

# It's Working

**YEAR IN REVIEW FY18/19**  
EXECUTIVE SUMMARY

visit  
**California**





## From the CEO

# Now More Than Ever

Over 25 years of progress, partnership and the unwavering pursuit of our biggest dreams has passed to reach this moment in time.

FY18/19 was a momentous year for many reasons. California tourism enjoyed a ninth straight year of success, setting records in travel spending, jobs and tax revenue.


The Golden State remains the No. 1 destination in the nation, fueled by a strong global marketing program, inspiring travelers around the world to “Dream Big.” In the pages that follow, read about successes from a combination of specific brand advertising campaigns and an “Always On” global marketing approach to reach prospective visitors across 14 global markets.

Despite a year of record-setting success, the industry has been faced with challenges. In the wake of our state's most devastating fire season, Visit California launched a multilayered “#CALove” campaign, including a celebrity-driven public service announcement, to tell the world that California is resilient and remains strong.

California's resilience has been tested through decades of complicated crisis and economic scenarios, and the industry must be prepared for future challenges.

**Conceived, funded and lead by the tourism industry, Visit California has proved we are stronger when united.**

Now more than ever, we must stand united in the face of challenge and move into a sustainable future together.

 Thank you for your partnership.

I invite you to explore and share the interactive experience at  
**[industry.VisitCalifornia.com/YearInReview](https://industry.VisitCalifornia.com/YearInReview).**

Dream Big!



*Caroline Beteta*

**CAROLINE BETETA**

President & CEO

## About Visit California

Visit California is a 501(c)(6) nonprofit organization with a mission to develop and maintain industry guided marketing programs—in partnership with the state's travel industry—that keep California top of mind as a premier travel destination.

## Get Involved

Learn about partnership opportunities, events, and find a number of free resources including research, trainings and media on Visit California's industry-focused website, **[industry.VisitCalifornia.com](https://industry.VisitCalifornia.com)**.



Operations

# Fiscally Responsible

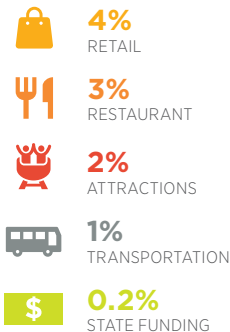
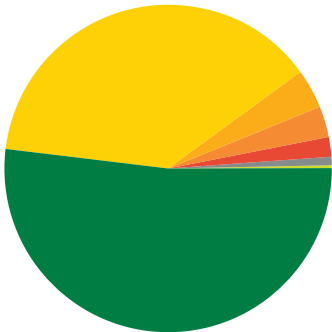
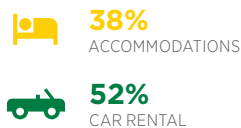
Visit California strives to ensure the industry's investment is executed for the purpose it was given: to do what the industry cannot do itself.

A vast majority of Visit California's resources go directly into marketing California.

**Visit California**  
continues its streak  
of **perfect** unqualified  
audits for its **21st**  
**consecutive year.**

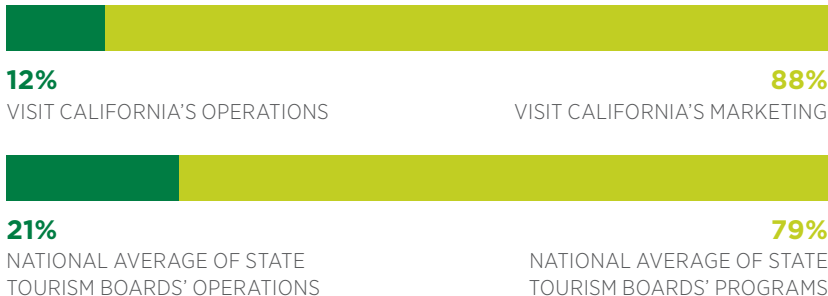
## FY18/19 Tourism Industry Investment

The investment of each industry segment is leveraged by the collective contribution of all other segments in order to benefit the entire tourism industry.



