences. The fall campaign was a resounding success, ushering in a record 25.2 million visitors traveling to the Sunshine State in the final three months of 2015 – representing the largest fourth quarter visitation number Florida has ever seen and reflecting a 6.7 percent increase over the same period in 2014.

The more recent addition of a fall campaign, on top of VISIT FLORIDA’s traditionally heavy spring, summer and winter efforts, allows the state to have a presence in market with consumers year-round. To continue this “always on” marketing strategy, VISIT FLORIDA followed up our highly successful fall campaign with a winter campaign that invited...
Maximizing Market Share continued

visitors to head to the “Warmer Side of Winter.” With snow and freezing temperatures across much of the U.S., VISIT FLORIDA designed an advertising campaign that encouraged visitors to “flock to Florida” utilizing creative out-of-home distribution, such as train wraps and mannequin taxi toppers, to captivate cold consumers in key advertising markets.

In support of our “Warmer Side of Winter” advertising campaign, VISIT FLORIDA recognized an opportunity to tap into the pride Floridians naturally feel this time of year and created a digital marketing campaign designed to rename winter in Florida as “Bragging Season.” The campaign was built on an insight that 92 percent of people trust their peers rather than brands when making decisions about travel (Nielsen), and there is not a more powerful time for a Floridian to carry influence than in the winter. Through Facebook, Instagram, Twitter, YouTube, a microsite, seeded and organic social content, and paid advertising, VISIT FLORIDA expanded audience reach and increased engagement with Florida brand advocates. The winter campaign resulted in a record 29.8 million visitors to the state in the first quarter of 2016 – an increase of 4.8 percent over the same period in 2015 – marking the highest number of visitors in one quarter in the state’s history.

Shifting into spring, VISIT FLORIDA launched our 2016 “Florida Firsts” advertising campaign, which encouraged families to experience those important and highly-memorable first-time life events together in the Sunshine State. The campaign included television and print ads driving consumers to the VISITFLORIDA.com Spring landing page where they could plan their “Florida Firsts” vacation, as well as YouTube pre-roll, digital banner ads, digital out-of-home billboards, social media buys, TV and traffic radio sponsorships, digital TV spots on Roku, AppleTV, AmazonFire and Sony, and Comcast Video On Demand showcasing the Florida Channel to more than 28 million households with “60-Second Florida Escapes” and “60-Second Couch Vacations.” The spring campaign was a huge success, with Florida welcoming a record 27.3 million visitors in the second quarter of 2016, an increase of 3.1 percent over the same period in 2015.

To kick off summer 2016, VISIT FLORIDA partnered with Twitter to launch our new “Ready, Set, Summer” campaign. Through a promoted moment and promoted trend at #SummerStartsNow which targeted all Twitter users in the U.S., VISIT FLORIDA showcased Florida’s diverse destinations, world-class attractions, award-winning accommodations and off-the-beaten-path activities through a series of tweets that showed people how to rule summer. Early results showed Florida’s unofficial start of summer campaign delivered more than 80 million impressions.

The incorporation of Share a Little Sunshine and #LoveFL initiatives into VISIT FLORIDA’s traditional seasonal advertising campaigns enabled our brand advocates to do the storytelling for us in a very compelling way. For 2015-2016, Share a Little Sunshine had more than 26 million impressions on Facebook and Twitter, and 3.5 million engagements on nearly 13,000 branded posts, reflecting an increase of 119 percent from last fiscal year. By the end of June 2016, #LoveFL had more than 1.3 million pieces of content on
Maximizing Market Share continued

Instagram and Twitter, with an average of more than 58,000 pieces of content and more than 547 million impressions per month. Through collaboration with our partnerships, including Pitbull, Emeril and VISIT FLORIDA’s Influencer Program, we saw a 782 percent increase in impressions for the branded #LoveFL hashtag and a 47 percent increase in mentions per month from last fiscal year.

VISIT FLORIDA’s award-winning partnership with Google which began two years ago resulted in us becoming the first state DMO in the nation to capture and incorporate images of our 825 miles of beaches into Google Maps and Google Earth. We then collaborated with TripTuner to design the Florida Beach Finder, an online tool that allows visitors to “tune” their beach personality preferences and virtually walk along their chosen beach using the immersive imagery on Google’s platforms. The Florida Beach Finder provides potential visitors around the globe with an incredibly visual and interactive way to help plan their next Sunshine State vacation while increasing awareness among visitors of the diversity of Florida’s beaches. Since launching in 2014, more than 260 million potential visitors have virtually walked Florida’s beaches through Google and the Florida Beach Finder.

Given this success, in May 2016 VISIT FLORIDA unveiled the new Florida Attractions Finder, an interactive vacation planning tool that allows travelers to virtually experience their Florida thrills from a front-row seat. Based on the same TripTuner platform as the Florida Beach Finder, this tool utilizes point-of-view videos to match potential visitors with more than 100 Florida attractions statewide, ranging from internationally recognized theme parks to off-the-beaten path experiences. The new resource proved to be extremely popular with more than 112,000 views in the first few months alone. Future plans include adding agritourism attractions to the Finder, as well as creating a Florida Festivals & Events Finder and a Florida Fine Dining Finder.

Other initiatives and partnerships that supported VISIT FLORIDA’s marketing efforts in 2015-2016 included collaborating with the Fulham Football Club and the Jacksonville Jaguars to showcase Florida as a preferred destination for sporting and outdoor leisure travel to the UK market, and partnering with global music superstar Pitbull to promote travel to the Sunshine State to his more than 100 million passionate social followers. VISIT FLORIDA also continued our highly-successful partnerships with National Geographic to create a new Florida editorial hub showcasing the state’s pristine parks, with BET on a national “Come for Vacation and Discover Your Roots” campaign for Black History Month that featured St. Augustine, Pensacola, Eatonville and Overtown, with Emeril Lagasse and his “Emeril’s Florida” television show that explores dining, entertainment and travel opportunities on location throughout Florida, with Peter Miller and his “Bass2Billfish” television show that spotlights Florida’s diverse fishing environment and travel opportunities, and with Jim France’s International Speedway Corporation (ISC), the VISITFLORIDA.com Racing Team, the IMSA WeatherTech SportsCar Championship and Mazda USA who together make up the largest motorsports partnership of its kind aimed at aggressively driving tourism to Florida.

According to independent report findings from the Florida Office of Economic and Demographic Research, for every $1 the state invests in VISIT FLORIDA’s marketing programs $3.20 in tax revenue is generated. Results of our annual Return on Investment Influencer Study show that 46.4 percent of Florida visitors were significantly influenced in their decision to visit the Sunshine State by one or more of VISIT FLORIDA's marketing efforts in 2015-2016.

The need to engage consumers is an ongoing challenge highly influenced by outside factors, including technological advances and increased destination competition. VISIT FLORIDA's marketing efforts will continue to evolve with new and innovative methods responsive to the shifts in global travel trends in order to maximize Florida's market share as a premier vacation destination.
To remain a competitive state destination marketing organization, VISIT FLORIDA continues to improve and refine our business practices. These efforts ensure that resources are put to their highest and most productive uses while maximizing operating efficiencies. VISIT FLORIDA also strives to leverage resources through cooperative marketing programs that create and add value for partners within and outside the Florida tourism industry. While wise financial stewardship is critical, VISIT FLORIDA focuses on not sacrificing quality in order to initiate a new program or continue an existing program without dedicating the resources necessary to make the program a success.

VISIT FLORIDA is committed to creating marketing partnerships with firms that match Florida’s brand strength and consumer focus. By assembling a team of best-in-class partners, VISIT FLORIDA is able to implement strategic co-op marketing programs that successfully leverage combined budgets and provide tourism businesses with access to promotions on a scale not otherwise possible. Major strategic alliance partnerships with Busch Gardens Tampa, Disney Destinations, The Hertz Corporation, LEGOLAND Florida Resort, SeaWorld Parks & Resorts Orlando, Simon Shopping Destinations and Universal Orlando Resort allow VISIT FLORIDA to leverage the resources of these key tourism-related organizations and unite marketing efforts in driving visitation to Florida. In addition, VISIT FLORIDA created or expanded innovative corporate partnerships with individuals and major brands such as Google, Facebook, Twitter, National Geographic, BET, Pitbull and Emeril Lagasse to further extend Florida’s brand identity and attract new visitor segments.

