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 2013-2014 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 & Purpose

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, values and purpose that serve as constant reminders 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

VISIT FLORIDA's Purpose
is to brighten the lives of all

VISIT FLORIDA's Strategic Goals

For the 2012-2013 fiscal year, five Strategic Goals were identified which informed all of VISIT FLORIDA's marketing goals and 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 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

The information in the four links above provide key examples of the ways in which VISIT FLORIDA implemented these Strategic Goals and the following Marketing Principles to achieve the overall priorities set forth for the 2012-2013 fiscal year.
**VISIT FLORIDA’s 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.

In order to ensure that VISIT FLORIDA is maximizing the impact of its marketing resources (money, time and relationships), the organization has adopted a set of Marketing Principles that drives all 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. **Create Value & Add Value** – First and foremost, 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, then there is no reason for VISIT FLORIDA to invest resources in the program. VISIT FLORIDA programs must provide the Florida tourism industry a strategic advantage and must inspire consumers with valuable information or a valuable service.

2. **Everything Is Co-opable** – At its core, VISIT FLORIDA is a cooperative marketing company. Since 1996, Industry Partners have invested more than $1.7 billion in VISIT FLORIDA co-op marketing programs. Florida tourism Industry Partners will have the opportunity to leverage VISIT FLORIDA’s investment in marketing programs to maximize the impact of their individual resources.

3. **With Scarcity Comes Clarity** – Given a choice, every marketer would prefer to have more resources to implement marketing programs. VISIT FLORIDA must prioritize its time, energy and budget to optimize the organization and maximize the impact of our efforts by focusing only on programs that create and add value for travelers and Industry Partners.

4. **Something 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 strive to provide valuable programs for all Partners, while recognizing and communicating that not all programs will be a good fit for every Partner.

5. **Quality vs. Quantity** – Size matters, but impact matters more. The impact of a promotion on consumer behavior is more important than the number of people that promotion reaches. It is important to consider how many incremental visitors to Florida were influenced in their decision making by the given press release, promotion, advertisement or sales effort.
VISIT FLORIDA's Marketing Principles continued

6. 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.

7. Content Is Core – Regardless of whether stories are told in advertising, on VISITFLORIDA.com, social media or any other traditional or digital media, stories that inspire travel to Florida are core to VISIT FLORIDA’s marketing efforts. VISIT FLORIDA is committed to creating, curating and distributing compelling articles, photographs and videos that tell the Florida travel story.

8. Innovation – VISIT FLORIDA is committed to building a culture that encourages staff and Partners to create more effective products, services and technologies to give Florida a competitive advantage in the global travel and tourism industry.

9. Best in Class Partnerships – Just as the Florida tourism industry expects VISIT FLORIDA to create and add value to their independent marketing efforts, VISIT FLORIDA expects our Partners to create and add value to our internal efforts. As a result, VISIT FLORIDA has assembled a first-class team of marketing partners to help us do our job better. These advertising, public relations, internet development and publishing partners bring substantial resources and expertise to execute strategic marketing plans. Working with partners, VISIT FLORIDA is able to implement strategic co-op marketing that significantly leverages our budget and provide Partners with access to programs 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. 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 2013-2014.

Held in September, the 46th Annual Florida Governor’s Conference on Tourism offered the opportunity for more than 800 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 international competition and revolutionary technological advancements, nearly 200 Florida tourism industry leaders met at the annual VISIT FLORIDA Marketing Retreat in December to begin to set the course for VISIT FLORIDA’s 2014-2015 Marketing Plan. During this two-day event, members of VISIT FLORIDA’s Board of Directors and Marketing Committees, as well as key staff and agency partners, discussed the upcoming year’s strategic and budgetary planning process and provided valuable input on “The Road Ahead.”

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 2013-2014 fiscal year, the Industry Relations team conducted 23 webinars attracting more than 1,500 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.
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 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 March, VISIT FLORIDA helped organize the 2014 Florida Tourism Day at the Capitol, where a record 400+ industry representatives from 44 counties traveled to Tallahassee to meet with more than 80 legislators, staffers 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.

To share the Florida tourism message with meeting and incentive travel professionals, VISIT FLORIDA hosts Florida Encounter – our premier appointment-based tradeshow showcasing Florida destinations. For the 2013 event, now in its 32nd year, VISIT FLORIDA proudly presented a revamped and revitalized show that featured the addition of sports planners to the list of attendees and offered a new series of educational sessions that qualify for CEU credit through the Professional Convention Management Association.

In January 2014, we held our first Florida Huddle as a VISIT FLORIDA owned-and-operated event. Florida Huddle, which has been operating for 38 years, is the longest running travel trade show in the Sunshine State where suppliers meet directly with domestic and international buyers of travel and travel media. The re-engineered show was a resounding success with more than 600 attendees from 22 countries conducting over 10,000 one-on-one appointments.

In order to assist world-wide travel agents with boosting their knowledge of the Florida product, VISIT FLORIDA partners with Worth International Media Group and Recommend magazine to host the Florida Specialist Program. Through the study of course materials and the successful completion of a test in two topic areas – General Florida and Florida Weddings & Honeymoons – travel agents are qualified to be placed on our website as an official “Florida Specialist.” The two courses in the Florida Specialist Program are the only ones in North America being featured on the Recommend Education website – one of the travel trade’s leading brands.

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 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 2013-2014. 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 record visitation and visitor spending in 2013 and two back-to-back record quarters through the first half of 2014.

VISIT FLORIDA Content Network – The Content Network was created by VISIT FLORIDA's Senior Editor as a way to increase the visibility of Florida tourism stories on highly-influential publication websites. The network of veteran journalists now working with VISIT FLORIDA to create original Florida travel content has grown to over 75 freelance writers and videographers. Through this initiative, more than 1,800 articles, videos, blog posts, slide shows, photo essays and infographics have now appeared on VISITFLORIDA.com, as well as dedicated Florida Travel pages on trusted news sites such as HuffingtonPost.com, TampaBay.com, Philly.com, AJC.com and Knowlera.

VISIT FLORIDA Insiders – VISIT FLORIDA Insiders are visitors' guides to Florida, taking them along for the ride as they explore all the Sunshine State has to offer. As Floridians from all walks of life, they’re experts on all things Florida, from beaches and shopping to entertainment and dining. In 2013-2014, our team of 12 Insiders produced more than 700 blog posts, articles and photos, conducted numerous radio and television appearances, and addressed nearly 3,300 questions and comments from visitors around the globe.

Official Florida Welcome Centers – Visit 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 2.5 million in 2013, reflecting a 3.9% increase over 2012. In addition to the travel planning tips and free cup of Florida orange or grapefruit juice, the Welcome Centers offered visitors a host of new experiences this past year. Examples included interactive displays during Florida Camping Month, Florida State Parks Month and Spring Training, full-center takeovers by Universal, Disney and SeaWorld, statues of astronauts in space suits from the Kennedy Space Center Visitor Complex and Monster Media digital photo stands that allow visitors to superimpose themselves into iconic Florida images they could send off to friends and family.
Strategic Priorities

Being the Trusted Source continued

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 2013-2014.

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. In 2013-2014, VISIT FLORIDA increased matching funds for our Airline Grant program from $250,000 to $1 million. The resulting new service from Norwegian Airlines, Copa Airlines, Qatar Airlines, Jetairfly and American Airlines to Florida is expected to draw an economic impact of $1.9 billion.

