

# PRESS PLAY ▶

A YEAR IN REVIEW



visit  
California

FISCAL YEAR 22/23

# MOVING FORWARD

## FROM THE CEO

This year California's tourism industry pressed PLAY, bouncing back from the pandemic stronger than anyone predicted. California's travel industry emerged unified and continues to shine, luring visitors curious about the abundance of world-class experiences and fun-loving culture.

California's tourism industry grew by one-third last year and is poised to set new records for visitor spending, employment and tax generation in 2023. In fact, projections from Tourism Economics for 2023 show California will surpass the record \$144.9 billion in visitor spending achieved in 2019 — a year earlier than originally expected.

Last year, Visit California's 52-week global marketing work delivered an incremental \$38.2 billion of visitor spending. Fueled by a one-time stimulus from the state, this historic visitor spending is more than three times higher than a typical year and helped California recover market share lost during the pandemic.

California is officially back in the game and focused on the continued rebound of international travel. As global travel ramps back up, the organization is working hard to reenter its most critical markets around the world to bring travelers to the Golden State. Visit California reestablished programs in 13 global markets in FY22/23, helping keep

California as a must-visit destination for travelers from around the globe. In the past year, Visit California led two CEO missions — one to Japan, the other to Europe — to rekindle those relationships and put California top of mind for trade and industry partners. International visitors are critically important because they stay longer, giving them the opportunity to spend more within the state.

Visit California is inspiring visitors to play every day with a year-round 24/7 “always-on” marketing program inspiring travel to the Golden State. The global marketing program reflects the diverse destinations, cultures and perspectives that define California. In February, the newest integrated campaign, “Childhood Rules” launched, targeting family travelers. Family travel is responsible for 82% of ad-influenced travel spending.

This fiscal year also marked the launch of a first-of-its-kind brand initiative for the state, Visit Native California, which highlights cultural heritage tourism experiences visitors can discover from the more than 100 federally recognized tribes that call California home. The launch received an unprecedented amount of coverage and interest — both internationally and domestically.

Unity has been the cornerstone of the tourism industry's success. The industry-guided global program of work is designed to deliver for every region and tourism-related business, demonstrating that we are stronger together. The organization's cooperative marketing platforms allow destinations and businesses to reach a larger audience, including the expanded leveraged media partnership that amplified 37 destination and business efforts to reach domestic and international audiences.

Thank you, Team California, for the remarkable progress in FY22/23 to move the tourism industry forward.



**Caroline Beteta**  
President & CEO  
Visit California





# RETURN ON AD SPENDING

## Paid Marketing is Working: Record Incremental Visitor Spend

Visit California's media and website investment, with a boost from state stimulus, generated an incremental spend of \$38.2 billion, resulting in \$2.4 billion of incremental tax revenue. This is spending and tax revenue that would not have happened without Visit California's paid advertising campaigns.