In order to maximize the reach of the shared Florida brand, VISIT FLORIDA is committed to exploring co-op arrangements in all of our marketing efforts. The focus on expanding Florida’s presence in front of consumers is facilitated by VISIT FLORIDA negotiating cost-effective advertising buys that are then offered to partners through our Co-op Marketing Planner, which includes more than 150 advertising, sales, promotions and public relations options from which to choose. In 2015-2016, VISIT FLORIDA offered new and expanded domestic co-op opportunities, including a train-wrap program in Chicago, a national broadcast BET program and, in the Northeast, a cinema program, a digital billboard/platform screen/urban panel program and a taxi TV and taxi topper program, as well as international marketing efforts through VISIT FLORIDA-created co-ops such as our London takeover program and co-branded in-county Brand USA programs. Collectively, these efforts generated more than $35 million in industry investment in our co-op marketing programs.
Strategic Priorities

Leveraging Resources continued

Human resources play a key role in VISIT FLORIDA's overall success. The leadership team regularly evaluates the organization's internal structure and implements changes to improve and foster integration between departments while maximizing operational efficiencies. In 2015-2016, a combination of promotions and new positions such as Vice President of Executive Operations & Administration, Digital Strategy Manager, Systems Integration Manager, Digital Marketing Strategist, Digital Strategy Analyst, Marketing Operations Coordinator, International Sales & Market Development Representative and Research Assistant were instituted to ensure the organization remains in step with global marketing and technology trends.

VISIT FLORIDA's success as a state destination marketing organization is ultimately dependent on our ability to remain flexible and open to change. By re-evaluating past models and exploring innovative new opportunities, VISIT FLORIDA is strategically positioned to effectively leverage available resources to respond to the ongoing changes in the global marketplace. This forward-thinking approach is what enables VISIT FLORIDA to remain one of the most aggressive and pioneering state destination marketing organizations in the world.
On behalf of the tourism industry in the Sunshine State, VISIT FLORIDA was focused on maximizing the impact of our marketing resources to attract visitors to the state during the 2015-2016 fiscal year. From high-profile partnerships that allow us to reach potential visitors around the globe to the highly personalized answering of individual visitor questions at the Official Florida Welcome Centers, VISIT FLORIDA’s efforts over the past year contributed significantly toward making Florida the No. 1 travel destination in the world. The following “Annual Highlights” showcase just a few of the ways VISIT FLORIDA’s responsiveness and leadership helped grow the Florida brand during the past year.

2015-2016 Annual Highlights

View Annual Highlights Timeline
Revamped industry-facing website VISITFLORIDA.org to give it an updated look and feel to match brand relevance and provide optimal viewing and interaction across a range of devices.

Launched new Online Hospitality Training Program in partnership with the Florida Restaurant & Lodging Association to help strengthen and grow guest satisfaction across markets and drive repeat visits.

Won two National Council of State Tourism Directors’ Mercury Awards for VISIT FLORIDA’s “Bragging Season” social media campaign and “Florida Beach Finder” branding and integrated marketing campaign.

Announced partnership with Fulham Football Club, the oldest soccer team in London, as main team sponsor with VISIT FLORIDA’s logo on their jerseys and signage on their stadium roof prominently visible on landing approach to Heathrow Airport.

Unleashed new #DogsLoveFL campaign as a fresh way to highlight summer travel to Florida, including the creation of social conversations that allowed our Partners to showcase their product.

Launched year two of VISIT FLORIDA’s partnership with Natural North Florida to drive visitor awareness of the region’s diverse nature-based offerings through representation at out-of-state and international adventure travel conventions.

Unveiled transformational VISIT FLORIDA 2020 Strategic Plan with a clear objective to generate $100 billion in tourism-related spend in the next five years.
Hosted "Taste of Emeril's Florida" event for 65 food journalists showcasing 13 Florida chefs and their signature dishes, as well as Florida farms, wineries and craft breweries, all emceed by Florida ambassador Emeril Lagasse.

Announced new partnership with global music superstar Pitbull to showcase the Sunshine State that has garnered over 11 billion social media impressions to date.

Hosted annual Florida Governor's Conference on Tourism, which welcomed 1,100 attendees and featured keynote speakers, award presentations and information sessions that resulted in 37 million earned media impressions.

Launched new editorial hub on NationalGeographic.com dedicated to Florida's pristine parks that showcases insider tips, recommendations of what to see and do, fun facts and nearby areas to explore.

Coordinated inaugural Routes Rendezvous workshop prior to participating in World Routes 2015, where members of Air Team Florida met with key airline and airport delegates to help grow new air service to the Sunshine State.
November - December

Marked 10th anniversary of Allegiant Airlines service to Florida by wrapping a plane with images of Florida’s iconic beaches, attractions and golf courses, as well as the VISIT FLORIDA logo.

Partnered with Turkish Airlines to showcase Florida’s unexpected side to five Indian travel journalists who are now able to share inspiring stories of their first-hand experiences to the more than 1.2 billion residents of India.

Hosted 31st Annual UK Night at the iconic Abbey Road Studios for 250 Florida, UK and Irish industry representatives.

Hosted first-ever Florida Tourism Leadership Summit, an evolution of VISIT FLORIDA’s annual Marketing Retreat, for more than 200 industry attendees which focused on “Disruption and the Future of Travel.”

Presented Florida Encounter, VISIT FLORIDA’s signature trade show for meetings professionals, with more than 5,000 one-on-one appointments showcasing the state as the perfect location for conventions, corporate retreats and incentive travel.

Rolled out new Certified Tourism Information Centers Program, designed to create a statewide network of welcome centers sharing promotional ideas and best business practices, which had 26 certified participants in the first few months.

Organized packed itineraries for 44 Chinese travel writers and influencers throughout 2015-2016 who toured a wide range of Florida destinations resulting in more than 45 million earned media impressions to date.

Hosted memorable events at the 2015 World Travel Market in London, including our 31st Annual UK Night at the iconic Abbey Road Studios for 250 Florida, UK and Irish industry representatives.
Hosted the industry’s annual Florida Tourism Day at the Capitol in conjunction with the Partnership for Florida’s Tourism where more than 550 industry representatives from 42 counties showcased the state’s No. 1 industry to the legislature.

Teamed up with industry Partners to bring Londoners moments of sunshine as part of our month-long “Love, Florida” campaign that included a takeover of Waterloo Station, wrapped bus shelters and taxis, and Florida-themed pop-up nail salons.

Launched year three of our award-winning “Warmer Side of Winter” campaign showcasing iconic state images and encouraging visitors to “flock to Florida” that resulted in the highest number of visitors in one quarter in the state’s history.

Celebrated the state’s fifth-consecutive record year for Florida tourism, welcoming an historic 106.6 million out-of-state and international visitors in 2015 and employing 1.2 million Floridians.

Recognized at the 59th Annual Hospitality Sales & Marketing Association International awards gala with a Gold Adrian for VISIT FLORIDA’s digital marketing campaign renaming winter in Florida as “Bragging Season.”

Kicked off 2016 VISITFLORIDA.com Racing season with podium finish at Rolex 24 at Daytona, extending our racing partnership that offers an unprecedented opportunity to influence race fans and motorsports enthusiasts around the world.

Partnered with BET on a nationwide campaign for Black History Month featuring a series of 60-second vignettes on St. Augustine, Pensacola, Eatonville and Overtown that invite visitors to “come for vacation and discover your roots.”

Hosted sold-out Florida Huddle 2016 travel trade show where nearly 700 delegates from 16 countries conducted more than 14,000 face-to-face meetings brokering deals with Florida’s travel suppliers.

Messages From Leadership
Corporate Information
About VISIT FLORIDA
HOME
March - April

Launched new “Florida Firsts” marketing campaign encouraging families to experience highly-memorable first-time life events together here in the Sunshine State, which resulted in the highest amount of visitors of any six-month period in the state’s history.

Announced that visitors spent $89.1 billion in Florida in 2015, an increase of $7.1 billion from the previous year and an average of $224 million every day, which resulted in more than $5.3 billion being returned to the state in sales tax collections.

Marked the 72nd straight month of tourism-related job growth with 1.2 million Floridians employed in the tourism industry, which accounts for 14.8 percent of total non-agricultural employment in the state and creates 1 in 6 new jobs.

Tourism Works for Florida
The Partnership for Florida’s Tourism

Welcomed 15.2 million international visitors from 190 countries, led by Canada, the United Kingdom and Brazil, who spent more than $15.8 billion in the Sunshine State in 2015.