Source: Dean Runyan Associates, Inc.

**88%** of Visit California's budget goes directly into marketing programs. Just **12%** is used for operations.



## Economic Impacts

# Travel Matters

Driven by the state's wide variety of tourism leaders, flourishing businesses and forward-thinking destinations, the state has experienced **nine years of year-over-year growth.**

**\$140.6 billion** in visitor spending

### What California tourism does

Employs  
**1.2 million**  
workers

Provides  
**\$11.8 billion**  
state and local  
tax revenue

### How that benefits California



For every  
**\$1 million**  
in visitor spend

=



**15 jobs**  
are created



Without tourism spending, each California household would  
have to pay an additional **\$890 in taxes annually**



Resurface  
**17,000**  
miles of road

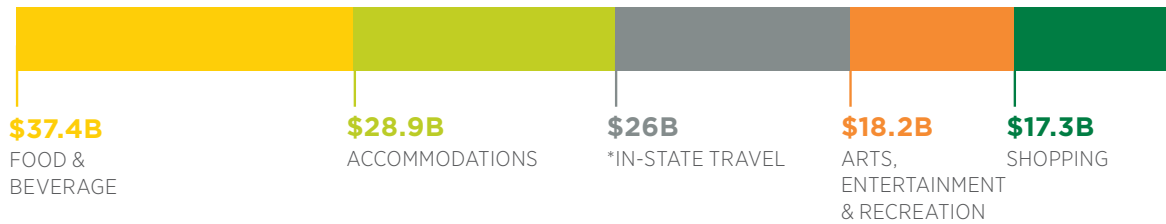
+



Hire  
**149,000**  
new teachers  
for one year

Source: Dean Runyan Associates, Inc.

## Traveler Spending by Industry Segment



Source: Dean Runyan Associates, Inc.

*\*In-state travel includes local transportation and gas and visitor air transportation.*

## California Shines Bright

The Golden State remains a top destination drawing 11.5% of all U.S. tourism in 2018.

California continues to out-index the U.S in all lodging metrics.

### OCCUPANCY



### ADR



### RevPAR



Source: Smith Travel Research 2018

## Foundational Marketing

# An 'Always On' Approach

Visit California's strong foundation of "Always on" global marketing activity across 14 markets in paid, owned, earned media and travel trade channels delivered strong results in FY18/19, driving demand for California to a record high.

### Paid

Advertising reached consumers through broadcast, online TV and digital channels featuring new TV spots.

**8.6 BILLION**

IMPRESSIONS

**\$47.4 MILLION**

INVESTMENT

**203.8 MILLION**

HOUSEHOLDS REACHED  
(BROADCAST)

### Owned

Original content and unique series introduced travelers to California while the new California Road Trip Republic and Tastebazers platforms launched highlighting the open road possibilities and food exploration to be had.

**78**

NEW ORIGINAL DREAM365TV  
CONTENT PIECES

**3.9 MILLION**

SOCIAL MEDIA ENGAGEMENTS

**26.6 MILLION**

UNIQUE VISITORS TO  
VISIT CALIFORNIA  
GLOBAL WEBSITES

**1.6 MILLION**

CALIFORNIA WELCOME  
CENTER VISITORS

## Earned Media

Global media efforts complemented consumer marketing campaigns such as Dream Drive and Gold Rush Rally while partnerships with key media and influencers kept California top of mind for international audiences.

**\$241.6 MILLION**

MEDIA VALUE

**9.2 BILLION**

IMPRESSIONS

**7,000**

PLACEMENTS

**771**

MEDIA AND  
INFLUENCERS HOSTED

## Travel Trade

Travel trade co-ops and partnerships introduced the trade audience to the excitement California has to offer while first-of-their-kind initiatives such as IPW's return to California and a CEO mission to the Middle East laid the foundation for successful partnerships in the new fiscal year.

