To successfully market 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 mission 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 2011-2012 because 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 Mission, Vision & Values

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 mission, vision and values that serve as a constant reminder of our core responsibilities.

VISIT FLORIDA's Mission
is to promote travel and drive visitation to and within Florida

VISIT FLORIDA's Vision
is to establish Florida as the No. 1 travel destination in the world

VISIT FLORIDA's Values
are Integrity, Excellence, Innovation, Inclusiveness, Welcoming, Fun and Teamwork

The information in the four links above provide key examples of the ways in which VISIT FLORIDA implemented our five Strategic Goals and eight Marketing Principles to achieve the overall priorities set forth for the 2011-2012 fiscal year.

VISIT FLORIDA's Strategic Goals

For the 2011-2012 fiscal year, VISIT FLORIDA had five Strategic Goals that informed all of our marketing efforts over the past year.

1. Provide leadership to ensure the Florida tourism industry is competitive and sustainable.

2. Become the trusted source of travel information that informs and inspires travel to and within Florida.

3. Protect and grow Florida’s share of destination travel through integrated sales and marketing programs that drive visitation to and within Florida.

4. Leverage VISIT FLORIDA’s resources through cooperative marketing programs that create and add value for Partners within and outside the Florida tourism industry.

5. Put all VISIT FLORIDA resources to their highest and most productive uses to maximize operating efficiencies and the impact of all organizational efforts.
VISIT FLORIDA's Marketing Principles

In order to maximize the impact of our marketing resources, VISIT FLORIDA has adopted a set of eight Marketing Principles to drive strategic thinking for this fiscal year and beyond. While each principle has value on its own merit, the greatest value for VISIT FLORIDA is in executing these principles consistently and in concert with one another.

1. **With Scarcity Comes Clarity** – Prioritization of limited resources continues to focus VISIT FLORIDA efforts on those programs that maximize impact, leverage our budget and create value for our industry Partners.

2. **Create Value & Add Value** – Every VISIT FLORIDA program or initiative must create value and add value for one or more of our stakeholder groups.

3. **Something for Everyone, But Not Everything for Everyone** – VISIT FLORIDA has made a strategic decision to strive to provide valuable programs for all Partners, while recognizing and communicating that not all programs will be a good fit for every Partner.

4. **Quality vs. Quantity** – VISIT FLORIDA recognizes that it is not necessarily the number of people we reach that is most important, but rather it is the impact we have on consumer behavior.

5. **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.

6. **Everything Is Connected** – VISITFLORIDA.com is the “Sunshine State’s Official Source for Travel Planning” and, wherever possible, it will be the call-to-action on all consumer-facing marketing efforts.

7. **Everything Is Co-op-able** – In order to maximize the reach of our shared Florida brand, VISIT FLORIDA is committed to exploring co-op arrangements in all of our marketing efforts. We continue to focus on expanding Florida’s presence in front of consumers by facilitating cost-effective advertising buys for our Partners through co-op negotiations and opportunities placed on our Co-op Marketing Planner.

8. **Best in Class Partnerships** – VISIT FLORIDA is committed to creating marketing partnerships with firms that match Florida’s brand strength and consumer focus. We have assembled a team of best-in-class Partners with whom we are able to implement strategic co-op marketing programs that significantly leverage our budget and provide Partners with access to promotions on a scale not otherwise possible.
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. In order to accomplish this, it is important for VISIT FLORIDA to position itself as a thought leader and valuable resource to key Florida tourism stakeholders.

Expanding and increasing industry engagement is a key component for providing leadership. Buy-in and participation from Florida tourism businesses and industry leaders are essential for the success of VISIT FLORIDA's marketing objectives. In order to better educate and engage Florida's tourism industry, VISIT FLORIDA hosted two key events in 2011-2012.

Held in September, the 44th Annual Florida Governor's Conference on Tourism offered the opportunity for nearly 750 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 for destination marketing challenges. Against the backdrop of increasing competition, massive disruption and revolutionary technological advancements, 167 Florida tourism industry leaders met at the annual VISIT FLORIDA Marketing Retreat in December to begin to set the course for VISIT FLORIDA's 2012-2013 Marketing Plan. During this two-day event, industry experts and VISIT FLORIDA staff present information on the upcoming year’s strategic and budgetary planning process and solicit valuable input and feedback from attendees.

Another way VISIT FLORIDA serves as a thought leader and valuable resource to the industry is through the production of its “Log-In & Learn” educational webinar program. This effort is 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 2011-2012 fiscal year, the Industry Relations team conducted 22 webinars attracting nearly 2,000 participants. Topics for the program are selected based on suggestions from VISIT FLORIDA staff, as well as input from tourism business 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.
Strategic Priorities

Providing Leadership continued

Through a leadership role in the Partnership for Florida’s Tourism, VISIT FLORIDA joins with the Florida Association of Destination Marketing Organizations, the Florida Attractions Association, the Florida Restaurant & Lodging Association and the Florida Association of RV Parks & Campgrounds to engage with Florida legislators on issues pertaining to Florida travel and tourism. In January, VISIT FLORIDA helped organize the 2012 Florida Tourism Day at the Capitol, where nearly 300 industry representatives – over 100 more than in 2011 – from 35 counties traveled to Tallahassee to meet with legislators and government leaders about the importance of Florida’s tourism industry and the rationale for public funding.

To share the Florida tourism message with meeting and incentive travel professionals, VISIT FLORIDA hosted the 31st Annual Florida Encounter – our premier appointment-based tradeshow showcasing Florida destinations. This year’s event included more than 2,400 appointments conducted between meeting professionals representing 26 states plus Canada and France.

In order to assist world-wide travel agents with boosting their knowledge of the Florida product, VISIT FLORIDA partners with Worth International Media Group to host the Florida Specialist Program. Through the study of course materials and the successful completion of a test, travel agents are qualified to be placed on our website as an official “Florida Specialist.” New this year is the addition of a second designation as a Florida Destination Weddings and Honeymoons Specialist.

VISIT FLORIDA will continue to refine its 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 vacation destination in the world.
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 2011-2012. Having emerged from the oil spill the previous year as one of the most important and reliable sources of information for all key audiences involved, VISIT FLORIDA leveraged that credibility with consumers and media to further endorse the power and quality of the Florida brand.

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 social media and web content. VISIT FLORIDA's traditional advertising and promotions efforts – combined with the special projects outlined below – allowed Florida to achieve a 6.1% increase in visitor numbers for the 2011-2012 fiscal year.

**VISIT FLORIDA Travel Wire** – The Travel Wire was created by VISIT FLORIDA's Senior Editor as a way to increase the visibility of Florida tourism stories on highly-influential publication websites. Made up of a network of 70 veteran journalists, Travel Wire now has over 300 articles, photographs and videos that have appeared on trusted news sites such as Philly.com and The Huffington Post.

**Florida Insiders** – Also under the direction of VISIT FLORIDA's Senior Editor, three new Florida Insiders were added to our award-winning collection of Sunshine State experts. International Insiders from the U.K. and Germany, as well as a Viva Florida Insider, began to interact with our visitors via Facebook, Twitter and dedicated blogs. Each of these Insiders shares travel tips and answers questions in their native language, providing an international perspective on Florida that offers a unique and personal connection with our overseas travelers.