Introduced content initiatives including a social influencers program that has doubled our reach and spread, and a focus on our VISIT FLORIDA YouTube channel where consumers have watched 12.9 million minutes of Florida travel videos to date.
May - June

Unveiled new video-filled Florida Attractions Finder, an online resource that allows travelers to virtually experience more than 130 attractions statewide based on their vacation preferences, which has been viewed more than 112,000 times to date.

Partnered with Twitter to launch VISIT FLORIDA's new “Ready, Set, Summer” campaign through a promoted moment at #SummerStartsNow that delivered more than 80 million impressions.

Hosted 11 individual press trips as part of our Canadian Influencer Campaign focused on family and food travel bloggers that have resulted in 30 articles garnering 4.7 million impressions and 480 social media posts earning 24.3 million more impressions.

Organized a nine-day packed-itinerary tour for four influential domestic travel bloggers that has resulted in more than 200 social media posts earning 5.5 million impressions to date and an estimated 16 blog posts expected to garner another 6 million more.

Hosted second Digital Innovation Forum taking 19 Industry Partners to Silicon Valley and San Francisco for meetings with product, brand and business leaders from Adobe, Facebook, Google, Twitter, Airbnb and Uber.
2015-2016 Measures of Success

While VISIT FLORIDA’s successes cannot always be measured in numbers, the following highlights illustrate the impact of VISIT FLORIDA efforts to position Florida as the No. 1 travel destination in the world during the past year. Unless otherwise indicated, the numbers in this section represent totals for VISIT FLORIDA’s fiscal year, which runs July 1 to June 30.
2015-2016 Measures of Success

Tourism Industry
106.6 million ... Total number of out-of-state and international visitors to Florida*
$89.1 billion .... Total spending infused into Florida's economy by visitors*
1,194,500........Number of Floridians directly employed by tourism*

Promotions
$100.4 million ... Media value generated from the execution of 308 promotional programs
1.5 billion ....... Consumer impressions generated from 308 promotional programs

PR & Corporate Communications
2.4 billion ....... Earned media impressions generated through public relations and corporate communications efforts

Internet & Social Media
10.2 million ...... Annual visits to the consumer website, VISITFLORIDA.com, via desktop and mobile for the year
1.4 million ........ Followers of VISIT FLORIDA's social media platforms
14.8 million ...... Views on YouTube, with 12.9 million minutes watched for the year

Content
1,059............... Number of articles, videos, blog posts and slide shows created by freelance professional journalists and social media influencers

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Industry Relations
12,177............. Number of Florida tourism industry businesses involved with VISIT FLORIDA

Grants Program
$378,029.......... Amount paid to 98 grant recipients through the Advertising Matching Grant, the Minority Convention Grant, the Small Business Partner Grant and the Cultural, Heritage, Rural and Nature Tourism Grant programs

Advertising & Co-op
$35.0 million ... Industry investment in VISIT FLORIDA co-op programs
14.5 billion ...... Consumer impressions generated through co-op and dedicated VISIT FLORIDA advertising in domestic and international markets
**Meetings & Events**

297,816 ........ Number of travel trade, meeting professionals, media and consumer attendees reached collectively by Florida tourism Partners who participated in VISIT FLORIDA’s 67 domestic and international sales programs

**Welcome Centers**

2.8 million ....... Travelers who visited VISIT FLORIDA’s five Official Florida Welcome Centers

**Consumer Products**

1.4 million ....... Number of VISIT FLORIDA magazines, travel guides and maps distributed to consumers and industry for vacation planning
2015-2016 Financial Overview

Over our 20-year history, VISIT FLORIDA has been a $2.1 billion destination marketing cooperative, matching $684 million in private funding with $1.4 billion of private investment by more than 12,000 Florida tourism industry businesses and strategic alliance partners.

As a public/private corporation, VISIT FLORIDA adheres to stringent guidelines for the proper stewardship of the public and private funding we receive. Each year, a third-party audit is conducted on VISIT FLORIDA's financial statements and compliance with our state contract. VISIT FLORIDA has received an unqualified opinion every year since our founding in 1996.

Note: For fiscal year 2009-2010, public funds include $6.6 million in Deepwater Horizon Recovery Proceeds and for fiscal year 2010-2011, public funds include $5.2 million in Deepwater Horizon Recovery Proceeds. For fiscal year 2014-2015, public funds include $4.2 million for Medical Tourism and $300,000 for Florida Is For Veterans. Beginning in fiscal year 2015-2016, $1 million of the public funding is for Florida Is For Veterans.

Actual Revenue: 2009-2016
(in millions of dollars)
Serving Our Stakeholders

VISIT FLORIDA, the official tourism marketing corporation for the State of Florida, is responsible for serving a wide variety of stakeholders. The audiences that VISIT FLORIDA serves can be divided among three categories: customers, the Florida tourism industry and the State of Florida.

As the state’s official source for travel planning, VISIT FLORIDA implements integrated sales and marketing programs to protect and grow Florida’s share of domestic and international travel. These programs provide opportunities for the Florida tourism industry to reach prospective customers, which include consumers, travel trade professionals and meeting professionals. The resources are offered directly to them through various outlets including specialized websites, major conventions and trade shows, as well as advertising, public relations and promotions.

Through relationships with best-in-class strategic alliance, marketing and media partners, VISIT FLORIDA is able to leverage our budget and develop cooperative marketing programs that create and add value for the Florida tourism industry. VISIT FLORIDA Partners, and the industry as a whole, benefit not only from the promotional marketing opportunities we are able to provide at a significant cost savings, but also through the representation and advocacy we offer at the state and national levels.

VISIT FLORIDA’s ability to successfully market the Florida tourism product and bring in more visitors helps the State of Florida and all our residents by building and growing businesses, creating jobs and providing family-sustaining wages. These efforts to attract more visitors also generate increased tourism spending that provides tax revenue to help build roads, support schools and pay for vital programs.
Serving Our Stakeholders

Customers

VISIT FLORIDA serves our customers by providing resources, information and assistance to a variety of visitor segments.

As the state’s official source for travel planning, VISIT FLORIDA implements a number of marketing and travel planning initiatives targeted at leisure travel consumers. Our award-winning redesigned VISITFLORIDA.com serves as a consumer portal inclusive of all aspects of travel planning. Consumer publications, including the VISIT FLORIDA Magazine and Florida Official Transportation Map, as well as a variety of special interest eNewsletters, provide visitors with relevant information on an ongoing basis. VISIT FLORIDA also operates the state’s five Official Florida Welcome Centers at I-10 near Pensacola, U.S. 231 in Campbellton, I-75 in Jennings, I-95 in Yulee and at the Florida Capitol in Tallahassee. The 41 staff members at our Welcome Centers proudly assisted 2.8 million visitors in 2015-2016.

VISIT FLORIDA markets the destination as a top locale for meetings, conventions and incentive travel, and provides assistance to professional planners at all stages of the process. Personalized resources are available through a dedicated meetings website, as well as on Facebook and Twitter via #MeetFL. VISIT FLORIDA’s Meetings & Domestic Travel Trade team also presents Florida’s original one-on-one appointment trade show for the meetings industry Florida Encounter and oversees the Official Florida Travel Industry Education Program. This year, VISIT FLORIDA launched a new partnership with American Express Meetings, in addition to our long-standing relationships with Professional Convention Management Association (PCMA) and Meeting Professionals International (MPI).

Travel media provide consumers with an unbiased review of Florida’s tourism products. VISIT FLORIDA serves these media outlets by delivering timely and newsworthy information on destinations throughout Florida via a dedicated Official Media Relations Site, works with our industry Partners to coordinate familiarization tours for domestic and international travel writers from influential publications to experience the state for themselves, and partners with them to offer consumer promotions that attract potential visitors and generate awareness of all there is to see and do in the Sunshine State.

The travel trade industry plays a vital role in bringing visitors to Florida, and VISIT FLORIDA works to actively engage this sector by attending showcases and trade shows across the globe that cater to those who sell travel. By hosting booths, receptions and special events during domestic and international travel trade and consumer shows, VISIT FLORIDA actively works to promote the Florida brand in an increasingly competitive marketplace.

While independently each of these programs is valuable, the collective impact of VISIT FLORIDA’s marketing efforts are highly effective. In 2015, more than 46 percent of all Florida visitors said they were significantly influenced in their decision to visit the Sunshine State by one or more of VISIT FLORIDA’s marketing programs.
VISIT FLORIDA serves the Florida tourism industry by providing leadership and resources that contribute to the growth and development of tourism businesses in the Sunshine State.