**\$38.2 BILLION**

INCREMENTAL SPEND

**\$2.4 BILLION**

INCREMENTAL TAX REVENUE

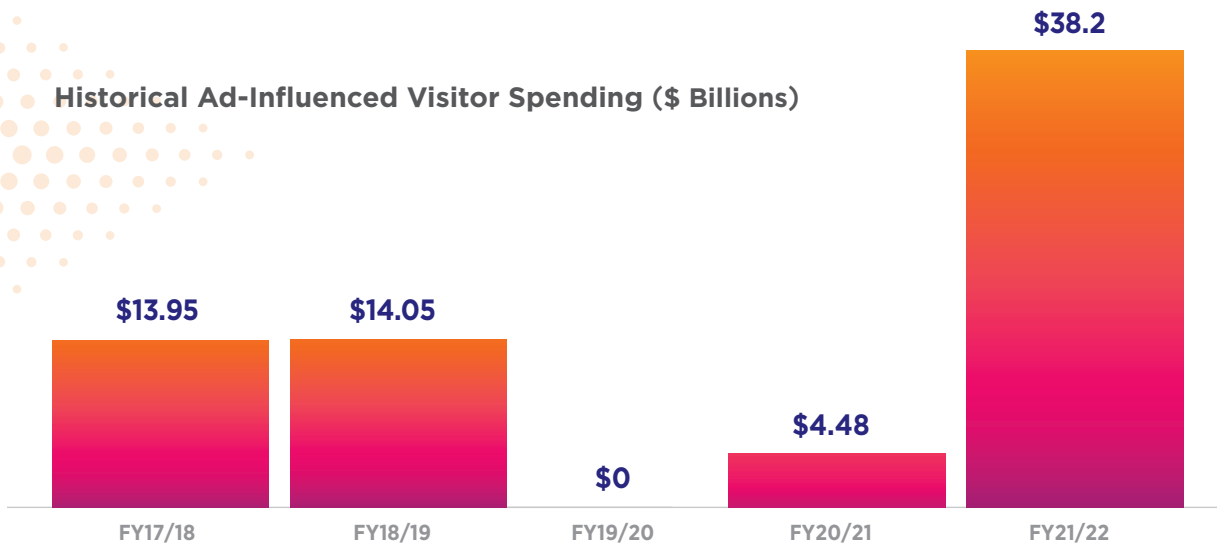
Source: SMARInsights

## Methodology

Visit California evaluates the effectiveness of its paid advertising by calculating the incremental spend from ad-aware visitors. Measuring incremental travel produces a conservative measure of advertising impact. It is assumed that a percent of travelers visit a destination regardless of advertising efforts, and this percent becomes the baseline of measurement. In calculating the effectiveness of its paid campaigns, Visit California only measures the percent of travelers above that baseline. The additional level of travel is considered influenced or incremental.



Historical Ad-Influenced Visitor Spending (\$ Billions)



# GAME-CHANGING YEAR

## FROM THE CHAIR

I am honored to serve as chair of the Visit California Board of Directors, following my time on the board serving as chief fiscal officer and vice chair of operations. The organization closed the fiscal year strong, under the collective guidance from the industry and exemplary leadership of outgoing chair Gene Zanger, Partner of Casa de Fruta Parkway.

Fiscal responsibility has been and will continue to be a top priority for Visit California. I am pleased with the organization's streak of perfect unqualified audits for the 25th consecutive year, a testament to the diligent stewardship of Visit California's operations. Every dollar entrusted is used for the purpose it was given: to do what the industry cannot do for itself. In FY22/23, more than 92% of the budget directly funded marketing initiatives to increase visitor spending at the state's tourism-related businesses. Only 7% was used for operations, which is significantly below the national average for state tourism board operations.

The industry-funded global marketing program — supercharged by the state's stimulus — delivered record-setting returns on advertising spending, benefiting every region and every segment — accommodations, car rentals, retail, restaurants, attractions and transportation businesses across the state. Visit California's paid advertising campaigns resulted in historic incremental visitor spending of \$38.2 billion — this is spending that would not have occurred without Visit California's marketing efforts, and it accelerated the industry's recovery by a full year.

However, as we reflect on milestone achievements this year, we must also acknowledge the challenges that our industry continues to face. The road to recovery remains uneven with international visitation still lagging prepandemic numbers, and workforce challenges continue to plague businesses across the state. While obstacles are always present, we've learned there is always greater strength in unity.

Travel matters, because while travelers are creating memories during their visit, they are also bringing economic vitality to our great state. The tourism industry serves as a driving force, generating billions of dollars in revenue for businesses, directly supporting 1.1 million jobs for California workers, and providing vital tax revenue for local communities. It is our collective responsibility to nurture this industry.

As we look to the future, we will continue to adapt to the ever-changing landscape, leveraging technology, data-driven insights and the collective brilliance of our team and industry partners to forge ahead. I am humbled by the trust you have placed in me as your chair, and I am committed to working tirelessly alongside every one of you to advance the mission of Visit California.



*Dan Gordon*

**Dan Gordon**

Chair, Visit California  
CEO, Gordon Biersch



# INDUSTRY GUIDED

Visit California is directed by an industry-led board of directors made up of industry leaders who represent all industry segments and every region of the state.