**Florida Fan Game** – As a way to increase travel to Florida during the college football season, VISIT FLORIDA held year-one of the Florida Fan Game. The social-media driven contest encouraged fans of Florida's six major universities to send email invitations to friends and family to visit the state and attend a home game. Pitting the school's fans against one another to win the coveted title of "Florida's No. 1 Fans" resulted in nearly 70,000 personal digital invitations being sent.

**Three For Free** – VISIT FLORIDA's latest social media awareness campaign, titled Florida's Three For Free Giveaway, was aimed at increasing summer travel to the Sunshine State. VISIT FLORIDA worked with our industry Partners across the state to put together 12 unique prize...
packages that demonstrate the broad range of vacation options available in Florida. Promoted through satellite media tours, a Facebook ad buy and an unprecedented 24-hour takeover of YouTube’s homepage, Three For Free resulted in nearly 400 million impressions.

As the state’s official tourism marketing agency, it was essential for VISIT FLORIDA to also maintain our increased credibility to provide strategic leadership and information to Florida’s tourism industry and government officials this past year. Partners looked to VISIT FLORIDA for assistance in better promoting their individual businesses and destinations in an increasingly competitive global marketplace. In addition, VISIT FLORIDA continued to have an increased level of visibility within state government, and was recognized as a vital part of the state’s economic recovery efforts. Below are several initiatives VISIT FLORIDA undertook related to serving our industry and legislative stakeholders in 2011-2012.

**Google Partnership** – VISIT FLORIDA established a partnership with Google that included our becoming the first destination marketing organization in the world to publish content on Google Currents and a first-of-its-kind digital brand awareness co-op program that brought traditional marketing concepts online at a scale that would have a substantial impact on the Florida tourism market.

**Air Team Florida** – VISIT FLORIDA established the Air Team Florida initiative to bring together Florida tourism destinations, airports and convention and visitors bureaus in order to have a greater impact on the global travel industry. Members of Air Team Florida coordinated our first-ever co-branded networking stand at the 17th World Route Development Forum in Berlin, whose collective branding effort impressed upon the over 3,500 attendees the state’s economic support and backing for new route development. VISIT FLORIDA’s initiative also included the launch of an Airline Grant Program to assist Florida airports and their communities with expanding international air service to the Sunshine State.

**Share a Little Sunshine Partnership with Florida Park Service** – VISIT FLORIDA’s Share a Little Sunshine (SALS) advocacy platform began a partnership with the Florida Park Service to encourage our nearly 130,000 SALS Facebook fans to invite their friends and family to explore Florida’s 160 state parks. Partnerships like this one leverage the collective strength of the Florida tourism industry and the Share a Little Sunshine fan base to grow travel to and within the state.
Being the Trusted Source continued

Viva Florida Partnership with Florida Department of State – In preparation for the state’s commemoration of the 500th anniversary of the European discovery of Florida in 2013, VISIT FLORIDA continued a partnership with the Florida Department of State to increase awareness and drive visitation. In support of the partnership, VISIT FLORIDA has developed a website at VISITFLORIDA.com/VIVA filled with rich travel planning content. The site has information for visitors to explore the Sunshine State’s cultural heritage trails, attend upcoming events related to commemorating 500 years of Florida history and get travel tips from Viva Florida Insider Patricia Pena.

Brand USA Partnership – VISIT FLORIDA became one of only four founding partners of Brand USA, along with tourism industry giants Marriott International, Walt Disney Company and Best Western International. Through the partnership, VISIT FLORIDA has committed dollars and in-kind support of Brand USA’s efforts to grow travel to the U.S. In turn, this provides a tremendous opportunity for the Florida tourism industry to promote our state to international visitors and capture an increased share of this key travel market.

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.
Maximizing Marketshare

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. Our 2011-2012 domestic advertising campaign, now in its third year, used the proven “Your Florida Side” creative and utilized an increased budget quite efficiently. The advertising budget this year increased 24% within our top six feeder markets of Atlanta, Boston, Chicago, New York, Philadelphia and Washington, D.C. An additional market – Detroit – was added to the mix in 2011-2012.

The campaign used multiple media channels to reach a wider audience and create synergy through exposure with a mix of television, radio, online, print and outdoor (transit) advertising. VISIT FLORIDA’s new Google partnership that included a first-of-its-kind digital brand awareness campaign contributed significantly to our success. These marketing efforts resulted in an increase in advertising recall over 2010-2011 – from 52% to 53%. The “Your Florida Side” campaign produced nearly 456,000 trips that are directly attributable to the advertising, a 70% increase from last year. It also generated $258 in incremental traveler spending in Florida, up from $177 in 2010-2011, and $15 in new tax revenue, up from $11 last year, for every $1 spent on advertising.

With more than one million Floridians employed in the tourism industry, VISIT FLORIDA recognizes the importance of engaging Florida residents in helping boost the state’s economy. In 2011-2012, VISIT FLORIDA ramped up our in-state social media advocacy platform, “Share a Little Sunshine,” that encourages Floridians to take an active role in protecting jobs and creating revenue in their communities by sending a personal invitation to friends and family to visit the Sunshine State. This platform was the basis for several of VISIT FLORIDA’s successful marketing efforts – including the “Florida Fan Game” and PSAs from actor/racer Patrick Dempsey – which resulted in a 40% increase in the number of invitations sent over the previous year.
Maximizing Marketshare continued

VISIT FLORIDA is proud to have the most trafficked state destination marketing organization website in the country and, as the state’s official source for travel planning, drawing visitors to the website is the call-to-action for all domestic and international consumer-facing marketing efforts. Along with providing valuable travel resources and tools to consumers, VISITFLORIDA.com serves as a means for engaging new and repeat visitors to Florida. It also provides an interactive forum for Florida vacationers to share their experience with others, engaging consumers both pre- and post-trip. VISIT FLORIDA continually upgrades and improves the site to ensure that the most innovative travel planning tools are available to consumers.

The 2011-2012 fiscal year was no exception, with VISIT FLORIDA launching a host of new user-friendly travel resources for visitors, including:

- A revamped VISITFLORIDA.com home page;
- A micro-site for specialized content relating to Viva Florida;
- Two additional international Florida Insiders from the U.K. and Germany, plus a VIVA Florida Insider; and
- The VISIT FLORIDA Travel Wire, a network of veteran journalists whose articles, photographs and videos appear on VISITFLORIDA.com as well as influential and trusted publication websites including Philly.com, The Huffington Post.

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 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 significantly leverage combined budgets and provide tourism businesses with access to promotions on a scale not otherwise possible. Major strategic alliances with Disney Destinations, Dollar Rent A Car, The Hertz Corporation, SeaWorld Parks & Entertainment and Universal Orlando 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 expanded innovative corporate partnerships with major brands such as Google and Mazda 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 2011-2012, VISIT FLORIDA offered new co-op opportunities, including a first-of-its-kind digital brand awareness program with Google that brought traditional marketing concepts online at a scale that would have a substantial impact on the Florida tourism market. Collectively, these efforts generated more than $17 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 2011-2012, new positions, such as a Systems Integration Manager and Digital Marketing Specialist, were added to ensure the organization remained in step with global marketing trends and was best positioned as the authoritative source for Florida travel content.