VISIT FLORIDA Partnership with the Florida Department of Health – In recognition of World Health Day, VISIT FLORIDA partnered with the Florida Department of Health in encouraging Floridians to consider the many health benefits associated with taking vacation time off from work. Research shows that travel can play an important role in maintaining health, and this partnership provided a platform to share the message that there is no better place to travel than right here in the Sunshine State.

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 2013-2014, 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 international media and trade representatives on the world stage at a scale not otherwise possible.
Strategic Priorities

Continued

Being the Trusted Source continued

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 a $10.5 million increase in public funding for VISIT FLORIDA, representing a record $74 million for fiscal year 2014-2015.
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. In 2013, VISIT FLORIDA unveiled our first-ever Fall brand campaign focused on targeting young and mature child-free travelers. While Fall has historically been slightly softer in terms of visitation, individual visitor spending for that period is the highest – with an average of $133 per person per day. Research indicated that if just 20% of the state’s visitors were to “Stay an Extra Day,” Florida’s economy would benefit from a nearly $2 billion spending increase.

Adding the Fall campaign on top of VISIT FLORIDA’s traditionally heavy Summer and Winter efforts, allowed the state to have a presence in market with consumers year-round. The media plan for the campaign included national digital and print elements, and VISIT FLORIDA utilized its Share a Little Sunshine in-state advocacy platform to increase social media involvement. Through strategic partnerships with Orbitz, Southwest and AAA – as well as hundreds of tourism businesses throughout the state – the new campaign features encouraged visitors to take advantage of extended-time deals for travel to Florida. The Fall campaign was a resounding success, ushering in a record 21.7 million visitors traveling to the Sunshine State in the fourth quarter of 2013 – representing the largest fourth quarter visitation number Florida has ever seen.

To continue VISIT FLORIDA’s new “always on” marketing strategy, we followed up our highly successful Fall campaign with an all new Winter campaign that invited visitors to head to the “Warmer Side of Winter.” With the Polar Vortex raging across much of the U.S., VISIT FLORIDA designed a campaign that incorporated unique messages and images, and utilized creative out-of-home distribution, such as train wraps and taxi toppers, to captivate cold consumers in key advertising markets.

VISIT FLORIDA also leveraged fans of our in-state advocacy platform “Share a Little Sunshine” to treat Winter as their “Bragging Season,” sharing via social media all there is to love about the Sunshine State this time of year.
Maximizing Marketshare continued

The inclusion of Share a Little Sunshine and #LoveFL into the “Warmer Side of Winter” campaign resulted in an audience growth of 4.6%, a reach of 9.5 million and 22.9 million impressions. The campaign creative rated in the top 10% of all ads tested by SMARInsights, our strategy resulted in the most efficient media buy VISIT FLORIDA has ever placed and brought in a record 26.7 million visitors in the first quarter of 2014 – an increase of 2% over the same period in 2013 – making it the biggest quarter for visitation in the history of Florida tourism.

With 19 million Florida residents, nearly 1.1 million of whom are employed in the tourism industry, VISIT FLORIDA recognizes the importance of engaging Florida residents in helping boost the state’s economy. Five years ago, VISIT FLORIDA created the Share A Little Sunshine platform to convert Florida residents into tourism advocates. As digital media and the way people use it transformed, VISIT FLORIDA has evolved the platform to better connect with Florida fans and advocates by tapping into the existing behavior of those participating on social media and empowering them to share what they love about Florida by using the hashtag #LoveFL.

In 2013-2014, through seasonal and targeted campaigns VISIT FLORIDA leveraged user-generated content captured with #LoveFL to inspire visitors of all kinds. For instance, during the winter season, Share A Little Sunshine created “Bragging Season” – an integrated marketing campaign leading the conversation with content about the best time of year to be a Floridian. The integrated campaign included TV and radio spots, organic social posts, paid promoted/sponsored Facebook and Twitter posts and a microsite that housed branded content.

Along with the integrated seasonal campaigns, Share A Little Sunshine participated in two key sponsorships to reach a niche audience of Florida fans. A partnership with IMG College tapped into a passionate core of football fans encouraging them to share their Florida experiences using the hashtag. Through VISIT FLORIDA’s sponsorship of the iHeartRadio Ultimate Pool Party, we promoted usage of #LoveFL in an effort to generate concentrated content aimed at making Florida more appealing to a younger generation.

The combination of Share a Little Sunshine and #LoveFL enabled our brand advocates to do the storytelling for us in a very compelling way. Share a Little Sunshine now has more than 222,000 pieces of content on Instagram and Twitter, and each piece of #LoveFL content averages 18.6 million impressions per month. Combined, VISIT FLORIDA has reached 497.4 million impressions across each of Share A Little Sunshine’s social media channels.
Other social media driven programs VISIT FLORIDA undertook in 2013-2014 included Floridagrams and Google Maps/Florida Beach Finder. Floridagrams is an online tool that lets visitors produce and share their own vacation highlights reel by uploading photos and adding a celebrity narrated voiceover. The second was our partnership with Google that 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. Once the images were edited and published, VISIT FLORIDA 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 Maps. 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 May 2014, more than 56,000 potential visitors have used the Florida Beach Finder and 25 million potential visitors have viewed Florida beaches on Google Maps.

Overall, VISIT FLORIDA’s marketing programs generated a record $390 in traveler spending and $23 in new sales tax revenue for every $1 of advertising spend. Results of our annual Return on Investment Influencer Study show that 38% of Florida visitors were significantly influenced in their decision to visit the Sunshine State by one or more of VISIT FLORIDA’s marketing efforts.

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 alliances with The Hertz Corporation, SeaWorld Parks & Entertainment, Universal Orlando and Walt Disney World 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, Yahoo!, Mazda, Clear Channel and iHeartRadio 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 170 advertising, sales, promotions and public relations options from which to choose. In 2013-2014, VISIT FLORIDA offered new and expanded co-op opportunities, including a unique train-wrap program in Chicago, a regional program with JetBlue, a digital brand awareness program with Google and international marketing efforts through Brand USA. Collectively, these efforts generated more than $21 million in industry investment in our co-op marketing programs.
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 2013-2014, new positions, such as a Vice President of Global Brand, Vice President of Domestic Sales, Director of Global Advertising, Director of Marketing Operations, Technical Program Manager, Project Manager, Systems Integration Specialist and Marketing Communications Specialist were added to ensure the organization remained 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.
2013-2014 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 2013-2014 fiscal year. From a new year-round marketing campaign reaching 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.

View Annual Highlights Timeline
Welcomed a record 1,320 travel professionals for the 99th Annual Destination Marketing Association International Convention in Orlando and hosted the Florida Delegation Reception for the contingent of more than 75 Florida members attending.

Introduced the 2013-2014 Florida Insiders – a team of 12 photo journalists who are experts on all things Florida, offering insider tips and answering questions on topics from beaches and shopping to entertainment and dining.

Partnered with media giants Orbitz, Southwest and Google to launch VISIT FLORIDA's first-ever Fall brand campaign inviting travelers to “Stay an Extra Day,” which resulted in a record 21.7 million visitors and a 15% increase in room nights booked during the campaign period.
October - November

Kicked off a partnership with NBC Sports and the Golf Channel to showcase Florida as a preferred destination for leisure travel by producing BIG BREAK FLORIDA – a popular reality golf series filmed this season at the Omni Amelia Island Plantation.

Completed a four-month, two million step trek to capture 360° panoramic scenes of Florida’s 825 miles of beaches through a first-of-its-kind partnership with Google that allows visitors to take an immersive virtual tour of Florida’s beautiful and diverse coastline using Google Maps.