President & CEO, San Francisco Travel, and outgoing Vice Chair of Marketing Joe D'Alessandro and President & CEO, Evans Hotels, and Visit California board member Robert Gleason at a Visit California event.



Among others at a recent Visit California board meeting were Vice Chair of Operations Carla Murray (left photo), President, U.S Western Region, Full Service MxM, Marriott International, and President & CEO Caroline Beteta (right photo) with Board Member William Loughran, President of Evolution Hospitality.



Visit California President & CEO Caroline Beteta networks with Vice President, North Pacific Operations for The Hertz Corporation and Visit California Board Member Shuaib Bulhan.



Executive Vice President & CEO, California Lodging Industry Association and Visit California Board Member Bobbie Singh-Allen attends a Visit California event.



The board of directors gathered for the fall board meeting to discuss Visit California's program of work.

# FISCAL RESPONSIBILITY

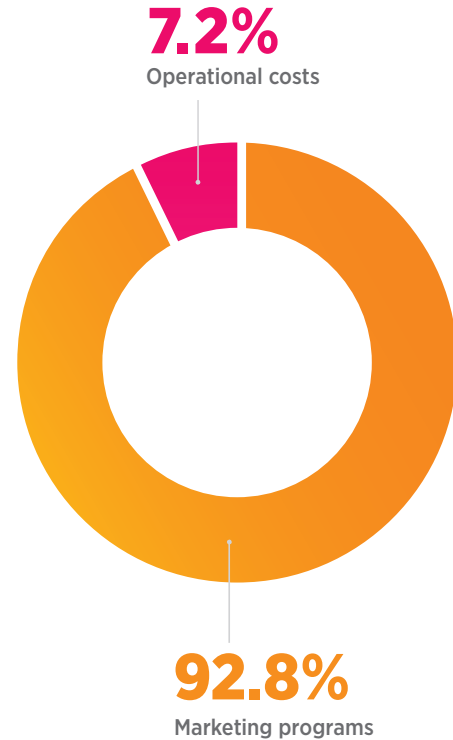
As a 501(c)(6) nonprofit, Visit California strives to minimize operational costs and maximize the ROI for the industry.

## Industry Investment

The investment of more than 16,000 assessed businesses across all tourism segments is leveraged to benefit the entire tourism industry. Together, accommodations, attractions, rental cars, restaurants, retailers and transportation businesses are funding Visit California marketing that increases travel spending in the Golden State. This year the legislature approved \$15 million in stimulus funding allocated solely toward domestic media; none of these funds were used for Visit California operational costs.

## Expenditure Efficiency

According to an independent third-party audit, 92.8% of Visit California's budget goes directly to marketing programs, with 7.2% going to operational costs. Nonprofit organizations average between 20% to 35% of their budgets on operational costs.



## Financial Priorities

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

1. Provide accurate, complete and transparent reporting on the financial performance of the organization.
2. Ensure the organization is compliant with all laws, bylaws and internal policies and procedures.
3. Ensure all financial interactions with external parties enhance relationships and build trust in Visit California's commitments.
4. Provide industry partners best-in-class service to help ensure their success.



## 25 YEARS

Visit California continued its history of perfect, unqualified audits for the 25th consecutive year.



# FY22/23 ANNUAL BUDGET

REVENUES	
Total Assessment Revenue	\$ 100,505,000
State Funding	\$ 15,200,000
Other Revenue (co-ops, prior year excess and other)	\$ 48,415,261
<b>TOTAL REVENUES</b>	<b>\$ 164,120,261</b>