VISIT FLORIDA's success as a destination marketing organization is ultimately dependent on the 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 destination marketing organizations in the world.
2011-2012 Annual Highlights

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 2011-2012 fiscal year. From a national campaign that reached millions of potential visitors 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 to making Florida the premier vacation destination for visitors from across the globe. The “Annual Highlights Timeline” showcases just a few of the ways VISIT FLORIDA's responsiveness and leadership helped grow the Florida brand during the past year.

View Annual Highlights Timeline ➤
Named “Most Social DMO” by Gammet Interactive with more than 700,000 followers on Facebook and Twitter and thousands of posts on 11 different consumer and corporate blogs.

Invited to speak to more than 1,000 attendees at the 2011 Destination Marketing Association International Annual Convention on VISIT FLORIDA’s award-winning crisis management response to the Deepwater Horizon oil spill.

Released new VISIT FLORIDA Marketing Partner Guide to increase Partner’s engagement in our marketing programs through its easy-to-read, highly-visual and full-color format.

Announced the appointment of LMA Communications as VISIT FLORIDA’s new Canadian public relations agency of record.

Revised VISITFLORIDA.com home page, making it easier to navigate to articles, photo essays and videos published by award-winning journalists and blog posts updated daily by VISIT FLORIDA’s Insiders.
Launched "Florida Fan Game" contest to help boost Florida's tourism-based economy and show which university has the best fans, resulting in nearly 70,000 personal digital invitations being sent by fans of the six schools.

Hosted the 44th Annual Florida Governor's Conference on Tourism with nearly 750 members of the travel industry, 100 exhibitors and sponsors, and over 20 industry speakers in attendance.

Produced the annual Florida Visitor Study, a research report that provides an in-depth look at the travel patterns and trends in the Sunshine State.

Launched "Florida Fan Game" contest to help boost Florida's tourism-based economy and show which university has the best fans, resulting in nearly 70,000 personal digital invitations being sent by fans of the six schools.

Produced free "Log-In & Learn" educational webinar program to provide tourism businesses with access to industry trends and market expertise as well as resources to maximize their VISIT FLORIDA partnership.

Released Share a Little Sunshine in-state advocacy program survey results that showed 52% of respondents had someone travel to Florida after receiving an invitation from them – 15% of whom had not previously considered visiting.
Received top award in prestigious Association of National Advertisers 2011 Multicultural Excellence Awards in their most competitive category - Campaign with Significant Results - for “Your Florida Side” advertising campaign which generated $258 in tourism spending and $15 in new sales tax collections for every $1 spent on tourism marketing.

Hosted 31st Annual Florida Encounter tradeshow to bring meetings business to Florida, with more than 2,400 appointments conducted between meeting professionals representing 26 states plus Canada and France.

Partnered with Univision to bring the 500-year-old story of the European discovery of Florida to their Thanksgiving Day morning news show Despierta América, with an audience of more than two million Spanish-speaking Americans.

Received top award in prestigious Association of National Advertisers 2011 Multicultural Excellence Awards in their most competitive category - Campaign with Significant Results - for “Your Florida Side” advertising campaign which generated $258 in tourism spending and $15 in new sales tax collections for every $1 spent on tourism marketing.

Hosted 31st Annual Florida Encounter tradeshow to bring meetings business to Florida, with more than 2,400 appointments conducted between meeting professionals representing 26 states plus Canada and France.

Partnered with Univision to bring the 500-year-old story of the European discovery of Florida to their Thanksgiving Day morning news show Despierta América, with an audience of more than two million Spanish-speaking Americans.
Became the first DMO in the world to publish content on Google Currents, further endorsing the power and quality of the Florida brand and VISIT FLORIDA as a trusted source of travel planning.

Launched a first-of-its-kind digital brand awareness co-op program with Google that brought traditional marketing concepts online at a scale that would have a substantial impact on the Florida tourism market.

Introduced two new International Insiders from the U.K. and Germany to provide an international perspective on Florida that would resonate with overseas visitors to the state.

Participated in METROPOLL XIV, a comprehensive study of meeting planners and the meeting market in North America, the results of which ranked Florida extremely high as a “good value for your money”.

Announced the selection of SapientNitro as VISIT FLORIDA’s new lead agency of record during the closing session of our annual Marketing Retreat in Orlando.

Launched the VISIT FLORIDA Travel Wire, a network of veteran journalists whose articles, photographs and videos of Florida now appear on influential and trusted publication websites including Philly.com and The Huffington Post.
Released figures showing Florida’s **record visitation in 2011**, with 87.3 million visitors who spent $67.2 billion, generating 23% of the state’s sales tax revenue and employing over 1 million Floridians – an increase of more than 38,000 jobs.

Hosted the **2012 Florida Tourism Day at the Capitol**, along with other members of the Partnership for Florida’s Tourism and six other statewide organizations, drawing in record participation with nearly 300 industry representatives.

Began third year of racing partnership with Mazda and Dempsey Racing in the GRAND-AM Rolex Sports Car Series, kicking it off with two VISIT FLORIDA-themed cars competing in the fabled 50th Anniversary Rolex 24 at Daytona.

Recognized by HSMAI with a record **four Adrian Awards** for the Great VISIT FLORIDA Beach Walk, Sunshine Moments campaign, Florida Seafood Celebration and our 12-page feature placement in AirTran’s *Go Magazine*.

Produced **2012 Florida Official Transportation Map and VISIT FLORIDA Magazine**, which provide rich Florida travel planning content free of charge to visitors around the world in print, online and on their mobile devices.

Released figures showing Florida’s **record visitation in 2011**, with 87.3 million visitors who spent $67.2 billion, generating 23% of the state’s sales tax revenue and employing over 1 million Floridians – an increase of more than 38,000 jobs.

Hosted the **2012 Florida Tourism Day at the Capitol**, along with other members of the Partnership for Florida’s Tourism and six other statewide organizations, drawing in record participation with nearly 300 industry representatives.

Began third year of racing partnership with Mazda and Dempsey Racing in the GRAND-AM Rolex Sports Car Series, kicking it off with two VISIT FLORIDA-themed cars competing in the fabled 50th Anniversary Rolex 24 at Daytona.

Recognized by HSMAI with a record **four Adrian Awards** for the Great VISIT FLORIDA Beach Walk, Sunshine Moments campaign, Florida Seafood Celebration and our 12-page feature placement in AirTran’s *Go Magazine*.

Produced **2012 Florida Official Transportation Map and VISIT FLORIDA Magazine**, which provide rich Florida travel planning content free of charge to visitors around the world in print, online and on their mobile devices.
Became one of only four founding partners of Brand USA – along with Marriott International, Walt Disney Company and Best Western International – providing a tremendous opportunity for the Florida tourism industry to promote our state to international travelers.

Announced new Air Team Florida initiative to bring together Florida tourism destinations, airports and CVBs in order to have a greater impact on the global travel industry, including an Airline Grant Program to expand international air service to the Sunshine State.

Experienced record traffic on VISITFLORIDA.com in 2011, with more than 6.5 million visits, 18.5 million page views and a user survey that showed 78% of those who visited the site traveled to the state.
Released results of annual Marketing ROI Study which found that 38.1% of visitors were significantly influenced by one or more of VISIT FLORIDA’s marketing efforts.

Hosted “Coffee & Conversation” events around the state showcasing the Promotions Department’s impact on individual businesses, destinations and the Florida brand, which generated more than $66 million in media value and 2.3 billion consumer impressions this past fiscal year.