**179.5 MILLION**

IMPRESSIONS

**5,500**

MEETINGS

**53**

CO-OPS

**243**

TRAVEL TRADE HOSTED

**31,000**

AGENT TRAININGS

## Global Marketing

# Golden State Goes Global

Visit California's marketing campaigns are crafted to share the "Dream Big" ethos of the Golden State, inspiring a wide array of target audiences with varied interests.

### Global Brand

#### New Brand Spots Show Off California

Visit California is always driving desire for the Golden State through exciting marketing spots that show off everything California has to offer. A new global spot, "Spoiled," aired in six countries. For the first time, six-second adaptations were created for online and mobile audiences.

**\$30 MILLION**

INVESTMENT

**30 BILLION**

IMPRESSIONS

**120.6 MILLION**

HOUSEHOLDS REACHED

### Return on Advertising Spend

Visit California's paid advertising generated an incremental spend of **\$13.95 billion**, resulting in **\$893 million** of incremental tax revenue. This is spending and tax revenue that would not have happened without Visit California's paid marketing efforts.

Source: Strategic Marketing and Research Insights LLC (SMARI)



## **Family** **'Kidifornia'**

Through a new TV spot, "Parents Love It," consumer activations, media events and influencer partnerships Visit California continued to emphasize California as the destination for family travel.

## **Super Affluent** **Targeting High-Spending Visitors**

Trade shows, including Visit California's own Connections California Luxury Forum, paired with original content series, new international inroads with the Middle East and powerful trade partnerships showed off the Golden State's unique style of laid-back luxury.

## **Culinary** **Serving Up California**

Crafted to encourage discovery of California's adventurous and immersive edible experiences, Visit California launched the new Tastebazers platform. Covering popular video series, state-wide initiatives and the new Michelin guide of California, this platform establishes the Golden State as the destination for culinary connoisseurs.