EXPENSES	
Total Operations and Assessment	\$ 19,506,741
<b>Program Expenses</b>	<b>\$ 142,613,520</b>
Global Brand	\$ 91,651,237
Global Digital	\$ 4,500,000
Global Consumer Co-op	\$ 8,370,591
Global Content	\$ 7,895,000
Communications	\$ 6,596,985
Industry Relations	\$ 3,318,335
Global Trade	\$ 3,839,713
Global Research	\$ 2,025,000
Welcome Centers	\$ 300,000
International Marketing	\$ 10,499,735
Marketing Administration	\$ 1,176,050
Depreciation	\$ 1,440,875
Rainy Day & Crisis Fund – General	\$ 1,000,000
<b>Organizational Projects</b>	<b>\$ 2,000,000</b>
<b>TOTAL EXPENSES</b>	<b>\$ 164,120,261</b>

## Fund Balance

In accordance with Government Code § 13995.44, Visit California annually reports the California Travel and Tourism Commission fund balance, defined as the total assessment revenue collected the previous year. For FY21/22, the fund balance was \$84,004,866. This balance was independently audited by Aprio Accountancy Corporation.

# ECONOMIC IMPACT

The long road to recovery has led the industry to where it is today — ready to welcome travelers from around the world.



## \$134.4 BILLION

VISITOR SPENDING\*

## 1.1 MILLION

TOURISM-RELATED JOBS\*

Benefiting All Californians

## \$11.9 BILLION =

STATE AND LOCAL TAX REVENUE\*



### \$906

IN TAXES SAVED

FOR EVERY CALIFORNIA HOUSEHOLD



### 191,000

PUBLIC SCHOOL TEACHER SALARIES

AVERAGE \$62,301

Source: Salary.com



### 57,854

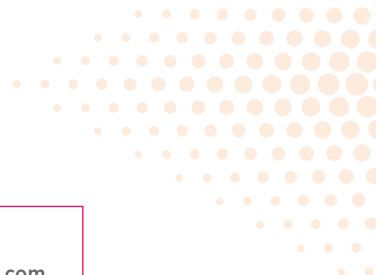
MILES OF TWO-LANE ROAD

\$205,688 PER MILE

Source: Midwest Economic Policy Institute study adjusted for inflation

\*Source: Tourism Economics



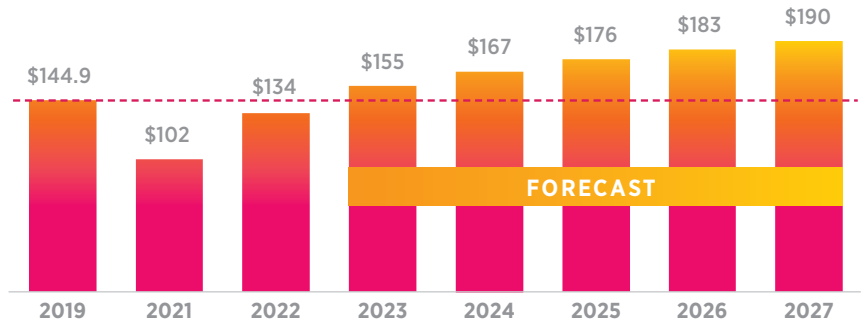


## Full Recovery

Visitor spending continued to grow in 2022, reaching 92% of prepandemic levels. Domestic business and international continue to show year-over-year progress with projections for full recovery by 2024 – earlier than initially projected.

## California Travel Spending Forecast

Visit California updates the forecast throughout the year; for the most updated forecast visit [industry.VisitCalifornia.com](https://industry.visitcalifornia.com).