Increased our presence at World Travel Market – one of the largest tradeshows in the world – with a significantly expanded stand, sponsorship of the “Florida Food & Fun” media reception and hosting the must-attend annual UK Night event for over 230 key industry contacts.

Co-branded the VISIT FLORIDA stand with 17 Partners at IMEX America 2013 – the largest global hosted buyer exhibition for the incentive travel, meetings and events industry – which resulted in well over 1,200 appointments with meeting professionals.

Added four strong media markets – Los Angeles, Charlotte/Greensboro, Detroit and Cleveland/Cincinnati – to VISIT FLORIDA’s highly successful Public Relations Media Missions and Receptions program, which contributed to a record 331 million earned media impressions in 2013-2014.

Co-branded the VISIT FLORIDA stand with 17 Partners at IMEX America 2013 – the largest global hosted buyer exhibition for the incentive travel, meetings and events industry – which resulted in well over 1,200 appointments with meeting professionals.
Named one of the **20 Best Designed Tourism Websites in the World** by Skift – a travel intelligence startup that offers news, data and tools to the travel industry – which selected VISITFLORIDA.com from a search of hundreds of tourism websites for countries, states and cities.

Rolled out first year of the **revitalized Florida Huddle** as a VISIT FLORIDA owned-and-operated travel trade show for buyers and suppliers from around the globe, which welcomed more than 600 attendees from 22 countries conducting over 10,000 one-on-one appointments.

Presented **revamped Florida Encounter** – VISIT FLORIDA’s premier owned-and-operated meetings and conventions trade show and conference – featuring high quality educational presentations that now offer CEU credit through the Professional Convention Management Association.

Launched phase two of the Winter campaign including **unique out-of-home elements** such as interior and exterior train wraps in Chicago showcasing iconic Florida experiences from beaches to theme parks and mannequin-like taxi toppers “flying” through the snowy streets of Philadelphia.

Launched “The Warmer Side of Winter” brand campaign featuring visitors “flying” over iconic Florida destinations – campaign creative rated in the **top 10% of all ads tested** and proved to be the most efficient media buy VISIT FLORIDA has ever placed.

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February - March

Welcomed a record 14.9 million international visitors from 186 countries who spent nearly $16.1 billion in the Sunshine State in 2013, representing a 7% increase in visitation and an 8% increase in visitor spending over the previous year.

Hosted the industry’s annual Florida Tourism Day at the Capitol in conjunction with the Partnership for Florida’s Tourism to showcase the state’s No. 1 industry to the legislature – attended by more than 400 industry representatives from 44 counties.

Unveiled new media site and blog showcasing coverage of recent travel stories by journalists, updates from VISIT FLORIDA’s PR and Content team, and news about our tourism industry of interest to consumer and trade media.

Entered the fifth year of our marketing partnership with Peter Miller and his Florida-based television show Bass2Billfish – consistently rated the top fishing/travel reality show in the nation with more than 8 million viewers and ranked in the top 50 Twitter accounts in the entire fishing industry.

Celebrated that 2013 was the third consecutive record year for Florida tourism – welcoming 93.7 million visitors who spent $76.1 billion, generating 23% of the state’s sales tax revenue and employing nearly 1.1 million Floridians.

Began year two of VISIT FLORIDA’s partnership with celebrity chef Emeril Lagasse and his top-rated Emeril’s Florida television show – 13-episode season featured great food, Emeril experiencing a unique local activity and a “Things to Do” segment with tips for visitors.
Launched Spring “Say Yes to Florida” campaign which was named by Skift as one of the “Five Best Travel Ads to Watch” the first week it aired, saying it did a great job of showing why Florida is a top destination that parents and kids can both enjoy.

Partnered with the International Indian Film Academy to help bring the IIFA Awards, Bollywood’s version of the Oscars, to Tampa – initiative included 30 hours of total broadcast time to an estimated global audience of more than 800 million viewers from 110 countries.

Increased matching funds for VISIT FLORIDA Airline Grant program from $250,000 to $1 million – resulting in new service to Florida that is expected to draw an economic impact of $1.9 billion.

Released results from the annual Return on Investment Influencer Study that show 38 percent of Florida visitors were significantly influenced in their decision to visit the state by one or more of VISIT FLORIDA’s marketing efforts.
### May - June

**Unveiled the Florida Beach Finder** – VISIT FLORIDA's new online tool that allows visitors to "tune" their beach personality preferences and then virtually walk along their chosen beach using our immersive imagery on Google Maps – more than 52,000 visits and nearly 20,000 beach images viewed in the first six weeks.

**Launched Floridagrams** – a new VISITFLORIDA.com feature that lets visitors produce and share their own vacation highlights reel by uploading photos and adding a celebrity narrated voiceover – showcased through online takeovers of YouTube, Yahoo Mail and the New York Times.

Announced that 26.7 million visitors came to Florida in the first quarter of 2014 – an increase of 2% over the same period in 2013 – making it the biggest quarter for visitation in the history of Florida tourism.

Established a permanent home for the Florida Tourism Hall of Fame at the State Capitol as Governor Scott signed Senate Bill 398 into law – initiative put forward by the Florida Council of Tourism Leaders and made possible by bill sponsors Sen. Detert, Sen. Margolis and Rep. La Rosa.

Hosted year two of the iHeartRADIO Ultimate Pool Party which garnered 66 million impressions across more than 100 Clear Channel radio, digital and social channels, combined with a sweepstakes that generated nearly 138,000 entries – becoming the largest month-long promotion VISIT FLORIDA has ever done.

Thanked Governor Scott and the Florida Legislature for their extraordinary support of the Florida tourism industry with the announcement of a $10.5 million increase in public funding for VISIT FLORIDA, representing a record $74 million for FY 2014-2015.

Awarded 1,611 vacation packages through VISIT FLORIDA promotions programs during the 2013-2014 fiscal year, generating more than $81 million in media value and 2 billion consumer impressions.
2012-2013 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.
### 2013-2014 Measures of Success