Launched Florida’s Three for Free Giveaway, a social media campaign to increase awareness of Florida as a summer vacation destination that featured an unprecedented 24-hour takeover of YouTube’s homepage.

Established Share a Little Sunshine partnership with Florida Park Service focused on encouraging residents to invite their friends and family to explore Florida’s 160 state parks.

Unveiled a new billboard campaign to grow traffic to the five Official Florida Welcome Centers – with four strategically located at entry points along I-10.

Connected Florida tourism Partners with more than 100 top-tier journalists, editors and travel writers in the key markets of Atlanta-Birmingham, Boston, Chicago and New York as part of the annual VISIT FLORIDA Media Missions and Receptions Program.
2011-2012 Measures of Success

While VISIT FLORIDA's successes cannot always be measured in numbers, the highlights on the following pages 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.
2011-2012 Measures of Success

87.3 million Total number of out-of-state and international visitors to Florida*
21.5 million Total number of in-state travelers*
$67.2 billion Total spending infused into Florida’s economy by visitors*
1,013,100 Number of Floridians directly employed by tourism*
12,232 Number of VISIT FLORIDA Partners and web affiliates
2,235 Number of new core tourism businesses added to VISITFLORIDA.com as part of either a paid relationship, the web listing data verification project or our free web affiliate program
7,500 Number of verified web listings on VISITFLORIDA.com by in-house call center staff in a four-month period
$17.3 million Industry investment in VISIT FLORIDA co-op programs
3.5 billion Consumer impressions generated through co-op and dedicated VISIT FLORIDA advertising in domestic and international markets
6.5 million Visits to the consumer website, VISITFLORIDA.com
1.2 million Visits to the mobile version of VISITFLORIDA.com
50,720 Followers on VISIT FLORIDA consumer Twitter account, @VISITFLORIDA
526,525 Likes on VISIT FLORIDA consumer Facebook account, Facebook.com/VISITFLORIDA and “Insiders” Facebook accounts
129,873 Likes on Share a Little Sunshine Facebook account, Facebook.com/FloridaSunshine
1.8 million Views of VISITFLORIDA.com business listings
70 Number of contributors to the content network
330 Number of freelance-created pieces of content
297 Number of industry representatives from 35 counties who met with more than 75 lawmakers on Florida Tourism Day at the Capitol to advocate for tourism marketing public funding
13 Number of domestic and international VISIT FLORIDA “Insiders” who blog, tweet, post videos, answer questions and offer Florida travel tips to potential visitors all around the world
2,932 Number of questions asked of and answered by the VISIT FLORIDA “Insiders”
1,867 Blogs posted by VISIT FLORIDA “Insiders”
2.3 million Travelers who visited VISIT FLORIDA’s five Official Florida Welcome Centers
1.3 million Travelers who participated in 8 monthly themed celebrations hosted at the Official Florida Welcome Centers
2011-2012 Measures of Success continued

3,659.......... Travelers who were assisted with Florida travel planning through our live operator

$384,398...... Tourism spending generated by 7,810 room nights booked through Official Florida Welcome Centers for reservations at hotels, state parks, campgrounds and attractions

$18.8 million .... Media value generated from the execution of 70 bartered promotional programs

619 million ...... Consumer impressions generated from 70 bartered promotional programs

$47.3 million .... Media value generated from $572,750 spent on the execution of 47 paid promotional programs

1.7 billion ........ Consumer impressions generated from 47 paid promotional programs

623 million ...... Earned media impressions generated through public relations and corporate communications efforts

2,420............ Number of one-on-one business appointments conducted between visiting meeting professionals representing 26 states plus Canada and France during VISIT FLORIDA’s 31st Annual Florida Encounter tradeshow

74.................. Number of suppliers who attended VISIT FLORIDA’s 31st Annual Florida Encounter tradeshow

693,385.......... Number of travel trade, meetings professionals and consumer attendees reached collectively by 445 Florida tourism Partners who participated in VISIT FLORIDA’s 51 domestic and international sales programs

$472,790........ Amount awarded to 90 grant recipients through the Advertising Matching Grant, the City-Wide Meetings & Conventions Grant, the Cultural Heritage and Nature Tourism Grant, the Minority Convention Grant and the Small Business Partners Grant programs

2,761.............. Number of “hot deals” and special offers posted by 612 Partners on VISITFLORIDA.com and meetings.VISITFLORIDA.com

1,954.............. Number of attendees who participated in VISIT FLORIDA’s 22 tourism industry or Partner webinars

28.7 million ...... E-mails distributed for the Dialogue Program electronic magazines highlighting Florida destinations

650,000.......... Total number of printed copies distributed of the VISIT FLORIDA Magazine and the Florida Insider Magazine

1 million .......... Number of 2012 Official Transportation Maps produced in-house with support from 36 tourism clients

*Reflects calendar year 2011
2011-2012 Financial Overview

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. The following “Financial Overview” provides a brief snapshot of VISIT FLORIDA’s 2011-2012 financial position.

Actual Revenue: 2005-2012
(in millions of dollars)
Serving Our Stakeholders

VISIT FLORIDA, as 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 planners. The resources are offered directly to them through various outlets including specialized websites, major conventions and tradeshows, 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 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 tourist spending that provides funding to help build roads, support schools and pay for vital programs.
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. VISITFLORIDA.com, the most trafficked destination marketing organization website in the country, serves as a consumer portal inclusive of all aspects of travel planning. Consumer publications, including the VISIT FLORIDA Magazine and the Florida Insider Magazine, as well as a variety of special interest e-newsletters, 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 the Florida Capitol in Tallahassee.

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. A dedicated website at meetings.VISITFLORIDA.com, an annual destination trade show known as “Florida Encounter,” and individual planning assistance are all complimentary services provided by VISIT FLORIDA to meeting and event professionals. Meeting and convention-specific newsletters and updates are also distributed during the year to a growing database of professionals who specialize in these areas.

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, invites travel writers from top 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 2011-2012, 38% of all Florida visitors were significantly influenced in their decision to visit the Sunshine State by one or more of VISIT FLORIDA’s marketing programs.
Serving Our Stakeholders

Florida Tourism Industry

VISIT FLORIDA serves the Florida tourism industry by providing leadership and resources that contribute to the growth and development of tourism business in the Sunshine State.

When issues arise that affect Florida’s tourism industry, VISIT FLORIDA serves as the main source for distributing 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 nature-based, historical and cultural tourism initiatives are awarded each year for projects that will enhance the Florida tourism product within these individual 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 companies such as Mazda and Google, VISIT FLORIDA Partners receive access to a variety of benefits, opportunities and programs that allow them to market themselves more effectively and affordably.
Serving Our Stakeholders

State of Florida

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. Since 1996, VISIT FLORIDA has been a $1.3 billion destination marketing cooperative, matching $420 million in public funding with $930 million of private investment by thousands of Florida tourism businesses and strategic 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 2011, Florida welcomed 87.3 million visitors who spent $67.2 billion, generating 23 percent of the state’s sales tax revenue and employing more than 1 million Floridians, making tourism the No. 1 industry in the Sunshine State.
Messages From Leadership

Letter from Governor Rick Scott

Letter from Chair Tony Lapi

Letter from VISIT FLORIDA President & CEO Chris Thompson
Dear Friends,

I am pleased to say that Florida welcomed a record 87.3 million visitors to our state last year. This achievement is a direct reflection on 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 all those who dedicate themselves to driving visitation to our state and for the hospitality you provide to our visitors.