When issues arise that affect Florida’s tourism industry, VISIT FLORIDA serves as the main source for distributing information and key messages both to and on behalf of the industry. VISIT FLORIDA works diligently with Partners and state officials to provide the most accurate and up-to-date information in a timely manner to ensure that our destination is positioned correctly to other key stakeholders.

VISIT FLORIDA is also responsible for aiding in the development of tourism products, particularly with under-funded and emerging segments. Annual grants for small business, minority convention, nature-based, rural and cultural tourism initiatives are awarded each year for projects that will enhance the Florida tourism product within these vital segments.

As an industry-driven organization, VISIT FLORIDA relies on private investments from tourism businesses across the state to aid in the funding of our marketing objectives. By partnering with VISIT FLORIDA, tourism businesses and professionals are connected to a vast network of resources that provide a substantial return on investment. Through strategic alliances forged with major brands such as Google, Twitter, Facebook, National Geographic and BET, VISIT FLORIDA Partners receive access to a variety of benefits, opportunities and programs that allow them to market themselves more effectively and affordably.
VISIT FLORIDA serves the State of Florida as the contracted direct support organization for the state’s destination and tourism marketing efforts through Enterprise Florida, Inc. Statutorily created by the Florida Legislature in 1996 as “The Official Tourism Marketing Corporation for the State of Florida,” VISIT FLORIDA operates as a public-private partnership.

Each year, the Florida Legislature appropriates public funding to be allocated for tourism marketing. VISIT FLORIDA is required to match those public funds dollar-for-dollar by securing tourism industry investment in our marketing efforts. According to the Office of Economic and Demographic Research, for every $1 the state invests in VISIT FLORIDA, $3.20 in tax revenue is generated. Since 1996, VISIT FLORIDA has been a $2.1 billion destination marketing cooperative, matching $684 million in public funding with $1.4 billion of private investment by more than 12,000 Florida tourism businesses and strategic alliance partners.

VISIT FLORIDA is overseen by a 31-member volunteer Board of Directors appointed by Enterprise Florida, Inc. in conjunction with the Florida Department of Economic Opportunity. The Board is comprised of representatives from key sectors of the tourism industry, and is balanced geographically throughout the state.

VISIT FLORIDA is ultimately responsible for serving the citizens of Florida through the growth and development of the tourism industry. The public funds provided by Florida taxpayers are reinvested in the state through tourism assets including visitor spending, taxable tourism-related revenue and jobs for Florida residents.

In 2015, Florida’s tourism industry welcomed 106.6 million visitors who spent $89.1 billion and employed more than 1.2 million Floridians, setting records for the fifth consecutive year and making tourism the No. 1 industry in the Sunshine State.
Messages From Leadership

Letter from Governor Rick Scott

Letter from Chair John Tomlin

Letter from VISIT FLORIDA President & CEO Will Seccombe
Dear Friends,

I am proud to share that last year marked the fifth consecutive record year for Florida tourism, having welcomed 106.6 million visitors who spent $89.1 billion. This incredible momentum is a testament to the strength of VISIT FLORIDA and the Florida tourism industry’s innovative efforts to market the Sunshine State. On behalf of the State of Florida, I would like to thank the 1.2 million Floridians employed in the tourism industry who dedicate themselves to increasing visitation to our state and for the hospitality they provide to our visitors.

Tourism has long been the state’s leading industry and continues to serve an essential role in the growth and sustainability of our economy. VISIT FLORIDA, acting as the state’s official tourism marketing corporation, is the catalyst that brings the public and private sectors together to create programs that promote the Sunshine State to travelers around the globe. Over its 20-year history, VISIT FLORIDA has been a $2.1 billion destination marketing cooperative, matching $684 million in public funding with $1.4 billion of private investment by more than 12,000 engaged Florida tourism businesses and strategic alliance partners.

This year, I signed the “FLORIDA FIRST BUDGET” which provides $76 million to continue attracting record numbers of tourists to Florida. Every 85 visitors to our state support one job, and a growing tourism industry means more opportunities for families and a stronger economy. I look forward to our investments in VISIT FLORIDA continuing to grow jobs and promote Florida as the ultimate travel destination across the world.

Sincerely,

Rick Scott
Governor
Dear Partners and Friends,

It was my privilege to serve as the Chair of the VISIT FLORIDA Board of Directors this past year. On their behalf, I am proud to present this 2015-2016 VISIT FLORIDA Annual Report. During the last fiscal year, we were able to expand the reach and relevance of the Florida brand through the launch of an array of strategic and innovative projects. These projects included high-profile partnerships with the Fulham Football Club and Jacksonville Jaguars, Pitbull, Emeril Lagasse, BET, National Geographic and Twitter, just to name a few.

For the tourism industry, VISIT FLORIDA unveiled a new 2020 Strategic Plan focused on increasing the travel and tourism spend in Florida, hosted our first-ever Florida Tourism Leadership Summit and second annual Digital Innovation Forum, continued our highly successful partnership with Natural North Florida, revamped our industry-facing website at VISITFLORIDA.org, and rolled out our new Certified Tourism Information Center and Online Hospitality Training programs. VISIT FLORIDA also coordinated our inaugural Routes Rendezvous workshop as part of the World Route Development Forum.

For consumers, VISIT FLORIDA introduced content initiatives including a social influencers program and a focus on our YouTube channel where viewers have watched more than 12.9 million minutes of Florida travel videos, unveiled our new video-filled Florida Attractions Finder, debuted our VISITFLORIDA.com Racing Team show car at tracks during the IMSA WeatherTech SportsCar Championship as well as the Goodwood Festival of Speed, and enhanced the creative for our Fall, Winter and Spring campaigns that resulted in record visitation and visitor spending.

The support of the statewide tourism industry is vital to the success of VISIT FLORIDA’s mission and I would like to thank those who have dedicated their time and expertise to further the organization’s goals. From serving on the Board of Directors and committees to participating in VISIT FLORIDA programs, your contributions have had a significant impact on the accomplishments of Florida’s tourism industry.

I also extend my appreciation to the hardworking professionals at VISIT FLORIDA for their dedication and leadership. I have witnessed their commitment to excellence firsthand and can attest to the service-focused nature of each and every team member.

Together, we worked hard to make this a year of incredible accomplishments. We celebrated the state’s fifth-consecutive record year for out-of-state and international visitation, visitor spending and tourism-related employment. We also saw record industry participation on our committees and at Florida Tourism Day, as well as more than 200 attendees at our inaugural Leadership Summit.

With more than $89.1 billion in revenue and over $5.3 billion in sales taxes collected in 2015, the impact of the Florida tourism industry on the state and its residents is vital to our collective continued success. It is perhaps more important today than ever that we recognize the responsibility each of us plays in keeping tourism strong.

As I pass the torch to Bill Talbert, the 2016-2017 Chair of the Board of Directors and a well-respected 25-year veteran of the local, state, national and international tourism industry, I ask that you continue to support VISIT FLORIDA as they strive to make Florida the No. 1 travel destination in the world.

Sincerely,

John Tomlin
2015-2016 Chair
VISIT FLORIDA Board of Directors
Dear Partners and Friends,

The Florida tourism industry has much to celebrate. We have achieved five consecutive years of record visitation and visitor spending, have 1.2 million Floridians employed in the industry and are the top vacation destination for domestic visitors, families, beach-goers, Baby Boomers, Gen Xers, Millennials and African American leisure travelers.

Much of this success is attributable to the industry’s ability to constantly evolve the way we market ourselves to the world. To this end, VISIT FLORIDA launched unique, highly-targeted partnerships with the Fulham Football Club and Pitbull that have allowed us to reach their very large and very passionate fan bases, conducted a month-long “Love, Florida” London campaign with our industry partners that moved the Sunshine State from their No. 3 to No. 2 U.S. travel destination, and released a video-filled Florida Attractions Finder that has been viewed by more than 112,000 potential visitors to date. Innovative efforts like these have not gone unnoticed by the national tourism industry, with VISIT FLORIDA’s winter “Bragging Season” campaign and online Florida Beach Finder tool having won Mercury Awards from the National Council of State Tourism Directors and a Gold Adrian from the Hospitality Sales & Marketing Association International.