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<tr>
<td>20.1 million</td>
<td>Total number of in-state travelers*</td>
<td></td>
</tr>
<tr>
<td>$76.1 billion</td>
<td>Total spending infused into Florida’s economy by visitors*</td>
<td></td>
</tr>
<tr>
<td>1,096,700</td>
<td>Number of Floridians directly employed by tourism*</td>
<td></td>
</tr>
<tr>
<td>12,155</td>
<td>Number of Florida tourism businesses involved with VISIT FLORIDA</td>
<td></td>
</tr>
<tr>
<td>1,510</td>
<td>Number of attendees who participated in VISIT FLORIDA’s 23 tourism industry or Partner webinars</td>
<td></td>
</tr>
<tr>
<td>$920,327</td>
<td>Amount paid to 83 grant recipients through the Advertising Matching Grant, the Airline Grant, the City-Wide Meetings &amp; Conventions Grant, the Minority Convention Grant, the Small Business Partner Grant and the Cultural, Heritage, Rural and Nature Tourism Grant programs</td>
<td></td>
</tr>
<tr>
<td>407</td>
<td>Number of industry representatives from 44 counties who met with more than 80 lawmakers and staff on Florida Tourism Day at the Capitol to advocate for tourism marketing public funding</td>
<td></td>
</tr>
<tr>
<td>$21.2 million</td>
<td>Industry investment in VISIT FLORIDA co-op programs</td>
<td></td>
</tr>
<tr>
<td>4.8 billion</td>
<td>Consumer impressions generated through co-op and dedicated VISIT FLORIDA advertising in domestic and international markets</td>
<td></td>
</tr>
<tr>
<td>$81.3 million</td>
<td>Media value generated from the execution of 321 promotional programs</td>
<td></td>
</tr>
<tr>
<td>2 billion</td>
<td>Consumer impressions generated from 321 promotional programs</td>
<td></td>
</tr>
<tr>
<td>1.3 billion</td>
<td>Earned media impressions generated through public relations and corporate communications efforts</td>
<td></td>
</tr>
<tr>
<td>7.5 million</td>
<td>Visits to the consumer website, VISITFLORIDA.com</td>
<td></td>
</tr>
<tr>
<td>2.4 million</td>
<td>Visits to the mobile version of VISITFLORIDA.com</td>
<td></td>
</tr>
<tr>
<td>774,195</td>
<td>Followers of VISIT FLORIDA consumer Facebook, Twitter, YouTube, Instagram and Google+ accounts</td>
<td></td>
</tr>
<tr>
<td>2,553</td>
<td>Number of articles, videos, blog posts, slide shows, photo essays and infographics created by VISIT FLORIDA’s team of 12 Insiders and network of 75 freelance professional journalists</td>
<td></td>
</tr>
<tr>
<td>3,276</td>
<td>Number of questions and comments addressed by the VISIT FLORIDA Insiders</td>
<td></td>
</tr>
<tr>
<td>1,110</td>
<td>Number of deals and special offers activated by 468 tourism businesses on VISITFLORIDA.com and FloridaMeetings.com</td>
<td></td>
</tr>
</tbody>
</table>
373,445 Number of travel trade, meeting professionals, media and consumer attendees reached collectively by 2,154 Florida tourism Partners who participated in VISIT FLORIDA's 104 domestic and international sales programs

2.5 million Travelers who visited VISIT FLORIDA's five Official Florida Welcome Centers*

3,483 Visitors who were assisted with Florida travel planning through our live operator*

$278,139 Tourism spending generated by 2,949 room nights booked through Official Florida Welcome Centers for reservations at hotels, state parks, campgrounds and attractions*

682,000 Number of printed copies distributed of the VISIT FLORIDA Magazine and VISIT FLORIDA Travel Guides (in English, German and French)

1.3 million Copies printed of the Florida Official Transportation Map and Large-Print Edition produced in-house with advertising support from 57 tourism industry clients

*Reflects calendar year 2013
2013-2014 Financial Overview

Over our 18-year history, VISIT FLORIDA has been a $1.7 billion destination marketing cooperative, matching $537 million in public funding with $1.2 billion of private investment by more than 12,000 Florida tourism 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.

Actual Revenue: 2007-2014
(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 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 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.
Meeting and event professionals. Meeting and convention-specific eNewsletters 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 2013-2014, thirty-eight 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 business 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 nature-based, rural 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 Google, Mazda, Clear Channel and iHeartRADIO, 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. Since 1996, VISIT FLORIDA has been a $1.7 billion destination marketing cooperative, matching $537 million in public funding with $1.2 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 2013, Florida welcomed 93.7 million visitors who spent $76.1 billion, generating 23 percent of the state’s sales tax revenue and employing nearly 1.1 million Floridians, making tourism the No. 1 industry in the Sunshine State.
Messages From Leadership

- Letter from Governor Rick Scott
- Letter from Chair Glenn Hastings
- Letter from VISIT FLORIDA President & CEO Will Seccombe
Dear Friends,

I am proud to share that last year marked the third consecutive record year for Florida tourism, having welcomed 93.7 million visitors who spent $76.1 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 nearly 1.1 million Floridians employed in the tourism industry who dedicate themselves to increasing visitation to our state and for the hospitality you 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 18-year history, VISIT FLORIDA has been a $1.7 billion destination marketing cooperative, matching $537 million in public funding with $1.2 billion of private investment by more than 12,000 Florida tourism businesses and strategic alliance partners.

With the Sunshine State’s reputation as a world-renowned meeting and vacation destination well established, VISIT FLORIDA and the Florida tourism industry might be content to rest on their past accomplishments. However, in today’s highly competitive global marketplace, it is more important than ever that VISIT FLORIDA continue to take a leadership role in positioning our state as a top-of-mind destination using cutting-edge marketing strategies that resonate with our visitors.

Building on three consecutive record years, and with your continued support, we are well-positioned to reach the milestone of welcoming 100 million visitors per year to the Sunshine State.

Sincerely,

Rick Scott
Governor
Dear Partners and Friends,

I was privileged to serve as the Chair of the VISIT FLORIDA Board of Directors this past year. On their behalf, I am proud to present this 2013-2014 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 partnering with Google to share Florida’s beaches on the world’s largest search engine, the inclusion of a new Fall brand campaign that now has us in market year-round, and the introduction of #LoveFL into VISIT FLORIDA’s Share a Little Sunshine social media efforts garnering nearly a half billion impressions to date. The Board also oversaw the establishment of a permanent home for the Florida Tourism Hall of Fame at the State Capitol, and enjoyed record industry participation on our committees and at the annual Marketing Retreat.

For the tourism industry, VISIT FLORIDA quadrupled the matching funds for our Airline Grant program to increase international air lift to Florida, hosted our first VISIT FLORIDA owned-and-operated Florida Huddle travel trade show for more than 600 attendees from 22 countries, and created an opportunity for our coastal Partners to engage in the Google Trekker project and benefit from the more than 56 billion earned media impressions garnered during the four-month filming process. For consumers, VISIT FLORIDA launched the Florida Beach Finder and Floridagrams as fun ways to find and share their perfect Florida vacations, partnered with NBC Sports and The Golf Channel to promote golf in the Sunshine State by producing the popular reality show BIG BREAK Florida, and developed creative new 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 first-hand and can attest to the service-focused nature of each and every team member. As I pass the torch to Andrew Hertz, this year’s Chair of the Board of Directors, I ask that you continue to support VISIT FLORIDA as they strive to make Florida the No. 1 travel destination in the world.

Sincerely,

Tammy Gustafson
2013-2014 Chair
VISIT FLORIDA Board of Directors
Dear Partners and Friends,

The Florida tourism industry has much to celebrate. We have achieved three consecutive years of record visitation and visitor spending, 53 straight months of tourism-related job growth, more than 1.1 million Floridians employed in the industry and are the top vacation destination for domestic and international 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 transform the way we market ourselves to the world. To this end, VISIT FLORIDA has undergone a massive re-engineering to maximize the impact of our integrated marketing efforts and improve the efficiency of the organization. We launched a new year-round brand campaign that resulted in record visitation and visitor spending, our redesigned website was named one of the 20 best tourism sites in the world, and our first-of-its-kind Google Maps project and Florida Beach Finder tool have generated more than 17 million views to date. These transformational efforts have not gone unnoticed by the national tourism industry, with VISIT FLORIDA having received the inaugural Judges Choice award for best overall program by the National Council of State Tourism Directors.

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 two 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.

Regards,

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 2013-2014, VISIT FLORIDA had 122.5 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, follow our corporate blog at SunshineMatters.org.

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 Marketing Solutions and Sales
**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**
The Marketing and Brand department oversees the providing of consumer-focused marketing communications in the areas of advertising, co-op, internet, social marketing, public relations, content creation and creative services.

