

All Dreams Welcome Key Messages

Optimizing Visit California's 'Dream Big' brand platform and "Living the Dream" campaign to deliver a welcoming message — in authentic, genuine, irreverent Golden State style.

Background

California depends heavily on tourism from international visitors who, in 2016, were collectively responsible for more than \$25 billion in spending. Recent national policies are negatively affecting sentiment among likely travelers to the United States. So now, more than ever, it is critically important that California is perceived as a welcoming destination among visitors from California's key international markets. Visit California developed an "All Dreams Welcome" communications strategy and deployed a multi-pronged messaging campaign to proactively address the current climate and preempt further negative impacts on the state's tourism industry.

"All Dreams Welcome" adapts California's global Dream Big brand positioning into a communications platform that celebrates the state's inherent openness and hospitality — our "everybody is welcome culture" — and fuels greater participation with the brand over the long term. It is a delicate assignment that must walk a tightrope between:

- Communicating a welcoming message with international audiences
- Supporting the efforts of focusing on the safety of America

Strategic Approach

The "All Dreams Welcome" platform leverages Visit California's significant global brand investment, and, while not political in nature, targets our key international markets. Intelligence gathered from Brand USA's travel sentiment reporting tool helped hone in on immediate impacts from key markets in order to develop a nuanced messaging strategy that addresses country/region-specific challenges. Designed to "roll out the red carpet" for all visitors and drive home the point that California and the California brand stand apart, the campaign welcomes any and all who dream big. The campaign highlights achievers from other countries who have fulfilled their dreams and achieved success living and working in California to illustrate the state's anything-is-possible ethos and vibrant melting pot culture.

The "All Dreams Welcome" messaging has been integrated into as many elements of Visit California's existing consumer-facing marketing tactics as possible. The multi-pronged initiative relies heavily on PR, with additional paid digital and social content components, as well as activations using owned channels in select international markets. Opportunities have been created for industry partners from co-ops to executive leadership in-market missions.

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California is the most diverse state in the United States. We have always celebrated openness and diversity.

- The foreign-born population in California is 10.5 million individuals, or 27.3% of the state's residents. That's more immigrants than any other state in the nation and more than twice the national average (13.5%).
- With nearly 150,000 students, the state has the highest number of international students enrolled at its post-secondary institutions. New York and Texas are a distant second and third with 114,316 and 82,184 international students respectively.
- California has the highest percentage of business owners who are foreign born (36.6%).

The world has always looked to California as a land of boundless opportunity — a place where you don't just dream, you "dream big." The California spirit drives unmatched creativity, innovation and imagination.

- Many of the world's most successful companies were founded by first-generation immigrants or their children. Google (Sergey Brin/Russia), eBay (Pierre Omidyar/France), Yahoo (Jerry Yang/Taiwan), Intel (Andrew Grove/Hungary) and Tesla (Elon Musk/South Africa) were all built in California.
- The State's artistic community draws its strength from international root — this includes artists who made California their home: Frank Gehry (architect/Canada), Charlize Theron (actress/South Africa), Wolfgang Puck, (chef/Austria), Carlos Santana (musician/ Mexico), Portia de Rossi (actress/Australia) and Christian Bale (actor/Wales).

Visit California's "All Dreams Welcome" message, the spirit of limitless possibility and the state's magnificent beaches, mountains, cities and deserts draw people from across the globe.

- In the current year, Visit California will spend more than \$42 million to share a welcoming message in 13 international markets (Australia, Brazil, Canada, China, France, Germany, India, Italy, Japan, Mexico, Scandinavia, South Korea and the United Kingdom).

The U.S.' Visa Waiver Program is intact.

- The new administration has not yet made any changes to the current visa program. There is a lot of talk about changes, but there has not been any legal change to date.
- The only policy change is about the legality of bringing electronics on flights from eight countries.
- The Visa Waiver Program enhances security, facilitates better relationships with countries that are a part of the program — including most of California's top international markets — and is essential to travel to the United States.

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There are far bigger influences on where people travel than politics.

- The economy is the leading influence. If people have money to spend and transportation is affordable, they will travel.
- Security and stability are also critically important.
- Visit California is NOT a political organization.
- We're here to inspire people from all over the world to come to California and experience life to the fullest.