Tourism has long been Florida’s leading industry and continues to serve an essential role in the growth and sustainability of our economy by generating more than $67 billion in taxable sales revenue and employing more than one million Floridians. VISIT FLORIDA, the state’s official tourism marketing corporation, brings the public and private sectors together to create marketing programs that promote the Sunshine State to travelers from the U.S. and all around the globe. Over its 16-year history, VISIT FLORIDA has been a $1.3 billion destination marketing cooperative, matching $420 million in public funding with $930 million of private investment by nearly 12,000 Florida tourism businesses and strategic alliance partners.

As one of the world’s most popular meeting and vacation destinations, VISIT FLORIDA and the Florida tourism industry have every reason to be proud of their accomplishments. However, in today’s highly competitive global marketplace, it is more important than ever that VISIT FLORIDA continues to take a leadership role in positioning our state as a top-of-mind destination with cutting-edge marketing strategies that will resonate with our visitors.

This annual report is a dynamic compilation of the efforts VISIT FLORIDA and Florida’s tourism industry have undertaken together over the past year. Building on a record year, and with your continued support, Florida is certain to achieve the goal of establishing itself as the No.1 travel destination in the world.

Sincerely,

Rick Scott
Governor
Dear Partners and Friends,

It has been my honor to serve as Chair of VISIT FLORIDA’s Board of Directors this past year and it is on their behalf that I am pleased to present the 2011-2012 VISIT FLORIDA Annual Report. This year marked the launch of a host of strategic and innovative projects that expanded the reach and relevance of the Florida brand to new audiences. Those included VISIT FLORIDA becoming the first DMO in the world to publish travel content on Google Currents, the start of the VISIT FLORIDA Travel Wire and other significant opportunities for original Florida travel content to appear on trusted publication websites, and the establishment of a partnership with the Florida Park Service that encourages Share a Little Sunshine fans to invite friends and family to visit our state parks.

For the industry, VISIT FLORIDA rolled out a first-of-its-kind digital brand awareness co-op program with Google, kicked-off the Air Team Florida initiative to increase international air travel to the Sunshine State and became one of only four founding partners of Brand USA as a way to provide a new opportunity for promoting Florida to international visitors. For consumers, VISIT FLORIDA added three new international Insiders who engage with potential visitors in their own language, revised the VISITFLORIDA.com home page to make it easier to navigate and hosted year-one of the Florida Fan Game contest to determine which state university has the No. 1 fans.

The successful execution of VISIT FLORIDA’s mission to promote travel to and within Florida would not be possible without the support of the tourism industry. From their service on the Board of Directors and committees to participation in VISIT FLORIDA programs, I would like to thank those who have dedicated their resources and expertise to further the goals of VISIT FLORIDA this year.

I offer my sincere appreciation to the staff of VISIT FLORIDA for their dedication and leadership. I can attest that the hardworking professionals who make up the VISIT FLORIDA team remain constantly focused on elevating the Florida tourism industry to new heights. As I pass the torch to Glenn Hastings, this year’s Chair of the Board of Directors, I encourage you all to support VISIT FLORIDA as they strive to make Florida the No. 1 travel destination in the world.

Sincerely,

Tony Lapi
Chair
VISIT FLORIDA Board of Directors
Dear Partners and Friends,

The way we market the state of Florida to the world has truly transformed in the last several years and will continue to evolve exponentially in the years to come. The ability to anticipate and act decisively in the face of change has become a part of VISIT FLORIDA’s DNA. Despite obvious challenges, VISIT FLORIDA and the Florida tourism industry worked together to have a record year for travel to the Sunshine State. VISIT FLORIDA introduced innovative programs, expanded co-op marketing opportunities and found new ways to promote the Florida tourism product across the U.S. and around the globe. It was also an award-winning year for our national advertising campaign, social media efforts and in-state advocacy program.

This annual report highlights many of the accomplishments and successes that VISIT FLORIDA achieved in 2011-2012. By sharing it in an online interactive version, we hope you will enjoy learning much more about the organization and our programs.

Any successes VISIT FLORIDA achieves are a direct reflection on the incredible engagement and support shown by the entire Florida tourism industry. As an industry-driven organization with dedicated leadership on our industry committees and Board of Directors, as well as the support of our cooperative sales and marketing partners, VISIT FLORIDA is a leader for destination marketing efforts on a local, state and national level. In 2011, VISIT FLORIDA became one of only four founding partners for the newly created Brand USA global tourism marketing organization that was patterned on our own highly-successful public-private model.

In a year when much has been asked of the VISIT FLORIDA staff, I can assure you they exceeded all expectations and hope that you will join me in thanking them for their commitment and hard work.

Having had a record year tells me that the state, our industry and VISIT FLORIDA are all well positioned to work together to make Florida the No. 1 travel destination in the world.

Thank you for your continued support.

Together, we are VISIT FLORIDA!

Regards,

Chris Thompson, CDME
President and CEO, VISIT FLORIDA
Corporate Information

- Senior Management Team
- Department Listings
- Board of Directors
- Past Board of Directors Chairs
- 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.

VISIT FLORIDA has 101 full-time employees 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.

---

**Corporate Information**

**Senior Management Team**

**Chris Thompson, CDME**  
President and Chief Executive Officer

**Will Seccombe**  
Chief Marketing Officer

**Vangie McCorvey Fields, CPA**  
Chief Financial Officer

**Eileen Forrow**  
Vice President of Sales and Marketing

**David Dodd**  
Vice President of Visitor Services

**Susannah Costello**  
Vice President of Brand
Department Listings

Executive Operations
The Executive Operations department supports the President and CEO’s office through public affairs, corporate communications and stakeholder liaison activities.

Finance/Administration
The Finance and Administration department includes the activities of human resources, information technology, network and database management, finance, accounting, contracts supervision, warehouse oversight and office administration.

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

Marketing/Brand
Oversees the areas that provide consumer-focused marketing communications including: advertising, co-op, internet, social marketing, public relations, content creation and creative services.

Promotions
The Promotions team extends VISIT FLORIDA’s brand messaging by coordinating Florida vacation packages, which are provided on an in-kind basis, in exchange for promotional media exposure.

Public Relations
The Public Relations department assists our Partners with extending their individual PR plans by offering programs and resources that include in-market domestic media missions and receptions, editorial leads, a dedicated website where Partners share destination information with the media, and a coordinated PR presence in key international markets.

Research
The Research department 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.

Sales
The Sales team reaches out to key travel professionals in both domestic and international arenas utilizing trade and consumer shows, as well as tour operator, travel agent and meeting planner relationships to keep visitors coming to Florida.

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 orange juice.
Corporate Information

Board of Directors

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.

(Note: The Florida Commission on Tourism, which previously served as the public body overseeing VISIT FLORIDA, was eliminated as part of a state government reorganization plan developed during the 2011 legislative session. As a result, in future VISIT FLORIDA’s Board of Directors will no longer include Ex-Officio and Honorary members.)