**Marketing Solutions and Sales**
The Marketing Solutions and Sales department oversees the sales growth and promotion of VISIT FLORIDA’s owned and operated assets, and is responsible for increasing involvement and investments from current Partners, key industry stakeholders and non-endemic business entities while building product awareness in the marketplace to help clients reach visitors through our digital, print and other program offerings.

**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.

**Marketing and Events**
The Marketing and Events 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.
VISIT FLORIDA’s Board of Directors is the organization’s private sector governing body made up of Florida tourism industry experts who, along with the members of its 11 committees, provide guidance, input and insight into the evolution of VISIT FLORIDA programs, processes and messaging. The Board, which meet three times a year, acts as a steering council for multiple committees and works directly with the VISIT FLORIDA executive staff to guide strategy.

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

**Executive Committee**

**Tammy Gustafson**  
Chair  
Universal Orlando Resort

**Andrew Hertz**  
Vice Chair  
Miami Seaquarium

**Glenn Hastings**  
Immediate Past Chair  
St. Johns County Tourist Development Council

**Danny Gaekwad**  
Secretary  
MGM Hotels, LLC

**Terry Prather**  
Treasurer  
SeaWorld Orlando

**Malinda Horton**  
Chair of Industry Relations Committee  
Florida Association of Museums

**William D. Talbert, III, CDME**  
Chair of Marketing Council Steering Committee  
Greater Miami CVB

**Bill Lupfer**  
Chair of Public Affairs  
Florida Attractions Association

**John Tomlin**  
Chair of Audit Committee  
The Auto Club Group
Board of Directors

Members

Jeff Castner  
Jupiter Beach Resort & Spa

Luanne Lenberg  
Sawgrass Mills, Simon Property Group

Gene Prescott
The Biltmore Hotel

Bobby Cornwell  
Florida Association of RV Parks & Campgrounds

Lino Maldonado  
ResortQuest by Wyndham Vacation Rentals

David Reese
Florida’s First Coast of Golf

Chan Cox  
Wine World

Rick McAllister  
Florida Retail Federation

Sharon Siskie
Disney Destinations

Tony Davis  
The Hertz Corporation

Carol McQueen  
Levy County Visitors Bureau

Robert Skrob
Florida Association of Destination Marketing Organizations

Carol Dover  
Florida Restaurant and Lodging Association

William Moore  
Kennedy Space Center Visitor Complex

Thom Stork
The Florida Aquarium

Christine Duffy  
Cruise Lines International Association

Joe Murgalo  
Hyatt Regency Coconut Point Resort & Spa

Dana Williams
Southwest Airlines

Maryann Ferenc  
Mise En Place

Patrick Murphy  
The St. Joe Company

*Served through June 30, 2014 unless otherwise noted

Ed Fouché  
Disney Destinations  
(January 2014)

John Perez  
Fort Lauderdale Beach Resort

Jetse Pottinga  
Meliá Orlando Suite Hotel At Celebration

*
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
Ripley’s Believe It or Not!-Key West

Tom Staed 1997-1998
(deceased)

Arthur H. Hertz 1998-1999
Chairman of the Board and CEO
Miami Seaquarium/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

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
President and CEO
Greater Fort Lauderdale CVB

Richard Goldman 2008-2009
Executive Director
St. Augustine, Ponte Vedra and The Beaches VCB

Ed Fouché 2009-2011
Senior Vice President, Travel Industry Sales
Disney Destinations

Tony Lapi 2011-2012
President and CEO
‘Tween Waters Inn Island Resort

Glenn Hastings 2012-2013
Executive Director
St. Johns County Tourist Development Council
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.

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

**Members**

**Walter Banks**  
Lago Mar Resort & Club

**Ed Fouché**  
Disney Destinations

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

**Nicki E. Grossman**  
Greater Fort Lauderdale CVB

**Peter Guptill**  
Retired

**Jack Healan**  
Retired

**Arthurb Hertz**  
Wometco Enterprises, Inc

**Tony Lapi**  
‘Tween Waters Inn Island Resort

**Donna Ross**  
Retired

**Bill Sims**  
Retired

**Thom Stork**  
The Florida Aquarium

**Thomas Waits**  
Retired
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 our various committees, which meet on a regular basis to recommend strategic actions.

To enhance industry involvement, VISIT FLORIDA established 11 standing committees. 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 and Internet
- Audit
- Communications
- Cultural, Heritage, Rural and Nature
- Finance
- Industry Relations
- International
- Marketing Council Steering
- Meetings and Travel Trade
- Promotions
- Visitor Services
Advertising and 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 internet and digital marketing.

Mark Jackson
Chair
Visit Central Florida

Scott Rose
Vice Chair
The Florida Aquarium

Members

Tracy Cassara
Universal Orlando Resort

Debi Clark
Spirit of the Swamp Airboat Rides

Peter Cranis
Visit Orlando

Eric Eimstad
Miami Seaquarium

Susan Estler
Panama City Beach CVB

Cathy Guerra
Deering Estate At Cutler

Steve Hayes
Visit Pensacola

Josie Llado
Greater Miami CVB

Doug McClain
Visit Tampa Bay

Deborah Meihls
Bradenton Area CVB

Dawn Neils
Seminole Casinos - Big Cypress
At Billie Swamp Safari

Niraj Patel
Best Western Plus Wakulla Inn
and Suites

Keith Pitonyak
Sonesta ES Suites – Orlando

David Reese
Florida’s First Coast of Golf

Christine Roberts-Tascione
Greater Fort Lauderdale CVB

Alliah Sheta
Florida Restaurant and Lodging Association

Gary Stogner
Visit Tallahassee

David Teitelbaum
Tradewinds Resort

Dana Williams
Southwest Airlines

Jennifer Williams
WaterColor Inn and Resort
Audit Committee

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

John Tomlin  
Chair  
The Auto Club Group

Members

Walter Banks  
Lago Mar Resort & Club

Richard Goldman  
Saint Augustine, Ponte Vedra and The Beaches VCB

Arthur H. Hertz  
Wometco Enterprises, Inc

Tony Lapi  
‘Tween Waters Inn Island Resort

Thomas Waits  
Retired
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.

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

Jennifer Diaz
Vice Chair
Greater Miami CVB

Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeffrey Abbaticchio</td>
<td>The Loews Don CeSar Hotel</td>
</tr>
<tr>
<td>Rene Adams</td>
<td>Museum of Arts and Sciences</td>
</tr>
<tr>
<td>Katherine Chakour</td>
<td>The Florida Aquarium</td>
</tr>
<tr>
<td>Travis Claytor</td>
<td>Busch Gardens Tampa</td>
</tr>
<tr>
<td>David Downing</td>
<td>Visit St. Petersburg/Clearwater</td>
</tr>
<tr>
<td>Erin Duggan</td>
<td>Visit Sarasota County</td>
</tr>
<tr>
<td>Barbara Golden</td>
<td>St. Augustine, Ponte Vedra &amp; the Beaches VCB</td>
</tr>
<tr>
<td>Patty Jimenez</td>
<td>Visit Jacksonville &amp; the Beaches</td>
</tr>
<tr>
<td>Eric Keaton</td>
<td>Visit Pasco</td>
</tr>
<tr>
<td>Kris Keprios</td>
<td>Visit Central Florida</td>
</tr>
<tr>
<td>Doc Kokol</td>
<td>Florida Fish and Wildlife Conservation Commission</td>
</tr>
<tr>
<td>Katie Kole</td>
<td>Florida Department of State - Office of Cultural, Historical, and Information Programs</td>
</tr>
<tr>
<td>JoNell Modys</td>
<td>Naples, Marco Island, Everglades CVB</td>
</tr>
<tr>
<td>Valeria Palmertree</td>
<td>Visit Pensacola</td>
</tr>
<tr>
<td>Sandra Rios</td>
<td>The Resort at Longboat Key Club</td>
</tr>
<tr>
<td>Lauren Shoaf Pace</td>
<td>Visit Tallahassee</td>
</tr>
<tr>
<td>Denise Spiegel</td>
<td>Visit Orlando</td>
</tr>
<tr>
<td>Jessica Taylor</td>
<td>Greater Fort Lauderdale CVB</td>
</tr>
<tr>
<td>Angie Vennerstrom</td>
<td>The Avenues</td>
</tr>
<tr>
<td>Larry White</td>
<td>Experience Kissimmee</td>
</tr>
</tbody>
</table>