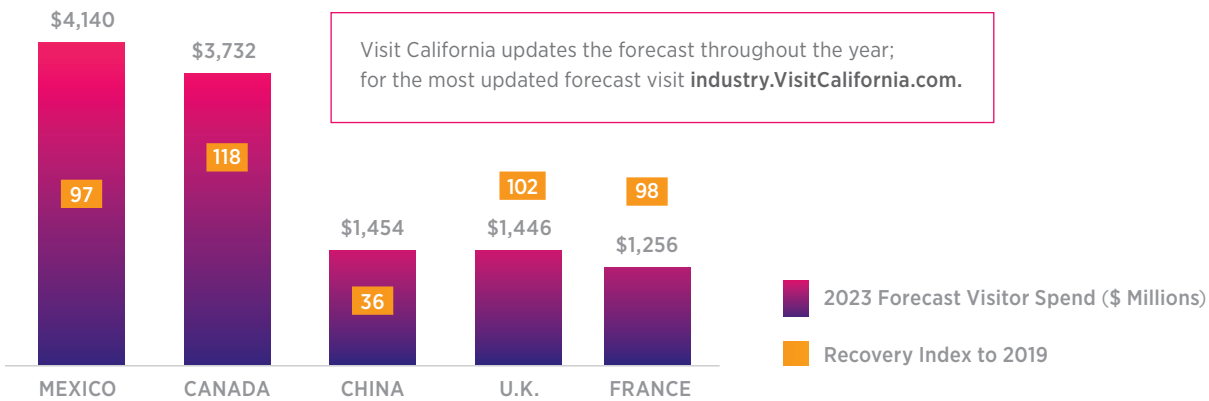


Source: Tourism Economics (May 2023)

## Global Rebound

Mexico and Canada lead the way in international visitor spending, followed by China. Notably, China ranks third in visitor spending and yet is only 36% recovered, providing a valuable opportunity with continued recovery of the market.

## Visitor Spending Forecast by International Market



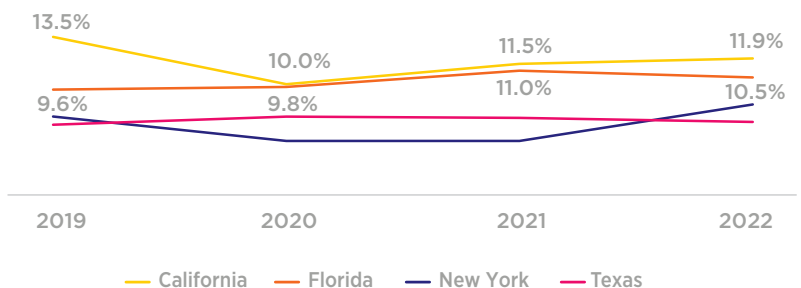
Visit California updates the forecast throughout the year; for the most updated forecast visit [industry.VisitCalifornia.com](https://industry.visitcalifornia.com).

Source: Tourism Economics (May 2023)

## Leading Market Share

Despite market share losses over the past three years, California has maintained its position as the No. 1 state in the U.S. for travel and tourism. Each percentage point represents \$12 billion of visitor spending, creating a highly competitive environment among destinations. The return of international travel, particularly Asia, will be critical to reaching prepandemic market share levels.

## Share of U.S. Travel Spending



Source: SMARInsights

# GLOBAL TRAVEL REACTIVATED INTERNATIONAL MARKETING

In FY22/23 Visit California resumed marketing in 13 key international markets, a significant step toward international recovery.

**\$17 BILLION**  
INTERNATIONAL  
VISITOR SPENDING\*

*\*In 2019, international visitor spending was \$28.1 billion (Tourism Economics)*

**\$12.5 MILLION**  
INTERNATIONAL  
ADVERTISING INVESTMENT

**1.34 BILLION**  
IMPRESSIONS

## California's International Investments

Visit California monitors evolving market conditions to ensure investments are maximized and deliver the highest ROI.

Market	FY22/23 Investment	Years in Market
United Kingdom	\$7.08 million	24 years
Canada	\$5.1 million	14 years
Mexico	\$4.79 million	16 years
Australia	\$1.27 million	19 years
France	\$1.2 million	14 years
Japan	\$810,000	23 years
Germany	\$750,000	25 years
South Korea	\$645,000	14 years
China	\$625,000	13 years
India	\$278,000	15 years
Middle East	\$269,000	4 years
Scandinavia	\$78,000	19 years
Italy	\$78,000	14 years

## Consumer Advertising Delivers Impact

In Canada, Mexico and the U.K., direct-to-consumer paid advertising resumed this spring in an exciting step toward prepandemic normalcy. In Canada and Mexico, “California Road Trip Republic” and “Childhood Rules” campaigns launched in market, including out-of-home, search engine marketing, online TV and social media. Additionally, a co-branded partnership with Air Canada inspired consumers to choose California. In the U.K., “Am I Dreaming?” and “California Road Trip Republic” creative ran across both digital and out-of-home platforms, and in partnership with Expedia Group, Visit California activated a large out-of-home campaign that included takeovers of digital boards at various airport terminals.