Executive Committee

Tony Lapi
Chair
‘Tween Waters Inn Island Resort

Glenn Hastings
Chair-Elect
St. Johns County Tourist Development Council

Carol Dover
Vice Chair of Government Relations
Florida Restaurant and Lodging Association

Andrew Hertz
Vice Chair of Marketing
Miami Seaarium

John Tomlin
Vice Chair of Industry Relations
The Auto Club Group

Ed Fouché
Immediate Past Chair
Disney Destinations

Harold D. Wheeler
Secretary
Florida Keys & Key West Tourist Council

Tammy Gustafson
Treasurer
Universal Orlando

John Perez
Member at Large
The Wyvern Hotel

Members

Walter Banks
Lago Mar Resort & Club

Harvey Campbell
Columbia County Tourist Development Council

Jeff Castner
Jupiter Beach Resort & Spa
(as of January 2012)

Ty Christian
TRC Consulting Group, LLC
(service through December 2011)

Bobby Cornwell
Florida Association of RV Parks & Campgrounds

Richard Goldman
Saint Augustine, Ponte Vedra and The Beaches VCB
(service through December 2011)

Danny Gaekwad
MGM Hotels, LLC
(as of December 2011)

Victoria L. Freed
Royal Caribbean International
(service through December 2011)

Christine Duffy
Cruise Lines International Association
(as of December 2011)

Maryann Ferenc
Mise En Place
(as of December 2011)

Maryann Ferenc
Mise En Place
(as of December 2011)

Danny Gaekwad
MGM Hotels, LLC
(as of December 2011)

Maryann Ferenc
Mise En Place
(as of December 2011)
Board of Directors

Members continued

Stephen Hilliard
The St. Joe Company
(as of January 2012)

Malinda Horton
Florida Association of Museums
(as of December 2011)

Brad Little
Brad Little Consulting, Inc.
(service through December 2011)

Bill Lupfer
Florida Attractions Association
(as of December 2011)

Lino Maldonado
ResortQuest International
(as of December 2011)

Charles “Sonny” Mares
(service through December 2011)

Rick McAllister
Florida Retail Federation
(as of December 2011)

Carol McQueen
Levy County Visitors Bureau
(service through December 2011)

William Moore
Kennedy Space Center Visitor Complex
(as of December 2011)

Jetse Pottinga, CAM
Meliá Orlando Suite Hotel At Celebration
(as of December 2011)

Terry Prather
SeaWorld Orlando, Discovery Cove and Aquatica
(as of December 2011)

Gene Prescott
The Biltmore Hotel
(as of January 2012)

David W. Reese
Florida’s First Coast of Golf
(as of December 2011)

Robert Skrob
Florida Association of Destination Marketing Organizations

Thom Stork
The Florida Aquarium

Grace Villamayor
The Hertz Corporation
(as of December 2011)

Jack Wert, FCMDE
Naples, Marco Island, Everglades Convention & Visitors Bureau
(service through December 2011)

Dana Williams
Southwest Airlines
(as of December 2011)

Jean Austin
American Express Establishment Services

Thomas E. Barnette
EA Tours

Secretary Kurt S. Browning
State of Florida
(retired as Secretary of State February 2012)

Paul Catoe
Tampa Bay & Company
(retired November 2011)

Ty Christian
TRC Consulting Group, LLC
(as of December 2011)

Pamella Dana
Sure Lure Charter Company

Secretary Ken Detzner
State of Florida
(as of February 2012)
Board of Directors

Ex Officio Members continued

Lucia M. Fishburne
Florida Office of Film & Entertainment,
Executive Office of the Governor
(service through December 2011)

Donald Forgione
Florida State Parks

Jan Gautam, CHA
Interessant Hospitality/Gi Hotels Group

Nancy S. Halford
Naval Aviation Museum
(service through December 2011)

Malinda Horton
Florida Association of Museums
(service through December 2011)

Bill Johnson
Florida Airports Council
(resigned August 2011)

Robert Kamm
Sandcastles Hotel & Resort

Shari Kerrigan
Florida Office of Film & Entertainment,
Executive Office of the Governor
(as of December 2011)

Bill Lupfer
Florida Attractions Association
(service through December 2011)

Carol McQueen
Levy County Visitors Bureau
(as of December 2011)

Kerry Morrissey
Ocean Properties, Ltd. Hotels and Resorts
(service through December 2011)

Keith Overton, CHA
Island Grand - TradeWinds Island Resorts

Larry Pendleton
Florida Sports

Jorge Pesquera
Palm Beach County Convention & Visitor Bureau

Abraham Pizam
University of Central Florida Rosen School of Hospitality Management

David W. Reese
Florida’s First Coast of Golf
(service through December 2011)

Gary C. Sain, CTC, CHME
Visit Orlando
(deceased)

William D. Talbert, Ill, CDME
Greater Miami Convention & Visitors Bureau

Frank Usina
North Beach Camp Resort

Honorary Members

Richard Goldman
Saint Augustine, Ponte Vedra and The Beaches VCB
(as of December 2011)

Nicki E. Grossman
Greater Fort Lauderdale Convention & Visitors Bureau
(as of December 2011)

Peter Guptill
Jack B. Healan, Jr.
Omni Amelia Island Plantation

Arthur H. Hertz
Miami Seaquarium/Wometco Enterprises

Donna Ross, CAE

Bill Sims
Ripley’s Believe It or Not! - Key West

Tom Staed
Staed Family Associates

Thomas Waits
As of June 30, 2012 unless otherwise noted
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.
Industry members play a major role in the evolution of VISIT FLORIDA programs and opportunities. VISIT FLORIDA Partners, including some of the industry’s foremost experts, serve on the committees, which meet on a regular basis to recommend strategic actions. To enhance industry involvement, VISIT FLORIDA established the following councils and committees: Advertising/Internet, Audit, Communications, Cultural/Heritage/Rural/Nature, Finance, Industry Relations, International, Marketing Council Steering, Promotions, Sales and Visitor Services. The purpose of these committees is to maximize industry input toward fulfilling VISIT FLORIDA’s commitment to being “industry-led.” Committee members are volunteers dedicated to putting the industry above their own interests as they interact with VISIT FLORIDA’s staff.
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.

Harold D. Wheeler
Chair
Florida Keys & Key West Tourist Council

Peter Cranis
Vice Chair
Visit Orlando

Members

Thomas E. Barnette
EA Tours

Bruce Craul
Emerald Grande At HarborWalk Village

David Downing
Visit St. Petersburg/Clearwater

Eric Eimstad
Miami Seaquarium

Kay Galloway
Daytona Beach Area Convention & Visitors Bureau

Tammy Gustafson
Universal Orlando

Kathy Houchins
Emerald Coast Convention & Visitors Bureau, Inc.

Mark Jackson
Central Florida Visitors & Convention Bureau

Marlene Janetos
Museum of Discovery & Science

Robert Keesler
Pelican Grand Beach Resort

Doc Kokol
Florida Fish and Wildlife Conservation Commission

Debdie A. Meihls, CDME
Bradenton Area Convention and Visitors Bureau

Keith Overton, CHA
Island Grand – TradeWinds Island Resorts

Woody Peek
The Beaches of Fort Myers & Sanibel (Lee County VCB)

Jennifer Resendez
Kissimmee Convention & Visitors Bureau

Scott Rose
The Florida Aquarium

Anne Zavorskas
Visit Sarasota County
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.