Denise Spiegel
Visit Orlando

Jessica Taylor
Greater Fort Lauderdale CVB

Angie Vennerstrom
The Avenues

Larry White
Experience Kissimmee
# Cultural, Heritage, Rural and Nature Committee

The Cultural, Heritage, Rural & Nature Committee works with VISIT FLORIDA to develop and promote the growing segments of nature-based, cultural-heritage 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.

**Donna Creamer**  
Chair  
Pure Water Wilderness

**Marjorie Ferrer**  
Vice Chair  
Delray Beach Downtown Development Authority

**Members**

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leslie Andree</td>
<td>Boggy Creek Airboat Rides</td>
</tr>
<tr>
<td>Becky Bragg</td>
<td>Canoe Outpost, Inc.</td>
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<td>Ed Caum</td>
<td>Visit Pasco</td>
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<td>Andrew Cripps</td>
<td>Sumter County Chamber of Commerce</td>
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<td>Russell Daws</td>
<td>Tallahassee Museum</td>
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<td>Russell Etling</td>
<td>Gainesville Department of Parks, Recreation and Cultural Affairs</td>
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<td>Pam Fuqua</td>
<td>Jackson County TDC</td>
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<td>Marilyn Hett</td>
<td>Hillsborough County Tourist Development Council</td>
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<td>Herb Hiller</td>
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<td>Jennifer Huber</td>
<td>Charlotte Harbor and the Gulf Islands</td>
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<tr>
<td>Stephanie Immelman</td>
<td>Delray Beach Marketing Cooperative</td>
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<tr>
<td>April Kirk</td>
<td>Stranahan House</td>
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<td>Jill Lingard</td>
<td>Paddle Florida</td>
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<tr>
<td>Heather Lopez</td>
<td>Washington County Tourist Development Council</td>
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<tr>
<td>Tammy McDaniel</td>
<td>Tammy's Journeys</td>
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</table>

**Chair**

- **Anna Mikell**  
  Visit Gainesville

- **Rachel Porter**  
  Florida Department of State - Office of Cultural, Historical and Information Programs

- **Loretta Shaffer**  
  Ocala/Marion County VCB

- **Paula Stark**  
  St. Cloud Main Street, Inc.

- **Sara Townsend**  
  Greater LaBelle Chamber of Commerce

- **Ron Woxberg**  
  St. Johns River Cruises
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

Ed Fouché  
Disney Destinations

Rick McAllister  
Florida Retail Federation

Jetse Pottinga  
Meliá Orlando Suite Hotel At Celebration

Gene Prescott  
The Biltmore Hotel

Thom Stork  
The Florida Aquarium

John Tomlin  
The Auto Club Group

Thomas Waits  
Retired

Chair
SeaWorld Orlando

Vice Chair
Mise En Place
Industry Relations Committee

The Industry Relations Committee participates in the development and implementation of partnership recruitment, customer service and retention activities. Targeted and meaningful activities are designed to serve the tourism industry’s needs while broadening industry participation in cooperative destination marketing programs with VISIT FLORIDA.

Malinda Horton
Chair
Florida Association of Museums

Kimberly Morgan
Vice Chair
Visit Jacksonville & the Beaches

Members

Kurt Allen
Marineland Dolphin Adventure

Ali Bibeau
Greater Miami CVB

Sandy Bridges
Florida Air Museum Sun ‘n Fun Fly-In

Jeff Castner
Jupiter Beach Resort & Spa

Keith Charlton
Florida HIA

Cusic Daniels
Charter One Hotels & Resorts

Donald Forgione
Florida State Parks

Jennifer Frankenstein
GreatOceanCondos.com

Mary Gauden
Bay Point Wyndham Resort

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

Liana Lopez
Visit Tampa Bay

John Moors
Greater Dade City Chamber of Commerce

Katie Ozdemir
Universal Orlando Resort

Thomas Parke
Streamsong Resort

Sergio Piedra
Discover The Palm Beaches

Kat Quast
Venice Main Street Inc.

Steven Rodriguez
Florida Lifestyle Vacation Rentals

Michael Taber
DeSoto County TDC

Greg Ungru
NG Strategies
International Committee

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.

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

Dennis Quinn  
Vice Chair  
Universal Orlando Resort

Members

Shari Bailey  
Visit Tampa Bay

Steve Belleme  
Fort Lauderdale – Hollywood International Airport

Jeff Clausse  
St. Petersburg-Clearwater International Airport

Joellyn Fellmeth  
Sawgrass Mills, Simon Property Group

Sophie Gaeta  
Palm Beach County Tourist Development Council

Erick Garnica  
Greater Fort Lauderdale CVB

Barbara Halverstadt  
Jacksonville International Airport

Fernando Harb  
Greater Fort Lauderdale CVB

Christine Haughney  
Mall At Millenia

Jeffrey Hentz  
Daytona Beach Area CVB

Vicki Jaramillo  
Orlando International Airport

Katja Kunz  
Pink Shell Beach Resort and Marina

Carla Landeo  
Macy’s Stores of Florida

Chris Minner  
Tampa International Airport

Stacey Mitchell  
Florida Keys & Key West Tourist Development Council

Katie Mitura  
Visit Jacksonville & the Beaches

Jack Peter  
World Golf Hall of Fame At World Golf Village

Tamara Pigott  
Beaches of Fort Myers & Sanibel

Jetse Pottinga  
Meliá Orlando Suite Hotel At Celebration

Jay Santos  
Visit Orlando

Sharon Siskie  
Disney Destinations

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 six discipline-based committees, including Advertising & Internet, Communications, International, Meetings & Travel Trade, Promotions and Cultural, Heritage, Rural & Nature.