**\$11.7 MILLION**  
INVESTMENT

**1.8 BILLION**  
IMPRESSIONS

**\$11.8 MILLION**  
EARNED MEDIA VALUE

**80 MILLION**  
HOUSEHOLDS REACHED

**13.3 MILLION**  
SOCIAL MEDIA IMPRESSIONS

**\$54.2 MILLION**  
EARNED MEDIA VALUE

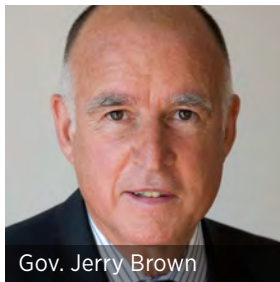
**\$1.1 MILLION**  
INVESTMENT

**209.2 MILLION**  
IMPRESSIONS

**\$81.1 MILLION**  
EARNED MEDIA VALUE



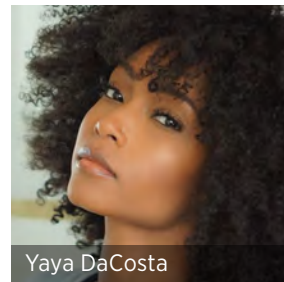
Gov. Gavin Newsom



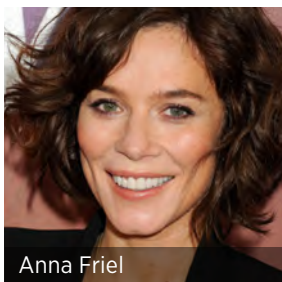
Gov. Jerry Brown



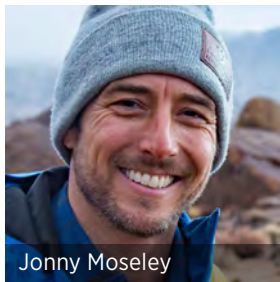
Tyler Florence



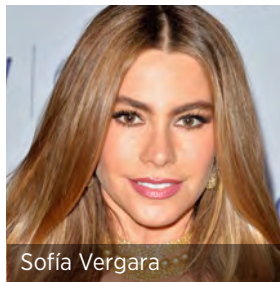
Yaya DaCosta



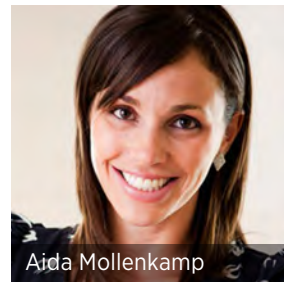
Anna Friel



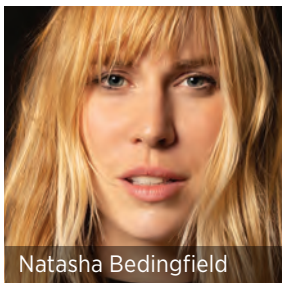
Jonny Moseley



Sofia Vergara



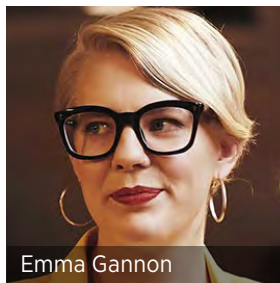
Aida Mollenkamp



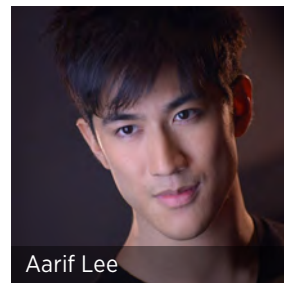
Natasha Bedingfield



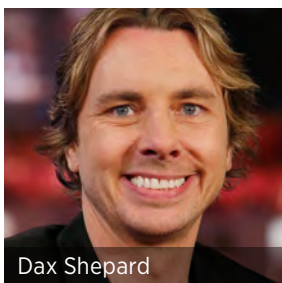
Daniela Moroz



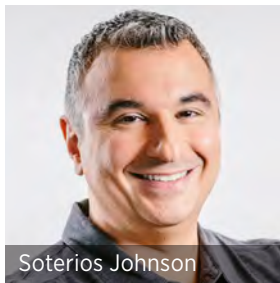
Emma Gannon



Aarif Lee



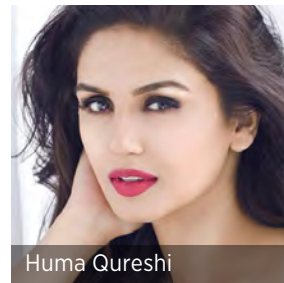
Dax Shepard



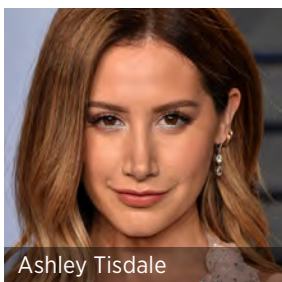
Soterios Johnson



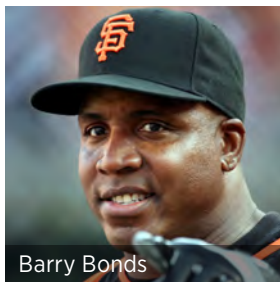
Jayson Fann



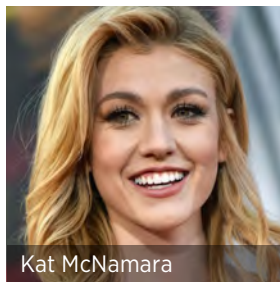
Huma Qureshi



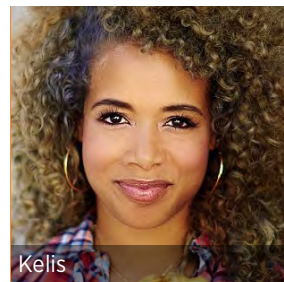
Ashley Tisdale



Barry Bonds



Kat McNamara



Kells

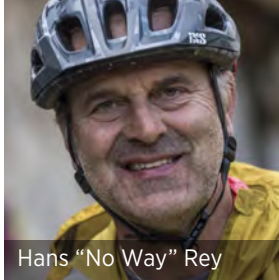


## Leveraging Star Power

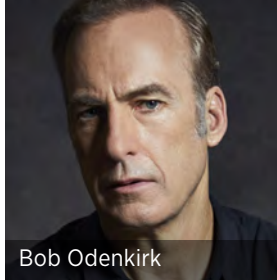
Throughout FY18/19, Visit California worked with stars and celebrities across paid, owned, earned media and trade channels to deliver a global message that California is the ultimate dream destination and welcoming to all visitors.