The entire Florida tourism industry is grateful to Governor Rick Scott and the Florida Legislature for providing VISIT FLORIDA with a significant increase in public funding over the past five years. This is a clear indication that state leaders recognize the importance of tourism and our industry’s role in strengthening the Florida economy and creating jobs for Floridians. It is also a strong endorsement of the industry-driven nature of our public/private partnership and our collective success in generating a substantial return on the state’s investment in VISIT FLORIDA’s cooperative marketing programs.

Thank you for your continued support and for all you do to help make Florida the No. 1 travel destination in the world.

J. William Seccombe
President and CEO, VISIT FLORIDA
Corporate Information

- Senior Management Team
- Department Listings
- Board of Directors
- Past Board of Directors Chairs
- Florida Council of Tourism Leaders
- Committees
VISIT FLORIDA, the state’s official source for travel planning, is the premier sales and marketing organization that promotes tourism to Florida through sales, advertising, promotions, public relations and visitor services programs both domestically and internationally.

In 2015-2016, VISIT FLORIDA had 134.5 full- and part-time positions in Florida and an international team of contracted staff covering Canada, China, Germany, India, Latin America and the United Kingdom. All of these individuals work hard year-round to promote Florida tourism.

To learn more about VISIT FLORIDA, please go to VISIT FLORIDA.org or follow us on our industry social media channels:
SunshineMatters.org
Facebook.com/FloridaTourism
Twitter @FloridaTourism

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### Corporate Information

#### Senior Management Team

**Will Seccombe**  
*President and Chief Executive Officer*

**Paul Phipps**  
*Chief Marketing Officer*

**Vangie Fields, CPA**  
*Chief Financial Officer and Chief Operations Officer*

**Susannah Costello**  
*Vice President of Global Brand*

**David Dodd**  
*Vice President of Visitor Services*

**Kimberly Faulk**  
*Vice President of Domestic Sales*

**Alfredo Gonzalez**  
*Vice President of Global Meetings, Travel Trade & Market Development*

**Meredith DaSilva**  
*Vice President of Executive Operations & Administration*
Department Listings

Corporate Meetings & Events
Plans and implements corporate events, meetings and conferences hosted and coordinated by VISIT FLORIDA.

Domestic Sales
Oversees the direct sales efforts of co-op advertising programs and conference sponsorships. This team is responsible for increasing Partner and Industry participation and investment in advertising and marketing campaigns.

Executive Operations
Supports the President and CEO and is responsible for VISIT FLORIDA’s Board of Directors and committee engagement, public affairs and governmental relations, Human Resources, crisis planning and response, and stakeholder liaison activities.

Finance/Administration
Includes the activities of information technology, network and database management, finance, accounting, contracts supervision, warehouse oversight and office administration.

Global Media/Advertising
Responsible for the planning, placement and execution of media for the entire organization. Ensures that strategies are effectively leveraged for paid media channels as part of a multi-channel approach and co-op program creation.

Global Public Relations
Responsible for domestic and international Public Relations, including media relations, influencer marketing and partner programs, and provides strategy and support to corporate-wide integrated marketing campaigns. Also manages crisis communications and corporate communications, as well as provides thought leadership and strategic counsel to industry counterparts.

Industry Relations
Responsible for the recruitment and retention of VISIT FLORIDA Partners. This team works to keep our Partners informed of marketing opportunities and program benefits.

Marketing/Brand
Drives strategy and operations delivering consumer-focused marketing communications including: advertising, co-op, internet, social marketing, public relations, content creation and creative services.

Marketing & Events
Connects with key travel professionals in both domestic and international markets. Tasked with developing key business relationships with meeting planners, airlines, travel agents and tour operators by attending key industry conferences and coordinating VIP events, Florida Encounter and FAM tours to keep visitors coming to Florida.

Marketing Operations
Supports the CMO by developing and managing major campaigns, partnerships, sponsorships and project deliverables that cross multiple departments through increased communication regarding the scope of work, how it aligns with strategy, timelines, project risk, resource capacity, budget impacts, internal expectations and external (client) perceptions.

Promotions
Activates consumer promotions with media and brands to keep Florida top-of-mind among target audiences and to generate a dollar-for-dollar match between VISIT FLORIDA’s public and private funds.

Research
Studies global consumer trends and travel patterns to learn more about Florida’s visitors and their preferences, as well as compiles the state’s official air and auto visitor numbers, and conducts surveys to assess the effectiveness of VISIT FLORIDA’s advertising and marketing efforts.

Visitor Services
Responsible for operating the five Official Florida Welcome Centers, our Visitor Services team greets millions of visitors each year, offering them travel tips, vacation planning information and even a glass of fresh Florida citrus juice.
Board of Directors

The VISIT FLORIDA Board of Directors is the organization’s private-sector governing body who, along with the members of its 11 committees, provide guidance, input and insight into the evolution of VISIT FLORIDA’s marketing programs. The Board, which is appointed by Enterprise Florida, Inc. in conjunction with the Florida Department of Economic Opportunity, is comprised of 16 regional seats designed to equitably represent all geographic areas of the state. The additional 15 seats on the 31-member board are comprised of representatives of various key sectors of the Florida tourism industry.

Executive Committee

**John Tomlin**  
Chair  
Retired

**William D. Talbert III, CDME**  
Vice Chair  
Greater Miami CVB

**Maryann Ferenc**  
Second Vice Chair & Treasurer  
Mise en Place

**Terry Prather**  
Second Vice Chair & Chair of Industry Relations Committee  
SeaWorld Parks & Entertainment  
(service concluded October 2015)

**Andrew Hertz**  
Immediate Past Chair  
Miami Seaquarium

**Lino Maldonado**  
Secretary  
ResortQuest by Wyndham Vacation Rentals

**Danny Gaekwad**  
Chair of Audit Committee  
MGM Hotels, LLC

**Malinda Horton**  
Chair of Industry Relations Committee  
Florida Association of Museums, Inc  
(service began November 2015)

**Sharon Siskie**  
Chair of Marketing Council Steering Committee  
Disney Destinations

**Carol Dover**  
Chair of Public Affairs  
Florida Restaurant & Lodging Association
Board of Directors

Members

Becky Bragg
Canoe Outpost, Inc.

Toni Caracciolo
SeaWorld Parks & Entertainment
*(service began January 2016)*

Ian Carter
Hilton Worldwide, Inc.

Jeff Castner
Opal Sands Resort
*(service concluded May 2016)*

Bobby Cornwell
Florida Association of RV Parks & Campgrounds

Christine Duffy
Carnival Cruise Line

Virginia Haley
Visit Sarasota County

Bill Hayden
Universal Orlando Resort

Luanne Lenberg
Sawgrass Mills, a Simon Center

Bill Lupfer
Florida Attractions Association

Rick McAllister
Florida Retail Federation
*(service concluded December 2015)*

Patrick Murphy
The St. Joe Company

Samantha Padgett
Florida Retail Federation
*(service began January 2016)*

Jetse Pottinga
Meliá Orlando Suite Hotel At Celebration

Gene Prescott
The Biltmore Hotel

Therrin Protze
Kennedy Space Center Visitor Complex

David Reese
Florida’s First Coast of Golf

Roy Ritenour
The Hertz Corporation

Dan Rowe
Panama City Beach CVB

Robert Skrob
Florida Association of Destination Marketing Organizations

Thom Stork
The Florida Aquarium

Bill Waichulis
Boykin Management Company

Dana Williams
Southwest Airlines

*Served for Fiscal Year 2015-2016 unless otherwise indicated*
Past Board of Directors Chairs

At VISIT FLORIDA, experience and leadership are the foundation for everything we do. VISIT FLORIDA’s past chairs of the Board of Directors provided the guidance and tourism acumen that broke new ground in Florida tourism. These tourism experts are an integral part of VISIT FLORIDA’s past, present and future.