William Talbert
Chair
Greater Miami CVB

Malinda Horton
Vice Chair
Florida Association of Museums

Members

Donna Creamer
Pure Water Wilderness

Kelly DeFebo
Visit Sarasota County

Jennifer Diaz
Greater Miami CVB

Deborah Farish
Meliá Orlando Suite Hotel at Celebration

Marjorie Ferrer
Delray Beach Downtown Development Authority

Stuart Gardner
Florida Meeting Services

Mark Jackson
Visit Central Florida

Susan Keaveney
The Shores Resort & Spa

Lino Maldonado
ResortQuest by Wyndham Vacation Rentals

D.T. Minich
Visit St. Petersburg/Clearwater

Kimberly Morgan
Visit Jacksonville & the Beaches

Dennis Quinn
Universal Orlando Resort

Scott Rose
The Florida Aquarium

Lee Rose
Beaches of Fort Myers & Sanibel

John Scherlacher
Highlands County VCB
Meetings & Travel Trade Committee

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

Kelly Defebo  
Chair  
Visit Sarasota County

Stuart Gardner  
Vice Chair  
Florida Meeting Services

Members

**Kelly Defebo**  
Chair  
Visit Sarasota County

**Stuart Gardner**  
Vice Chair  
Florida Meeting Services

**Members**

- **Jason Carroll**  
The Florida Aquarium
- **Laura Chmielewski**  
Beaches of Fort Myers & Sanibel
- **Jay Dempsey**  
IHG InterContinental Hotels Group
- **Martha English**  
Streamsong Resort
- **Nancy Fischer**  
Visit Gainesville
- **Freddy Flynn**  
Universal Orlando Resort
- **Mari Garcia**  
Casa Marina, A Waldorf Astoria Resort
- **Robert Giangrisostomi**  
Canaveral Port Authority Business Development Department

- **Sophia Huger**  
Bethune-Cookman University
- **Mary Hutchcraft**  
B Resort & Spa Lake Buena Vista
- **Katie Johnson**  
Silver Sands Premium Outlets, Simon Property Group
- **Jason Kern**  
The Shores Resort & Spa
- **Doug McLain**  
Discover The Palm Beaches
- **Linda McMahon**  
Daytona Beach Area CVB
- **Stefan Mende**  
La Quinta Inn & Suites - Port Charlotte
- **Bob Meyer**  
Visit Jacksonville & the Beaches

- **James Moss**  
Hawks Cay Resort
- **Nicole Neebling**  
Hilton Naples / Cooper Hotels Corporate Office
- **Rosemarie Payne**  
Visit St. Petersburg/Clearwater
- **Trisha Rothman**  
Tampa’s Lowry Park Zoo
- **Jennifer Seaborn**  
Sunstream Hotels & Resorts
- **Adriana Vizcaya**  
PGA Village
- **Ashley Watkins**  
Silver Sands Premium Outlets, Simon Property Group
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.

Susan Keaveney
Chair
The Shores Resort & Spa

Deborah Farish
Vice Chair
Meliá Orlando Suite Hotel at Celebration

Members

Shawn Abbatessa
Daytona Beach Area CVB

Alex Acosta
Visit Tampa Bay

Jennifer Berthaume
Lion Country Safari

Lori Coppels
Visit Pensacola

Jason Davis
Tampa’s Lowry Park Zoo

Jennifer Dinan
Hawks Cay Resort

Katie Edmiston
The Florida Aquarium

Sean Flynn
Miami Marlins, L.P.

Nancy Foster
Clearwater Regional Chamber of Commerce

Mohammad Gharavi
Holiday Inn - Sarasota Airport

Deidre Jackson
Florida’s Space Coast Office of Tourism

Marlene Janetos
Museum of Discovery & Science

Matt Lawrence
Hawks Cay Resort

Brenda Lounsberry
Mall At Millenia

Rozeta Mahboubi
Martin County CVB

Sarah Ozgun
Premium Outlets

Samantha Palmer
Flagler College, Inc.

Carole Pilkington
Experience Kissimmee

Dutch Sanger
Panama City Downtown Improvement Board

Dawn Taylor
Taylor County Tourism Development Council

Marcia Teague
Holiday Inn Gainesville University Center
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 Florida Welcome Centers and frontline operations.

Lino Maldonado  
Chair  
ResortQuest by Wyndham Vacation Rentals

John Scherlacher  
Vice Chair  
Highlands County VCB

Members

Laurie Bayles  
Holiday Inn Club Vacations At Orange Lake Resort

Jacqueline Beavers  
Hilton Sandestin Beach Golf Resort & Spa

Anne Bello  
Enjoy Western Alachua County

Bobby Cornwell  
Florida Association of RV Parks & Campgrounds

Judi Durant  
Beaches of Fort Myers & Sanibel

Megan Eckdahl  
Hampton Inn - Gainesville

Virginia Haley  
Visit Sarasota County

Jennifer Jenkins  
Gulf County Tourist Development Council

Julie Kirkwood  
Segs By The Sea - Bradenton Beach

Justin LaFerriere  
Visit Central Florida

Hank Longo  
Visit Central Florida

Bill Lupfer  
Florida Attractions Association

Mark Morgan  
Florida State University/The John & Mable Ringling Museum of Art

Ben Murray  
Microtel Inn & Suites - Jacksonville Airport

Roxanne Olsen  
Daytona Beach Area CVB

Mary Palczer  
Hutchinson Island Marriott Beach Resort and Marina

Sean Plemons  
Gainesville Department of Parks, Recreation and Cultural Affairs

Heather Thomas  
Destin Vacation Boat Rentals

Mark Waltrip  
Westgate Lakes Resort & Spa

Margaret Wuerstle  
Southwest Florida Regional Planning Council
As the Sunshine State’s No. 1 industry, tourism was responsible for welcoming 93.7 million visitors in 2013 who spent $76.1 billion, generating 23 percent of the state’s sales tax revenue and employing nearly 1.1 million Floridians. For every $1 spent on tourism marketing, VISIT FLORIDA – the state’s official tourism marketing corporation – generates more than $390 in tourism spending and $23 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 the Sunshine State by one or more VISIT FLORIDA marketing initiatives. VISIT FLORIDA promotes tourism to Florida through advertising, promotions, public relations, sales and visitor services programs. As a public/private partnership, VISIT FLORIDA serves nearly 12,000 tourism industry businesses, including major strategic alliance partnerships with Disney Destinations, 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

**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

**Industry Website:**
VISITFLORIDA.org

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### Strategic Priorities

<table>
<thead>
<tr>
<th>Corporate Blog:</th>
<th>Annual Highlights</th>
<th>Measures of Success</th>
<th>Financial Overview</th>
<th>Serving Our Stakeholders</th>
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<td>FishingCapital.com</td>
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<td>GolfVISITFLORIDA.com</td>
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<td>meetings.VISITFLORIDA.com</td>
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<td>trails.VISITFLORIDA.com</td>
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<td>weddings.VISITFLORIDA.com</td>
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<td>insiders.VISITFLORIDA.com</td>
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<td>ShareaLittleSunshine.org</td>
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### Company Information (continued)

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

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

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

**VISIT FLORIDA Insiders Facebook:**
facebook.com/VISITFLORIDASmartTravelInsider
facebook.com/VISITFLORIDAOfttheBeatenPathInsider
facebook.com/VISITFLORIDACultureInsider
facebook.com/VISITFLORIDABeachesAdventureInsider
facebook.com/VISITFLORIDAShoppingInsider
facebook.com/VISITFLORIDADiningInsider
facebook.com/VISITFLORIDAOutdoorsNatureInsider
facebook.com/VISITFLORIDAFamilyInsider
facebook.com/VISITFLORIDAGolfInsider
facebook.com/VisitFloridaEntertainmentLuxuryInsider

**Official Florida Welcome Centers Facebook:**
facebook.com/pages/Florida-Welcome-Center-Capitol/310587102395036
facebook.com/OfficialFloridaWelcomeCenter95
facebook.com/OfficialFloridaWelcomeCenter10
facebook.com/OfficialFloridaWelcomeCenter175
facebook.com/OfficialFloridaWelcomeCenterUS231