Thomas Waits
Chair

Members

Walter Banks
Lago Mar Resort & Club

Richard Goldman
Saint Augustine, Ponte Vedra and The Beaches VCB

Arthur H. Hertz
Miami Seaquarium/Wometco Enterprises

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 corporate communications activities, including media relations and crisis communications.

Jessica Taylor
Chair
Greater Fort Lauderdale Convention & Visitors Bureau

Susan Lomax
Vice Chair
Visit Orlando

Members

Jeff Abbaticchio
Gaylord Palms Resort & Convention Center

Tangela Boyd
Daytona Beach Area Convention & Visitors Bureau

Jennifer Diaz
Greater Miami Convention & Visitors Bureau

Erin Duggan, CDME
Visit Sarasota County

Barbara Golden
Saint Augustine, Ponte Vedra and The Beaches VCB

Mary Haban
Visit St. Petersburg/Clearwater

Katie Kole
Visit Tallahassee

JoNell Mody
Naples, Marco Island, Everglades Convention & Visitors Bureau

David Naranjo
Estefan Enterprise

Lee Rose
The Beaches of Fort Myers & Sanibel (Lee County VCB)

Sharon Sears
Seminole County Convention & Visitors Bureau

Nicole Steinman
Holiday Inn Resort - Panama City Beach

Angie L. Vennerstrom
St. Augustine Premium Outlets

Ian Whitney
Key West Innkeeper’s Association
Cultural, Heritage, Rural and Nature Committee

The Cultural, Heritage, Rural and 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

Virginia Haley
Chair
Visit Sarasota County

Jim Wood
Vice Chair
Florida Department of Environmental Protection – Office of Greenways and Trails

Marilyn P. Hett, AICP, CEcD, CRE(r)
Hillsborough County Tourist Development Council

Herbert L. Hiller
Washington County Tourist Development Council

Heather Lopez
Tammy Lee McDaniel
Tammy’s Journeys

Anna Mikell
Visit Gainesville

Kathy Pagan
Lake County Economic Development and Tourism

Chris T. Pendleton
Edison & Ford Winter Estates

Sergio Piedra
Palm Beach County Convention & Visitor Bureau

Carole Pilkington
Kissimmee Convention & Visitor Bureau

Lorna Radcliff
Florida Forest Service

Alissa Slade
Florida Department of State – Office of Cultural, Historical and Information Programs

Eve Sweeting
Fisherman’s Village

John C. Waldron, CPRP
Florida Outdoor Recreation Coalition

Bob Wattendorf
Florida Fish and Wildlife Conservation Commission

Ron Woxberg
St. Johns River Cruises

Kurt Allen
Marineland Dolphin Adventure

Debi Clark
Spirit of the Swamp Airboat Rides

Donna Creamer
Pure Water Wilderness

Jason Cutshaw
Topsail Hill Preserve State Park

Marjorie Ferrer
Deerfield Beach Downtown Development Authority

Richard Goldman
Saint Augustine, Ponte Vedra and The Beaches VCB

Marilyn P. Hett, AICP, CEcD, CRE(r)
Hillsborough County Tourist Development Council

Herbert L. Hiller
Washington County Tourist Development Council

Heather Lopez
Tammy Lee McDaniel
Tammy’s Journeys

Anna Mikell
Visit Gainesville

Kathy Pagan
Lake County Economic Development and Tourism

Chris T. Pendleton
Edison & Ford Winter Estates

Sergio Piedra
Palm Beach County Convention & Visitor Bureau

Carole Pilkington
Kissimmee Convention & Visitor Bureau

Virginia Haley
Chair
Visit Sarasota County

Jim Wood
Vice Chair
Florida Department of Environmental Protection – Office of Greenways and Trails
**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.

**Members**

**Nicki E. Grossman**  
Greater Fort Lauderdale Convention & Visitors Bureau

**Glenn Hastings**  
St. Johns County Tourist Development Council

**Jack B. Healan, Jr.**  
Omni Amelia Island Plantation

**Robert Skrob**  
Florida Association of Destination Marketing Organizations

**Thom Stork**  
The Florida Aquarium

**John Tomlin**  
The Auto Club Group

**Thomas Waits**

**Tammy Gustafson**  
Chair  
Universal Orlando
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.

John Tomlin
Chair
The Auto Club Group

Jan Gautam, CHA
Vice Chair
Interessant Hospitality/GI Hotels Group

Members

Jay Dempsey
IHG InterContinental Hotels Group

David Fine
PGA National Resort & Spa

Nicki E. Grossman
Greater Fort Lauderdale Convention & Visitors Bureau

Steve Hayes
Tampa Bay & Company

Malinda Horton
Florida Association of Museums

Jennifer Huber
Charlotte Harbor Visitor & Convention Bureau

Karen Hutchings
Kissimmee Convention & Visitors Bureau

John Moors
Greater Dade City Chamber of Commerce

Kimberly Morgan
Visit Jacksonville

Kerry Morrissey
Ocean Properties, Ltd. Hotels and Resorts

Sne Patel
Ramada Limited – St. Augustine – I-95

Robert Skrob
Florida Association of Destination Marketing Organizations

Chuck Steeg
Meyer Vacation Rentals
The International Committee provides feedback and counsel on strategic matters related to VISIT FLORIDA's international advertising, sales, public relations and promotions programs. These activities cover trade and consumer shows, along with meeting professionals, tour operators and airline relationships.

Rolando Aedo  
Chair  
Greater Miami Convention & Visitors Bureau

D.T. Minich  
Vice Chair  
Visit St. Petersburg/Clearwater

Members

Lynn Hobeck Bates  
Visit Sarasota County

Sophie Gaeta  
Palm Beach County Convention & Visitor Bureau

Erick Garnica  
The Beaches of Fort Myers & Sanibel (Lee County VCB)

Alfredo Gonzalez  
Greater Fort Lauderdale Convention & Visitors Bureau

Linda McMahon  
Daytona Beach Area Convention & Visitors Bureau

Sarah Ozgun, CMD  
Ellenton Premium Outlets

Dennis Quinn  
Universal Orlando

Crystal Rouhani  
Aventura Mall

Sandy Wade  
SKY Hotels and Resorts

John Weed, CDME  
JWInternational

Jack Wert, FCDME  
Naples, Marco Island, Everglades Convention & Visitors Bureau
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 six discipline-based committees, including Advertising/Internet, Communications, Cultural/Heritage/Rural/Nature, International, Promotions and Sales.

Andrew Hertz
Chair
Miami Seaquarium

John Tomlin
Vice Chair
The Auto Club Group

Members

Rolando Aedo
Greater Miami Convention & Visitors Bureau

Mary Altman
World Golf Hall of Fame At World Golf Village

Peter Cranis
Visit Orlando

Virginia Haley
Visit Sarasota County

Susan Lomax
Visit Orlando

Carol McQueen
Levy County Visitors Bureau

D.T. Minich
Visit St. Petersburg/Clearwater

Rosemarie Payne, CHME
Visit St. Petersburg/Clearwater

Christine Roberts-Tascione, CMP
Greater Fort Lauderdale Convention & Visitors Bureau

Jessica Taylor
Greater Fort Lauderdale Convention & Visitors Bureau

Harold D. Wheeler
Florida Keys & Key West Tourist Council

Jim Wood
Florida Department of Environmental Protection – Office of Greenways and Trails
Promotions Committee

The Promotions Committee provides input on strategic matters related to VISIT FLORIDA’s paid and bartered promotional programs which target consumers on a market specific, regional and national basis.