Additionally, Visit California launched a direct-to-consumer campaign on China’s largest online travel agency Ctrip.com, featuring “See You Soon” messaging that directed interested travelers to the newly updated California hub on the popular platform. The campaign also ran on digital platforms Mafengwo and iPinYou.

In Japan, localized “Am I Dreaming?” creative ran in train stations and on convenience store monitors throughout Shibuya Scramble Square as well as in H.I.S. travel shops generating 24.5 million impressions.



## Rekindling Relationships

Visit California and its in-market international teams provided several platforms for destinations and businesses to engage, network and rebuild relationships with international media and travel trade to bring travelers to California.

For more activity highlights, see Page 34.



*In addition to Visit California President & CEO Caroline Beteta and senior staff, Deputy Ambassador Matthew Palmer and 17 tourism CEOs from Visit SLO CAL, Sonoma County Tourism, Visit West Hollywood Travel + Tourism Board, Monterey County Convention & Visitors Bureau, Visit Newport Beach, Visit Santa Barbara, Los Angeles Tourism & Convention Board, Visit Greater Palm Springs, Casa de Fruta Parkway, San Diego Tourism Authority, Visit Anaheim, San Francisco Travel, Santa Monica Travel & Tourism, Visit Napa Valley, Visit Huntington Beach, Mammoth Lakes Tourism and Gordon Biersch traveled to Europe for a CEO Mission.*



*The Lt. Governor, along with the Governor's Office of Business & Economic Development, Visit California President & CEO Caroline Beteta and senior staff and 12 tourism CEOs from Visit SLO CAL, Visit Newport Beach, Visit Santa Barbara, Los Angeles Tourism & Convention Board, Beverly Hills Convention & Visitors Bureau, Visit Greater Palm Springs, Casa de Fruta Parkway, San Diego Tourism Authority, Santa Monica Travel & Tourism, Visit Napa Valley, San Diego County Regional Airport Authority and Ridgmont Hospitality traveled to Japan for a CEO mission.*

## CEO Missions Return

### Europe

The inaugural European CEO mission connected the California delegation of 17 tourism CEOs with top C-suite industry professionals from the diplomacy sector, tour operators and airlines, as well as with top editors and leaders from the travel and culinary world. The three-day program included discussions focused on market development, trend forecasting and intelligence gathering to help refine California's tourism marketing strategies.

**11**  
TOTAL EVENTS

**265**  
MEDIA & TRADE GUESTS

### Japan

Visit California and 12 California tourism delegates joined a 100-member delegation for the California Japan Trade Mission co-led by Lt. Gov. Eleni Kounalakis and Dee Dee Myers, Senior Advisor to the Governor and Director of the Governor's Office of Business and Economic Development. The delegation met with executives at the helm of Japan's leading travel sellers, airlines and news hubs to deliver a unified California tourism message. During the mission, Visit California also signed memorandums of understanding with two of Japan's largest tourism entities, the Japan Association of Travel Agents and H.I.S. Co. Ltd., to jump-start travel recovery.

**20**  
ARTICLES  
GENERATED

**8**  
NEW PRODUCTS  
DEVELOPED

**71 MILLION**  
IMPRESSIONS

# INTERNATIONAL MISSIONS



Visit California President & CEO Caroline Beteta, seated left, signs memorandums of understanding with executives from two of Japan's largest tourism entities, Japan Association of Travel Agents and H.I.S. Co. Ltd., during a trade mission co-sponsored by Lt. Gov. Eleni Kounalakis.



**Top:** Linsey Gallagher, President & CEO of Visit Napa Valley, was among the tourism executives who traveled to Japan for the CEO mission.