Bill Sims 1996-1997  President  Ripley’s Believe It or Not! - Key West
Tom Steed 1997-1998  (deceased)
Arthur H. Hertz 1998-1999  Chairman of the Board and CEO  Wometco Enterprises
Edward Litrenta 1999-2000  (deceased)
Jack B. Healan, Jr. 2000-2001  Retired  Lodging Industry
Fred Lounsberry 2001-2002  Fred Lounsberry & Associates
Peter Guptill 2002-2003  Retired  Auto Industry
Walter Banks 2003-2004  President  Lago Mar Resort & Club

Donna H. Ross, CAE 2006-2007  Retired  Attractions Industry
Nicki E. Grossman 2007-2008  Retired  Destination Marketing Industry
Richard Goldman 2008-2009  Executive Director  St. Augustine, Ponte Vedra and The Beaches VCB
Ed Fouché 2009-2011  Retired  Attractions Industry
Tony Lapi 2011-2012  CEO  Sanibel Captiva Beach Resorts
Glenn Hastings 2012-2013  Retired  Destination Marketing Industry
Tammy Gustafson 2013-2014  Senior Director, Sales Integration  Universal Orlando Resort
Andrew Hertz 2014-2015  President & General Manager  Miami Seaquarium

Thomas Waits 2004-2005  Retired  Lodging Industry
Thom Stork 2005-2006  President/CEO  The Florida Aquarium
Donna H. Ross, CAE 2006-2007  Retired  Attractions Industry
Nicki E. Grossman 2007-2008  Retired  Destination Marketing Industry
Richard Goldman 2008-2009  Executive Director  St. Augustine, Ponte Vedra and The Beaches VCB
Ed Fouché 2009-2011  Retired  Attractions Industry
Tony Lapi 2011-2012  CEO  Sanibel Captiva Beach Resorts
Glenn Hastings 2012-2013  Retired  Destination Marketing Industry
Tammy Gustafson 2013-2014  Senior Director, Sales Integration  Universal Orlando Resort
Andrew Hertz 2014-2015  President & General Manager  Miami Seaquarium
Florida Council of Tourism Leaders

The Florida Council of Tourism Leaders is comprised of past board chairs of the VISIT FLORIDA Board of Directors. The Council creates a strong network of industry experts that may be called on by the Board, the Chair or the President for their expertise and experience.

Andrew Hertz  
*Chair*  
Miami Seaquarium

**Members**

**Walter Banks**  
Lago Mar Resort & Club

**Ed Fouché**  
*Retired*

**Richard Goldman**  
St. Augustine, Ponte Vedra & The Beaches VCB

**Nicki Grossman**  
*Retired*

**Peter Guptill**  
*Retired*

**Tammy Gustafson**  
Universal Orlando Resort

**Glenn Hastings**  
*Retired*

**Jack Healan**  
*Retired*

**Arthur Hertz**  
Wometco Enterprises, Inc

**Tony Lapi**  
Sanibel Captiva Beach Resorts

**Donna Ross**  
*Retired*

**Bill Sims**  
*Retired*

**Thom Stork**  
The Florida Aquarium

**Thomas Waits**  
*Retired*
Since VISIT FLORIDA’s creation in 1996, its greatest strength has been that it is industry driven. The best and brightest minds of the Florida tourism industry have helped guide the operation of VISIT FLORIDA to make it the pre-eminent model of how the public and private sectors can successfully work together in support of destination marketing.

To enhance industry involvement, VISIT FLORIDA’s Board of Directors established the Marketing Council Steering Committee, which is comprised of eight discipline-based committees (Advertising & Internet, Communications, Industry Relations, International, Meetings & Travel Trade, Promotions, Visitor Services and Cultural, Heritage, Rural and Nature). Other committees include Audit and Finance.

Committee members are volunteers dedicated to putting the industry above their own interests as they interact with VISIT FLORIDA's staff. The annual appointments run from July 1 through June 30.

- Advertising & Internet
- Audit
- Communications
- Cultural, Heritage, Rural & Nature
- Finance
- Industry Relations
- International
- Marketing Council Steering
- Meetings & Travel Trade
- Promotions
- Visitor Services
Advertising & Internet Committee

The Advertising & Internet Committee provides the primary source of industry input, feedback and counsel on strategic matters related to VISIT FLORIDA’s dedicated and cooperative efforts in advertising and direct marketing, including the internet and digital marketing.

Steve Hayes  
Chair  
Visit Pensacola

Toni Caracciolo  
Vice Chair  
SeaWorld Parks & Entertainment

Members

Shawn Abbatessa  
Halifax Area Advertising Authority

Joseph Abrams  
TradeWinds Island Resorts

Rich Basen  
Discover The Palm Beaches

Charlotte Bireley  
St. Lucie County Tourist Development Council

Peter Cranis  
Visit Orlando

Erin Duggan  
Visit Sarasota County

Eric Eimstad  
Miami Seaquarium

Craig Evans  
Universal Orlando Resort

Chip Futch  
Charlotte Harbor VCB

Elisabeth Hall  
Crowne Plaza Orlando Universal

Patrick Harrison  
Visit Tampa Bay

Megan Heron  
Experience Kissimmee

Lisa Hultquist  
Kennedy Space Center Visitor Complex

Mark Jackson  
Visit Central Florida

Gil Langley  
Amelia Island CVB

Josie Llado  
Greater Miami CVB

Richard Long  
Panama City Beach CVB

Deborah Meihls  
Southeast Volusia Advertising Authority

Lourdes Menendez  
The Falls, Simon Property Group

Paul Ramey  
Florida Museum of Natural History

Laurence Richardson  
Meliá Orlando Suite Hotel At Celebration

Scott Rose  
The Florida Aquarium

Gary Stogner  
Visit Tallahassee
Audit Committee

The purpose of the Audit Committee is to assist the Board of Directors in review of the annual audited financial statements, oversight of systems of internal controls and review of the annual tax return.

Danny Gaekwad  
Chair  
MGM Hotels, LLC

Members

Ed Fouché  
Retired

Richard Goldman  
St. Augustine, Ponte Vedra & the Beaches VCB

Tammy Gustafson  
Universal Orlando Resort

Glenn Hastings  
Retired

Tony Lapi  
Sanibel Captiva Beach Resorts

Thom Stork  
The Florida Aquarium
Communications Committee

The Communications Committee serves as the primary source of industry feedback and counsel on strategic matters related to VISIT FLORIDA's public relations and communications activities, including media relations and crisis communications.

Denise Spiegel
Chair
Visit Orlando

Lauren Pace
Vice Chair
Visit Tallahassee

Members

Roger Amidon
Palm Beach Marriott Singer Island Beach Resort & Spa

Marilyn Bauer
Cultural Council of Palm Beach County

Gentry Baumline-Robinson
International Speedway Corporation

Jennifer Berthiaum
Lion Country Safari

Kim Butler
Greater Fort Lauderdale CVB

Lori Campbell Baker
Halifax Area Advertising Authority

Kathy Catron
St. Augustine, Ponte Vedra & The Beaches VCB

Kelly Clark
Bradenton Area CVB

Travis Claytor
Busch Gardens Tampa

Shantelle Dedicke
Okaloosa County Tourism Development

Jennifer Diaz
Greater Miami CVB

Stephanie Hagins
Florida Horse Park

Lynn Hobeck Bates
Visit Sarasota County

Marshall Hooks
Cocoa Beach Area CVB

Erin Kaput
CoCo Key Hotel and Water Resort - Orlando

Andy Newman
Florida Keys & Key West Tourist Development Council

Amber O’Connell
Tallahassee Museum

Megan Paquin
Hyatt Regency Orlando

Elizabeth Ray
Florida Restaurant & Lodging Association

Dave Reynolds
Visit Tampa Bay

Sandra Rios
The Resort at Longboat Key Club

Lee Rose
Beaches of Fort Myers & Sanibel

Jennifer Sugarman
Cocoa Beach Regional Chamber of Commerce
### Cultural, Heritage, Rural & Nature Committee

The Cultural, Heritage, Rural & Nature Committee works with VISIT FLORIDA to develop and promote the growing segments of nature based tourism, cultural heritage tourism and rural tourism, to increase Florida visitors and promote extended stays for greater economic benefit and quality of life for all areas of the state.

#### Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Becky Bragg</td>
<td>Chair</td>
</tr>
<tr>
<td>Canoe Outpost, Inc.</td>
<td></td>
</tr>
<tr>
<td>Ed Caum</td>
<td>Vice Chair</td>
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<tr>
<td>Visit Pasco</td>
<td></td>
</tr>
<tr>
<td>Gary Clark</td>
<td>Department of Environmental Protection</td>
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<tr>
<td>Brenda Clark</td>
<td>Florida Humanities Council</td>
</tr>
<tr>
<td>Brian Conesa</td>
<td>Tropical Everglades Visitor Association</td>
</tr>
<tr>
<td>Donna Creamer</td>
<td>Gilchrist County TDC</td>
</tr>
<tr>
<td>Wendi Davis</td>
<td>UWF Historic Trust</td>
</tr>
<tr>
<td>Russell Daws</td>
<td>Tallahassee Museum</td>
</tr>
<tr>
<td>Marjorie Ferrer</td>
<td>Delray Beach Downtown Development Authority</td>
</tr>
<tr>
<td>Justin Flippen</td>
<td>Greater Fort Lauderdale CVB</td>
</tr>
<tr>
<td>Anne Glick</td>
<td>Florida Fish &amp; Wildlife Conservation Commission</td>
</tr>
<tr>
<td>Marilyn Hett</td>
<td>Hillsborough County TDC</td>
</tr>
<tr>
<td>Dorrie Hipschman</td>
<td>The Bailey-Matthews National Shell Museum</td>
</tr>
<tr>
<td>Katie Kole</td>
<td>Florida Department of State</td>
</tr>
<tr>
<td>Heather Lopez</td>
<td>Washington County TDC</td>
</tr>
<tr>
<td>N.Y. Nathiri</td>
<td>The Association to Preserve the Eatonville Community, Inc. (P.E.C.)</td>
</tr>
<tr>
<td>Nerissa Okiye</td>
<td>Martin County Tourism &amp; Marketing Office</td>
</tr>
<tr>
<td>Chris Pendleton</td>
<td>Edison &amp; Ford Winter Estates</td>
</tr>
<tr>
<td>Don Philpott</td>
<td>Friends of Florida State Parks</td>
</tr>
<tr>
<td>Therrin Protze</td>
<td>Kennedy Space Center Visitor Complex</td>
</tr>
<tr>
<td>Susan Rupe</td>
<td>Florida Blueberry Festival, Inc.</td>
</tr>
<tr>
<td>Gilda Steiger</td>
<td>Superior Small Lodging Association</td>
</tr>
<tr>
<td>Adam Thomas</td>
<td>Discover Crystal River Florida</td>
</tr>
<tr>
<td>Sara Valega</td>
<td>Miami International Mall, Simon Property Group</td>
</tr>
<tr>
<td>Paula Vann</td>
<td>Columbia County TDC</td>
</tr>
<tr>
<td>Electa Waddell</td>
<td>Hendry County TDC</td>
</tr>
<tr>
<td>Ronald Woxberg</td>
<td>St. Johns River Cruises</td>
</tr>
</tbody>
</table>
Finance Committee

The purpose of the Finance Committee is to assist the Board of Directors in the review of the annual budget in detail, oversight of the company’s accounting and financial reporting processes and the adequacy of the systems of internal control established by management, oversight of the company’s financial statements and the independent audit and oversight of processes and procedures established by management to provide compliance with legal and regulatory requirements.

Maryann Ferenc
Chair
Mise en Place

Jeff Castner
Vice Chair
Opal Sands Resort

Members

Christine Duffy
Carnival Cruise Line

Tammy Gustafson
Universal Orlando Resort

Rick McAllister
Florida Retail Federation

Jetse Pottinga
Meliá Orlando Suite Hotel At Celebration

Gene Prescott
The Biltmore Hotel

Thom Stork
The Florida Aquarium

Thomas Waits
Retired
Industry Relations Committee

The Industry Relations Committee serves as the primary source of industry feedback and counsel on strategic matters related to industry communication and engagement, Partner development and participation, and customer relationship management. Florida’s tourism industry is critical to the success of VISIT FLORIDA and to establishing Florida as the No. 1 destination in the world.

Terry Prather
Chair
SeaWorld Parks & Entertainment
(service concluded October 2015)

Malinda Horton
Chair
Florida Association of Museums, Inc.
(service began November 2015)

Kurt Allen
Vice Chair
Marineland Dolphin Adventure

Members

Heather Andrews
Discover The Palm Beaches

Jim Bagby
Visit South Walton

Keith Charlton
Florida HIA

Lewis Cottler
Lake City Campground

Julie Edwards
Brightline

Jon Ervin
Visit South Walton

Jennifer Frost
ResortQuest by Wyndham Vacation Rentals

Gerard Hoeppner
Busch Gardens Tampa

Akarsh Kolapratth
7M Tours

JoLynn Lokey
Visit Tampa Bay

Ryan Mahaffey
Bank of America

Carol McQueen
Levy County Visitors Bureau

Carlos Molinet
Greater Fort Lauderdale CVB

John Moors
Greater Dade City Chamber Of Commerce

Kimberly Morgan
Visit Jacksonville

Cecilia Orbeagozo
Hampton Inn by Hilton - Hallandale Beach~Aventura

Dale Peterson
Dale E. Peterson Vacations

Peter Ricci
Florida Atlantic University

Tracy Rudhall
Panama City Beach CVB

Thearon Scurlock
Old Town Kissimmee, LTD

Melissa Soversn
Sawgrass Recreation Park

Trinka Tansley
Tampa’s Lowry Park Zoo

Mat Willey
Florida Restaurant & Lodging Association

Mary Wood
Universal Orlando Resort
International Committee

The International Committee provides feedback, insight and expert counsel on strategic matters related to market development within targeted international markets. Programming focuses on creating partnerships with key travel intermediaries, including travel trade and airline professionals, in order to impact consumers and aid Florida tourism destinations.

Dan Rowe
Chair
Panama City Beach CVB

Fernando Harb
Vice Chair
Greater Fort Lauderdale CVB

Members

Steve Belleme
Fort Lauderdale-Hollywood International Airport

Jeff Claus
St. Pete-Clearwater International Airport

Kelly DeFebo
Visit Sarasota County

Lisha Duarte
SeaWorld Parks & Entertainment

Chris Ellis
Visit Orlando

Barbara Halverstadt
Jacksonville International Airport

Christine Haughney
The Mall At Millenia

Victoria Jaramillo
Orlando International Airport

Pamela Johnson
Beaches of Fort Myers & Sanibel

Flavia Light
Disney Destinations

Linda McMahon
Halifax Area Advertising Authority

Claudia Menezes
Pegasus Transportation

DT Minich
Experience Kissimmee

Stacey Mitchell
Florida Keys & Key West TDC

Rob Price
Visit Tampa Bay

Dennis Quinn
Universal Orlando Resort

Rodrigo Trujillo
Discover The Palm Beaches

Grace Villamayor
RentingCarz.com

Sandy Wade
staySky Hotels & Resorts

Jack Wert
Naples, Marco Island, Everglades CVB
Marketing Council Steering Committee

The purpose of the Council structure is to maximize strategic input from the Florida tourism industry toward fulfilling VISIT FLORIDA's commitment to being "industry-led." The Marketing Council Steering Committee consists of the Chair and Vice Chair of eight discipline-based committees, including Advertising & Internet, Communications, Industry Relations, International, Meetings & Travel Trade, Promotions, Visitor Services and Cultural, Heritage, Rural & Nature.

Sharon Siskie  
Chair  
Disney Destinations

Terry Prather  
Vice Chair  
SeaWorld Parks & Entertainment  
(service concluded October 2015)

Malinda Horton  
Vice Chair  
Florida Association of Museums, Inc.  
(service began November 2015)

Members

Kurt Allen  
Marineland Dolphin Adventure

Becky Bragg  
Canoe Outpost, Inc.

Toni Caracciolo  
SeaWorld Parks & Entertainment

Ed Caum  
Visit Pasco

Katie Edmiston  
The Florida Aquarium

David Fine  
PGA National Resort & Spa

Fernando Harb  
Greater Fort Lauderdale CVB

Steve Hayes  
Visit Pensacola

Tammy Heon  
Florida’s Adventure Coast; Brooksville-Weeki Wachee Visitors Bureau

Douglas McLain  
Discover The Palm Beaches

Lauren Pace  
Visit Tallahassee

David Reese  
Florida’s First Coast of Golf

Dan Rowe  
Panama City Beach CVB

Denise Spiegel  
Visit Orlando

Sky Wheeler  
Ocala/Marion County VCB
Meetings & Travel Trade Committee

The Meetings & Travel Trade Committee provides counsel on strategic matters related to VISIT FLORIDA's sales activities, such as those addressing trade and consumer shows, as well as tour operator, travel agent and meeting planner relationships.