Mary Altman
Chair
World Golf Hall of Fame At World Golf Village

Carol McQueen
Vice Chair
Levy County Visitors Bureau

Members

Jennifer Berthiaume
Lion Country Safari

Fran Cohen
Palm Beach County Attraction Association

Elizabeth Hall
Sonesta ES Suites – Orlando

Richard M. Jackson
CoCo Key Hotel and Water Resort – Orlando

Susan Keaveney
The Shores Resort & Spa

Margie Long
Boggy Creek Airboat Rides

Rozeta Mahboubi
Martin County Convention & Visitors Bureau

David W. Reese
Florida’s First Coast of Golf

Kathy Snyder
Sands of Islamorada Resort

Albert Tucker
Greater Fort Lauderdale Convention & Visitors Bureau
# Sales Committee

The Sales 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.

**Christine Roberts-Tascione, CMP**  
Chair  
Greater Fort Lauderdale Convention & Visitors Bureau

**Rosemarie Payne, CHME**  
Vice Chair  
Visit St. Petersburg/Clearwater

## Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joni D. Barkley, CHSP</td>
<td>Hawks Cay Resort</td>
</tr>
<tr>
<td>Kathleen Bernesby</td>
<td>The Westin Diplomat Resort &amp; Spa</td>
</tr>
<tr>
<td>Kelly DeFebo</td>
<td>Visit Sarasota County</td>
</tr>
<tr>
<td>Nancy Fischer, CMP</td>
<td>Visit Gainesville</td>
</tr>
<tr>
<td>Freddy Flynn</td>
<td>Universal Orlando</td>
</tr>
<tr>
<td>Nancy Foster</td>
<td>Clearwater Regional Chamber of Commerce</td>
</tr>
<tr>
<td>Mari C. Garcia</td>
<td>Bahia Mar Beach Resort &amp; Yachting Center</td>
</tr>
<tr>
<td>Stuart J. Gardner</td>
<td>Florida Meeting Services</td>
</tr>
<tr>
<td>Pamela B. Johnson, CDME</td>
<td>The Beaches of Fort Myers &amp; Sanibel (Lee County VCB)</td>
</tr>
<tr>
<td>Stacey Mitchell</td>
<td>Florida Keys &amp; Key West Tourist Council</td>
</tr>
<tr>
<td>Cecilia Orbegozo</td>
<td>Mayfair Hotel and Spa</td>
</tr>
<tr>
<td>Meghan Stuart</td>
<td>Holiday Inn Express – Brooksville – I-75</td>
</tr>
<tr>
<td>Tracy Ward</td>
<td>Kissimmee Convention &amp; Visitors Bureau</td>
</tr>
</tbody>
</table>
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.

Bill Lupfer  
Chair  
Florida Attractions Association

Harvey Campbell  
Vice Chair  
Columbia County Tourist Development Council

Members

Raquel Alderman  
Miami Children's Museum

Jean Austin  
American Express Establishment Services

Keith Charlton  
Florida HIA

Bobby Cornwell  
Florida Association of RV Parks & Campgrounds

Steve Cutshaw  
Torreya State Park

Stephanie Grosskreutz  
Visit Sarasota County

Mary C. Palczer  
Martin County Convention & Visitors Bureau

John Scherlacher, TMP  
Highlands County Visitor Convention Bureau

Frank Usina  
North Beach Camp Resort
As the Sunshine State's No. 1 industry, tourism was responsible for welcoming 87.3 million visitors in 2011 who spent $67.2 billion, generating 23% of the state's sales tax revenue and employing more than 1 million Floridians. For every $1 spent on tourism marketing, VISIT FLORIDA – the state’s official tourism marketing corporation – generates more than $258 in tourism spending and $15 in new sales tax collections, paid by visitors, not residents. Thirty-eight percent of all Florida visitors are significantly influenced in their decision to visit Florida by one or more VISIT FLORIDA marketing initiatives. 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 2,800 invested Partners, 9,400 web affiliates and major strategic alliance partnerships with Disney Destinations, Dollar Rent A Car, The Hertz Corporation, SeaWorld Parks & Entertainment and Universal Orlando.

To learn more about VISIT FLORIDA, please go to www.VISITFLORIDA.org or follow our corporate blog at www.SunshineMatters.org

VISIT FLORIDA Strategic Alliance Partners
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

Consumer Website:
VISITFLORIDA.com

VISIT FLORIDA Facebook:
Facebook.com/VISITFLORIDA

VISIT FLORIDA Twitter:
@VISITFLORIDA

Industry Facebook:
facebook.com/FloridaTourism

Industry Twitter:
twitter.com/FloridaTourism

Media Website:
media.VISITFLORIDA.org

Meetings Website:
meetings.VISITFLORIDA.com

Viva Florida! Website:
VivaFlorida.org

Fishing Website:
FishingCapital.com

Trails Website:
trails.VISITFLORIDA.com

Weddings Website:
weddings.VISITFLORIDA.com

Golf Website:
golf.VISITFLORIDA.com

Florida Live Website:
VISITFLORIDAlive.com

Florida Live Twitter:
@VisitFLlive

Share a Little Sunshine Website:
ShareaLittleSunshine.com

Share a Little Sunshine Facebook:
Facebook.com/ShareaLittleSunshine

Number of Full-Time Employees:
As of June 30, 2012
Corporate Headquarters: 57
Welcome Centers: 44
2011-2012 VISIT FLORIDA Awards

2011 National Council of State Tourism Directors (NCSTD) Mercury Award for Interactive Marketing – Florida Live

2011 Recommend Magazine Reader’s Choice Award for Best Selling Destination in the USA/Canada – VISIT FLORIDA

2011 World Travel Awards – Caribbean & The Americas for North America’s Leading Tourist Brand – VISIT FLORIDA

2011 British Travel Award for Best USA Holiday State – VISIT FLORIDA

2011 British Travel Award for Best National Tourist Board Website – VISITFLORIDA.com

2011 Association of National Advertisers Multicultural Excellence Award for Campaign with Significant Results – Your Florida Side

2011 Hospitality Sales & Marketing Association International Gold Adrian Award for Crisis Communication Public Relations Campaign – The Great VISIT FLORIDA Beach Walk

2011 Hospitality Sales & Marketing Association International Silver Adrian Award for Digital Marketing Social Media Campaign – Sunshine Moments

2011 Hospitality Sales & Marketing Association International Silver Adrian Award for Special Event Public Relations Campaign – Florida Seafood Celebration

2011 Hospitality Sales & Marketing Association International Silver Adrian Award for Single Item Feature Placement Print Consumer Magazine – AirTran Airways GO Magazine Special Section

2011 Hospitality Sales & Marketing Association International Top 25 Most Extraordinary Minds in Sales & Marketing – Will Seccombe, VISIT FLORIDA Chief Marketing Officer

2012 AdFed Miami ADDY Award for Best of Show across all media categories – The Great VISIT FLORIDA Beach Walk

2012 Web Marketing Association Internet Advertising Competition Award for Best Travel Interactive Application – Florida Fan Game

2012 Bronze Telly Award for Travel and Tourism – Florida Travel + Life’s Affordable Luxury Space Coast TV Program