Josh Gad



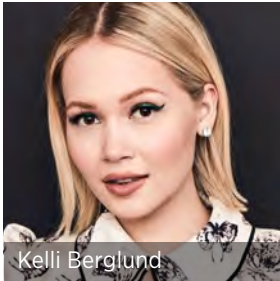
Hans "No Way" Rey



Bob Odenkirk



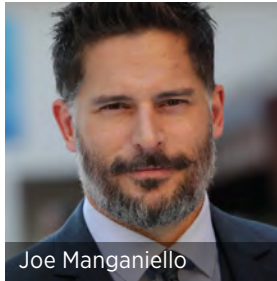
Rita Wilson



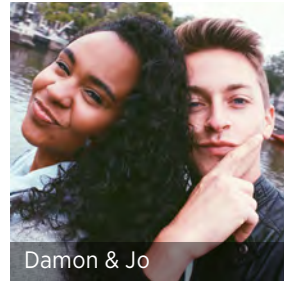
Kelli Berglund



Roy Choi



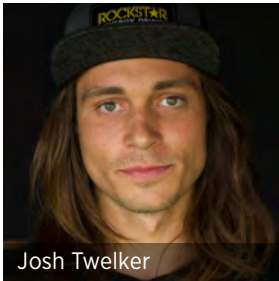
Joe Manganiello



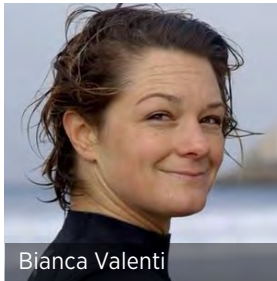
Damon & Jo



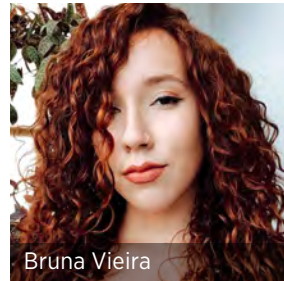
Alison Tetrick



Josh Twelker



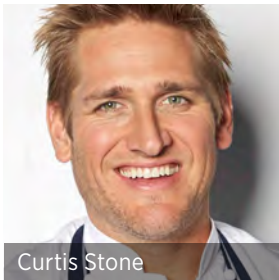
Bianca Valenti



Bruna Vieira



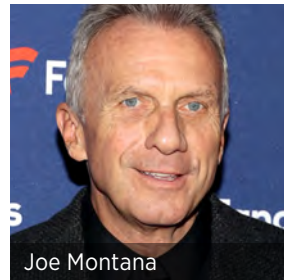
Caitlyn Jenner



Curtis Stone



Tanya Holland

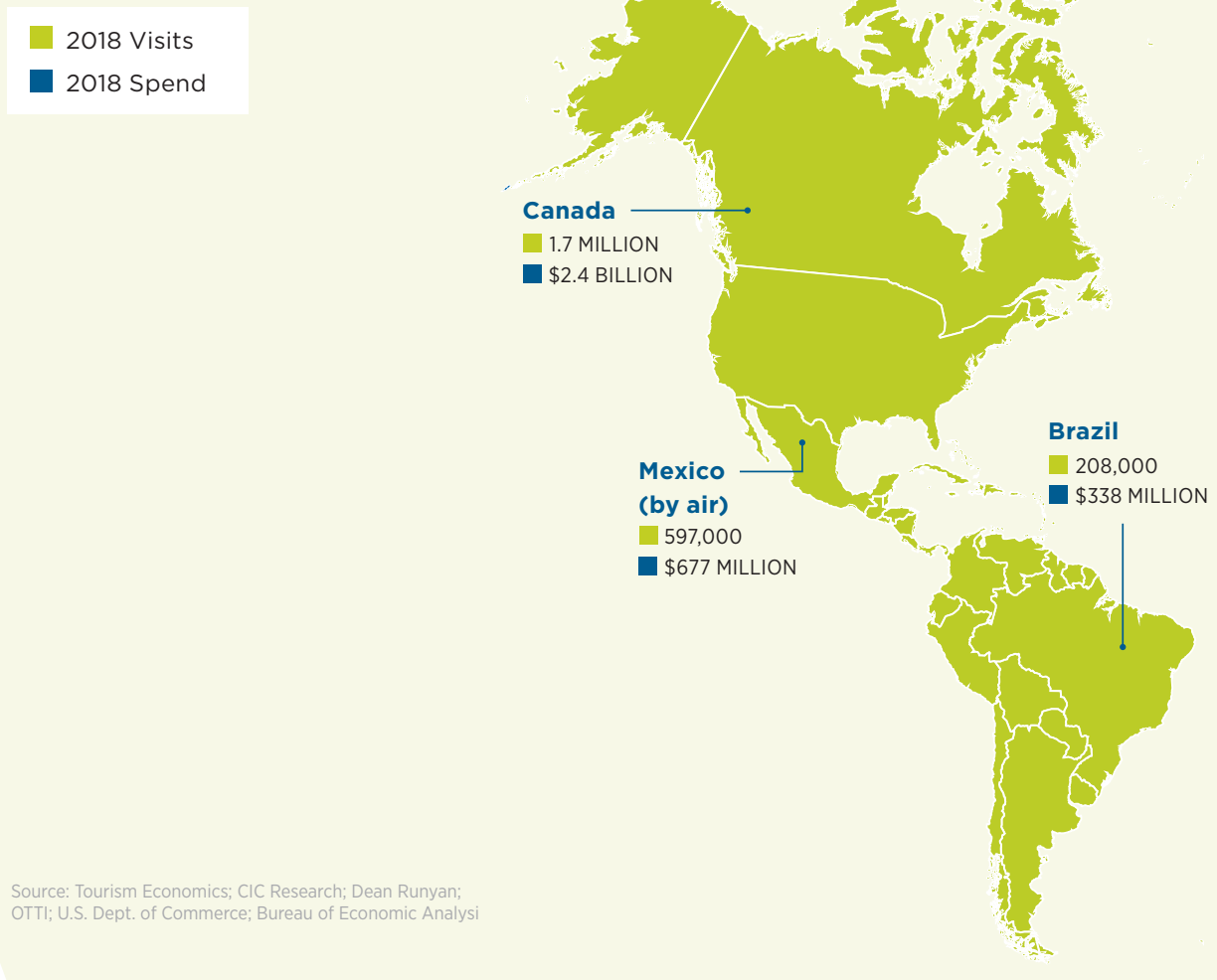


Joe Montana

## International Marketing

# Welcoming the World

Visit California inspires travelers to experience the Golden State through dynamic and engaging marketing programs in **13 international markets** in addition to the U.S. International travelers are vital to the state's tourism industry by outspending and outstaying domestic travelers. In FY18/19 Visit California continued exploring the luxury-focused Gulf Cooperation Council region of the Middle East with the first CEO Mission to the region.





18.1 MILLION  
INTERNATIONAL  
TRIPS

370,000  
AVERAGE  
WEEKLY SEATS

\$28.3  
BILLION  
INTERNATIONAL  
VISITOR SPENDING



## Crisis Response

# Inspiring Recovery with #CALove

**180**

MEDIA PLACEMENTS

**51,000**

SOCIAL IMPRESSIONS

**\$1.2 MILLION**

INVESTMENT

**\$853,000**

DONATED MEDIA

California saw an unprecedented fire season in 2018, but together with industry partners, Visit California took active steps to assess the needs of affected destinations. Once ready, an “open for business” message was relayed to travelers around the world to support recovery efforts.