David Fine  
Chair  
PGA National Resort & Spa

Freddy Flynn  
Vice Chair  
Universal Orlando Resort

Members

Joni Allen  
Visit Central Florida

Andrea Bjornlie  
The Florida Mall, Simon Property Group

Angela Cameron-Daniels  
Volusia County Ocean Center

Kelly Eddins  
Hampton Inn Pensacola Beach

Jennifer Ellis  
Sunstream Hotels & Resorts

Robert Giangrisostomi  
Canaveral Port Authority Business Development Department

Mary Hutchcraft  
B Resort & Spa Lake Buena Vista

Jennifer Jackson  
Margaritaville Beach Hotel

Bonnie King  
Florida's Space Coast Office of Tourism

Brian Kramer  
Hyatt Regency Coconut Point Resort & Spa

Katja Kunz  
Pink Shell Beach Resort & Marina

Sara Melendez-Davis  
Experience Kissimmee

Bob Meyer  
Visit Jacksonville

Andrew Neubauer  
Naples Grande Beach Resort

Ann Olsson  
IHG InterContinental Hotels Group

Rosemarie Payne  
Visit St. Petersburg/Clearwater

Michael Rigg  
Hawks Cay Resort

Christine Roberts  
Greater Fort Lauderdale CVB

Margie Sanchez  
SeaWorld Parks & Entertainment

Linda Stilmann  
Greater Miami CVB

Anna Stone  
Beaches of Fort Myers & Sanibel

Marjorie Stone  
Florida Restaurant & Lodging Association

Diana Vega  
Zoo Miami Foundation
Promotions Committee

The Promotions Committee provides input on strategic matters related to VISIT FLORIDA's consumer promotions programs, from contests and sweepstakes with media and brands both domestically and internationally, to promotions on VISIT FLORIDA's website and social media channels.

Katie Edmiston
Chair
The Florida Aquarium

Sky Wheeler
Vice Chair
Ocala/Marion County VCB

Members

Tony Aslanian
Nickelodeon Suites Resort

Ed Cassidy
Visit St. Petersburg/Clearwater

Cathy Claesson
TradeWinds Island Resorts

Deborah Farish
CoCo Key Hotel and Water Resort - Orlando

Sarah Gibson
Visit Jacksonville

Megan Harrison
Walton Area Chamber of Commerce

Kayla Hayes
Tampa’s Lowry Park Zoo

Joanne Helbour
Wyndham Vacation Rentals

Marlene Janetos
Museum of Discovery & Science

Susan Keaveney
The Shores Resort & Spa

Samantha Palmer
Flagler College

Tamara Pigott
Beaches of Fort Myers & Sanibel

Lois Rodgers
Sirata Beach Resort

Christina Schwartzman
Sawgrass Recreation Park

Anna Szymaszek
Discover The Palm Beaches

Matthew Tuchman
Medieval Times Dinner & Tournament

Gina Withey
staySky Hotels & Resorts

Rachel Zamora
Naples Grande Beach Resort
Visitor Services Committee

The Visitor Services Committee is an advisory group comprised of Florida tourism industry representatives dedicated to guiding the marketing efforts of VISIT FLORIDA's five Official Welcome Centers and frontline operations.

**Members**

**Tammy Heon**  
Chair  
Florida’s Adventure Coast; Brooksville-Weeki Wachee Visitors Bureau

**David Reese**  
Vice Chair  
Florida’s First Coast of Golf

**Anne Maria Bello**  
Enjoy Western Alachua County

**Alan Bernstein**  
Discover The Palm Beaches

**Myriah Chandler**  
Southeast Volusia Advertising Authority

**Judi Durant**  
Beaches of Fort Myers & Sanibel

**Debi Dyer**  
Lake County Board of County Commissioners

**Lacey Ekberg**  
Tarpon Springs Chamber of Commerce

**Justin LaFerriere**  
Visit Central Florida

**Amy Lukasik**  
Palm Coast & the Flagler Beaches

**Scott McAbee**  
Kennedy Space Center Visitor Complex

**Julie Morgan**  
Santa Rosa County Tourist Development Office

**Kathleen Plourde**  
Tampa Bay CityPASS

**Pam Rada**  
Palm Beach Outlets

**Sherry Rushing, CTIS**  
Okaloosa County Tourist Development Department

**Loretta Shaffer**  
Ocala/Marion County VCB

**Robin Sollie**  
Tampa Bay Beaches Chamber of Commerce

**Nicole Stacey**  
Visit Pensacola

**Jenifer Surface-Ivey**  
Flora-Bama Lounge & Oyster Bar

**Samantha Tutor**  
Medieval Times Dinner & Tournament
As the Sunshine State’s No. 1 industry, tourism was responsible for welcoming 106.6 million visitors who spent $89.1 billion in 2015 and employing 1.2 million Floridians. According to the Office of Economic and Demographic Research, for every $1 the state invests in VISIT FLORIDA – the official tourism marketing corporation for the state of Florida – $3.20 in tax revenue is generated. VISIT FLORIDA promotes tourism to Florida through sales, advertising, promotions, public relations and visitor services programs. As a public-private partnership, VISIT FLORIDA serves more than 12,000 tourism industry businesses, including major strategic alliance partnerships with Busch Gardens Tampa, Disney Destinations, The Hertz Corporation, LEGOLAND Florida Resort, SeaWorld Parks & Resorts Orlando, Simon Shopping Destinations and Universal Orlando Resort.

To learn more about VISIT FLORIDA, please go to VISITFLORIDA.org or follow us on our industry social media channels: SunshineMatters.org, Facebook and Twitter @FloridaTourism

VISIT FLORIDA Strategic Alliance Partners
### 2015-2016 Annual Report

#### As of June 30, 2016:
- 134.5
- Corporate Headquarters: 93.5
- Welcome Centers: 41

#### Welcome Centers:
- 41

#### Company Information

**How to Contact VISIT FLORIDA:**

**By mail:**
VISIT FLORIDA
2540 W. Executive Center Circle
Suite 200
Tallahassee, FL 32301

**By phone:**
(850) 488-5607

**Number of Full- and Part-Time Positions:**
As of June 30, 2016: 134.5
Corporate Headquarters: 93.5
Welcome Centers: 41

**Consumer Website:**
VISITFLORIDA.com

**VISIT FLORIDA Facebook:**
Facebook.com/ VISITFLORIDA

**VISIT FLORIDA Twitter:**
@VISITFLORIDA

**VISIT FLORIDA YouTube:**
YouTube.com/ VISITFLORIDA

**VISIT FLORIDA Instagram:**
Instagram.com/ VISITFLORIDA

**VISIT FLORIDA Pinterest:**
Pinterest.com/ VISITFLORIDA

**VISIT FLORIDA Flickr:**
Flickr.com/photos/ VISITFLORIDA

**VISIT FLORIDA Google+:**
plus.google.com/ +VISITFLORIDA

**VISIT FLORIDA Tumblr:**
visit-florida.tumblr.com

**Fishing Website:**
FishingCapital.com

**Golf Website:**
golf. VISITFLORIDA.com

**Trails Website:**
trails. VISITFLORIDA.com

**Culture Website:**
VISITFLORIDA.com/ viva

**Weddings Website:**
weddings. VISITFLORIDA.com

**Florida Now Website:**
FloridaNow.com

**VISIT FLORIDA UK and Ireland Facebook:**
facebook.com/ VISITFLORIDA UK and Ireland

**VISIT FLORIDA en Espanol Facebook:**
facebook.com/ VISITFLORIDA en Espanol

**VISIT FLORIDA DE Facebook:**
facebook.com/ VISITFLORIDA.DE

**Official Florida Welcome Centers Facebook:**
facebook.com/ pages/ Florida Welcome Center Capitol/319587102395036
facebook.com/ Official Florida Welcome Center 95
facebook.com/ Official Florida Welcome Center 10
facebook.com/ Official Florida Welcome Center 175
facebook.com/ Official Florida Welcome Center US 231

**Share a Little Sunshine Website:**
ShareALittleSunshine.com

**Official Florida Tourism Twitter:**
twitter.com/ Florida Tourism

**Meetings Website:**
FloridaMeetings.com

**Meetings Facebook:**
facebook.com/ Florida Meetings

**Florida Meetings Twitter:**
twitter.com/ FLMeetings

**Florida Huddle Twitter:**
twitter.com/ Florida Huddle
2015-2016 VISIT FLORIDA Awards

2015 National Council of State Tourism Directors Mercury Award for Social Media Campaign – VISIT FLORIDA Renames Winter as Bragging Season

2015 National Council of State Tourism Directors Mercury Award for Branding & Integrated Marketing Campaign – Florida Beach Finder

2015 Irish Travel Trade Award for Best Americas Destination – VISIT FLORIDA

2016 Hospitality Sales & Marketing Association International Gold Adrian Award for Digital Marketing in Social Media Campaign Category – VISIT FLORIDA Renames Winter as Bragging Season

2016 Travel+ China Travel Award for Best Travel Destination – VISIT FLORIDA