**VISIT FLORIDA Industry Facebook:**
facebook.com/floridatourism

**VISIT FLORIDA Meetings Facebook:**
facebook.com/FloridaMeetings

**Share a Little Sunshine Twitter:**
twitter.com/ShareALittleSun

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

**Florida Huddle Twitter:**
twitter.com/FloridaHuddle

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

**VISIT FLORIDA Insiders Twitter:**
twitter.com/VFFamilyInsider
twitter.com/VFSmartTravel
twitter.com/VFNatureInsider
twitter.com/VFBeachTravel
twitter.com/VFLuxuryInsider
twitter.com/VFBeachInsider
twitter.com/VFGolfInsider
twitter.com/VFBeachInsider
twitter.com/VFBeachInsider

**Official Florida Welcome Centers Facebook:**
facebook.com/pages/Florida-Welcome-Center-Capitol/310587102395036
facebook.com/OfficialFloridaWelcomeCenter95
facebook.com/OfficialFloridaWelcomeCenter10
facebook.com/OfficialFloridaWelcomeCenter175
facebook.com/OfficialFloridaWelcomeCenterUS231

**Number of Full-Time Employees:**
As of June 30, 2014

**Corporate Headquarters:**
81.5

**Welcome Centers:**
41

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

**Florida Huddle Twitter:**
twitter.com/FloridaHuddle

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

**VISIT FLORIDA Insiders Twitter:**
twitter.com/VFFamilyInsider
twitter.com/VFSmartTravel
twitter.com/VFNatureInsider
twitter.com/VFBeachTravel
twitter.com/VFLuxuryInsider
twitter.com/VFBeachInsider
twitter.com/VFGolfInsider
twitter.com/VFBeachInsider
twitter.com/VFBeachInsider

**Official Florida Welcome Centers Facebook:**
facebook.com/pages/Florida-Welcome-Center-Capitol/310587102395036
facebook.com/OfficialFloridaWelcomeCenter95
facebook.com/OfficialFloridaWelcomeCenter10
facebook.com/OfficialFloridaWelcomeCenter175
facebook.com/OfficialFloridaWelcomeCenterUS231

**Share a Little Sunshine Instagram:**
instagram.com/sharealittlesunshine

**Number of Full-Time Employees:**
As of June 30, 2014

**Corporate Headquarters:**
81.5

**Welcome Centers:**
41

---

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

**Florida Huddle Twitter:**
twitter.com/FloridaHuddle

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

**VISIT FLORIDA Insiders Twitter:**
twitter.com/VFFamilyInsider
twitter.com/VFSmartTravel
twitter.com/VFNatureInsider
twitter.com/VFBeachTravel
twitter.com/VFLuxuryInsider
twitter.com/VFBeachInsider
twitter.com/VFGolfInsider
twitter.com/VFBeachInsider
twitter.com/VFBeachInsider

**Official Florida Welcome Centers Facebook:**
facebook.com/pages/Florida-Welcome-Center-Capitol/310587102395036
facebook.com/OfficialFloridaWelcomeCenter95
facebook.com/OfficialFloridaWelcomeCenter10
facebook.com/OfficialFloridaWelcomeCenter175
facebook.com/OfficialFloridaWelcomeCenterUS231

**Share a Little Sunshine Instagram:**
instagram.com/sharealittlesunshine

**Number of Full-Time Employees:**
As of June 30, 2014

**Corporate Headquarters:**
81.5

**Welcome Centers:**
41
2013-2014 VISIT FLORIDA Awards

2013  Web Marketing Association WebAward for Outstanding Travel Website – VISITFLORIDA.com: ‘Must Be the Sunshine’
2013  Web Marketing Association MobileWebAward for Outstanding Mobile Website in Travel – VISITFLORIDA.com: ‘Must Be the Sunshine’
2013  International Academy of the Visual Arts Silver W3 Award for Best Integrated Marketing Campaign in Tourism – VISIT FLORIDA ‘Must Be the Sunshine’ Campaign
2013  Travel Weekly Gold Magellan Award for Best Online Travel Services Marketing Advertising/Marketing Campaign – VISIT FLORIDA ‘Must Be the Sunshine’ Campaign
2013  Travel Weekly Gold Magellan Award for Best Hospitality Marketing Web Marketing/Advertising – VISIT FLORIDA ‘Must Be the Sunshine’ Campaign
2013  Travel Weekly Gold Magellan Award for Best Hospitality Marketing TV Commercial – VISIT FLORIDA ‘The Kids Are Alright’ TV Spot
2013  Travel Weekly Gold Magellan Award for Best US/Canada Family Destination – VISIT FLORIDA ‘Must Be the Sunshine’ Campaign
2013  Travel Weekly Silver Magellan Award for Best US/Canada Beach Destination – VISIT FLORIDA ‘Must Be the Sunshine’ Campaign
2013  Travel Weekly Silver Magellan Award for Best Hospitality Marketing Advertising/Marketing Campaign – VISIT FLORIDA ‘Must Be the Sunshine’ Campaign
2013  Travel Weekly Silver Magellan Award for Best Hospitality Marketing Website – VISITFLORIDA.com: ‘Must Be the Sunshine’
2013  Travel Weekly Silver Magellan Award for Best Online Travel Services Marketing Web Marketing/Advertising – VISIT FLORIDA ‘Must Be the Sunshine’ Campaign
2013  Travel Weekly Silver Magellan Award for Best Online Travel Services Travel Guides/Ratings/Reviews – VISITFLORIDA.com: ‘Must Be the Sunshine’
2013  International Academy of the Visual Arts Silver W3 Award for Best Integrated Marketing Campaign in Tourism – VISIT FLORIDA ‘Must Be the Sunshine’ Campaign
2013  Travel Weekly Silver Magellan Award for Best US/Canada Beach Destination – VISIT FLORIDA ‘Must Be the Sunshine’ Campaign
2013  Travel Weekly Silver Magellan Award for Best Hospitality Marketing Advertising/Marketing Campaign – VISIT FLORIDA ‘Must Be the Sunshine’ Campaign
2013  Travel Weekly Silver Magellan Award for Best Hospitality Marketing Website – VISITFLORIDA.com: ‘Must Be the Sunshine’
2013  Travel Weekly Silver Magellan Award for Best Online Travel Services Marketing Web Marketing/Advertising – VISIT FLORIDA ‘Must Be the Sunshine’ Campaign
2013  Travel Weekly Silver Magellan Award for Best Online Travel Services Travel Guides/Ratings/Reviews – VISITFLORIDA.com: ‘Must Be the Sunshine’
2013  Interactive Media Council Interactive Media Award for Outstanding Achievement in Travel/Tourism – VISITFLORIDA.com: ‘Must Be the Sunshine’
2013  Skift Top 50 Global Marketers in Travel List – Will Seccombe, VISIT FLORIDA President & CEO
2013  Irish Travel Trade Award for Best Americas Destination – VISIT FLORIDA
2013  Skift 20 Best Designed Tourism Websites List – VISITFLORIDA.com
2014  Hospitality Sales & Marketing Association International Silver Adrian Award for Digital Marketing in the Contests & Sweepstakes category – VISIT FLORIDA ‘Hook, Line & Shifter’ Sweepstakes
2014  Skift 5 Best Travel Ads to Watch This Week List – VISIT FLORIDA ‘Say Yes to Florida’ Spring Campaign
2014  Telly Award for Nature and Wildlife Video – VISIT FLORIDA ‘Everglades in 60 Seconds’
2014  Telly Award for Travel and Tourism Video – VISIT FLORIDA ‘Everglades in 60 Seconds’
2014  Telly Award for Travel and Tourism Video – VISIT FLORIDA ‘Soaring Over the Everglades’