Many resources were devoted to amplifying that California was open for business including spotlighting affected regions in new commercial spots, “California Dream Eater” episodes and leveraging media and influencer relationships to garner global coverage.



**#CALOVE**

## The Power of Love PSA

Building on the outpouring of support, Visit California worked quickly to create the “Share Your California Love” campaign led by “The Power of Love,” celebrity-driven 60- and 30-second public service announcements asking viewers to donate to the Red Cross, volunteer in rebuilding efforts and visit to help affected areas get back on their feet.



RedCross.org/CALove



American  
Red Cross

visit  
California



555 Capitol Mall, Suite 1100  
Sacramento, CA 95814

PRESORT STANDARD  
U.S. POSTAGE  
**PAID**  
PERMIT 604  
SACRAMENTO CA

## Commissioners (AS OF AUGUST 2019)

Visit California's marketing programs are funded by 21,000 assessed businesses and guided by a Board of Directors representing every tourism segment and region.

### CHAIR

**James Bermingham**  
**Executive VP, Operations**  
Montage International

### VICE CHAIR OF MARKETING

**Gene Zanger**  
**Partner**  
Casa De Fruta  
Parkway, LLC

### VICE CHAIR OF OPERATIONS

**Paula Beck**  
**VP of Global  
Accounts — West**  
Avis Budget Group, Inc.

### CHIEF FISCAL OFFICER

**Dan Gordon**  
**CEO**  
Gordon Biersch

**Gary Buffo**  
**President**  
Pure Luxury  
Transportation

**Joe D'Alessandro**  
**President & CEO**  
San Francisco Travel

**Dan Harvey**  
**Division VP**  
The Hertz Corporation

**Terry MacRae**  
**CEO**  
Hornblower Cruises  
& Events

**Peter Ronchetti**  
**President &  
General Manager**  
LEGOLAND  
California Resort

**Benjamin Webster**  
**Office Managing  
Shareholder**  
Littler Mendelson P.C.

**Jim Burba**  
**President**  
Burba Hotel Network

**Josh D'Amaro**  
**President**  
Disneyland Resorts

**Karen Irwin**  
**President & COO**  
Universal Studios

**Noreen Martin**  
**Chairman**  
Martin Resorts, Inc.

**Carl Schuster**  
**CEO-Managing Partner**  
Wolfgang Puck  
Worldwide, Inc.

**Ernest Wooden Jr.**  
**President & CEO**  
Los Angeles Tourism &  
Convention Board

**Anthony Cannella**  
**Principal**  
NorthStar Engineering  
Group, Inc.

**Michael Dunne**  
**Area VP of  
Operations, CA.**  
Hilton Worldwide

**John Kelliher**  
**Founder**  
Grapeline Wine Tours

**Jordan Meisner**  
**Senior Vice President —  
Field Operations**  
Hyatt Hotels & Resorts

**Bobbie Singh-Allen**  
**Executive VP & COO**  
California Lodging  
Industry Association

**Jason Clarke**  
**General Manager/VP**  
Enterprise Rent-A-Car

**Kevin Fat**  
**COO**  
Fat Family  
Restaurant Group

**Brian King**  
**Global Officer —  
Digital, Distribution,  
Revenue Management  
& Global Sales**  
Marriott Business  
Services

**Lenny Mendonca**  
**Director**  
Governor's Office of  
Business & Economic  
Development

**Mark Sullivan**  
**Managing Director  
of North America**  
DFS

**Russ Cox**  
**Executive VP  
of Operations**  
Interstate Hotels  
& Resorts

**Robert Gleason**  
**President & CEO**  
Evans Hotels

**Tom Klein**  
**Owner**  
Rodney Strong  
Wine Estates

**Sima Patel**  
**CEO**  
Ridgmont  
Hospitality

**Paul Tormey**  
**Regional VP & General  
Manager California Region**  
AccorHotels

PRINTED ON



PAPER