**Bottom:** Visit California President & CEO Caroline Beteta conducts a press conference for Japanese media.



Casa de Fruta Partner and outgoing board Chair Gene Zanger discusses California tourism during the Japan CEO mission.



Tourism CEOs Kathy Janega-Dykes, Visit Santa Barbara, Julie Wagner, Beverly Hills Conference & Visitors Bureau and Misty Kerns, Santa Monica Travel & Tourism participated in the Taste of California reception in Japan.





**Top:** Visit California Board Chair Dan Gordon highlights California to European travel professionals.

**Bottom:** Visit California President & CEO Caroline Beteta presents an update on U.K. tourism recovery during a press conference.



Visit California President & CEO Caroline Beteta networks during an event in Paris with the iconic Eiffel Tower as the backdrop.



President & CEO of Visit Greater Palm Springs Scott White discusses California tourism during the Europe CEO mission.



Tourism professionals, including Visit Santa Barbara President & CEO Kathy Janega-Dykes and Visit SLO CAL President & CEO Chuck Davison, engaged with C-suite British industry professionals during a welcome event hosted by Deputy Ambassador Matthew Palmer.



# INSPIRING PLAYFUL VACATIONS NEW BRAND ADVERTISING

## New Family Advertising

Visit California launched the highly anticipated new family spot, "Childhood Rules," in March. The creative showcases the abundance of family opportunities across California.

## Integrated Campaign Launch

Coordinated efforts across paid, owned and earned media channels amplified the launch to reach travelers around the world. Paid efforts reached audiences through national linear TV, premium online TV, such as Hulu and YouTube TV, and through digital partnerships. Visit California was the first to market with the new Disney+ ad supported service reaching a prime family audience.

In anticipation of the debut, Visit California hosted a diverse group of family influencers who represented families of all sizes, needs and backgrounds.



▶ Pismo Beach

**\$17.4 MILLION**

TOTAL MEDIA INVESTMENT

**902 MILLION**

TOTAL IMPRESSIONS

**29.7 MILLION**

HOUSEHOLDS REACHED

**9**

DESTINATIONS FEATURED

**8**

FAMILY INFLUENCERS HOSTED

**20**

PRESS TRIP DESTINATIONS VISITED

**2.5 MILLION**

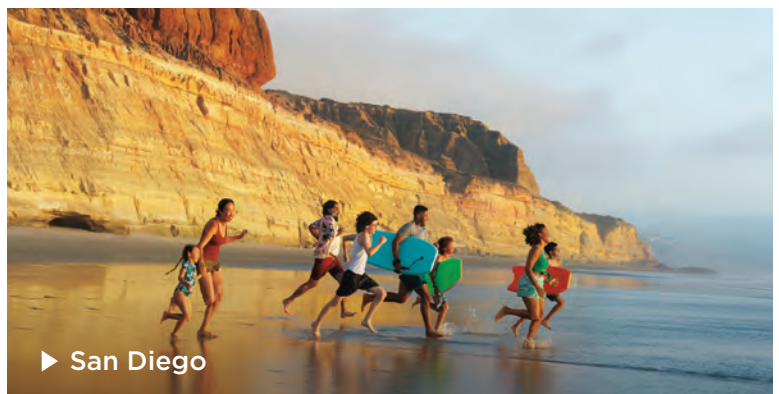
TOTAL POTENTIAL INFLUENCER REACH



▶ Universal Studios



▶ Paso Robles



▶ San Diego



## Interactive Family Hub

Visit California launched a branded landing page and a family planning content hub that highlights key areas and family activities shown within the creative. The first-of-its-kind hub allows travelers to explore content by need, location or interest.

**1.1 MILLION**

FAMILY CAMPAIGN  
WEBPAGE PAGEVIEWS

## The Ultimate Playground

California is a fun and free-spirited destination that celebrates diversity and encourages travelers and residents to be themselves. This sentiment, reinforced through focus groups, helped shape an evolution in Visit California's brand positioning, leaning into California as the top place to vacation, a fun-loving place with a playful mindset and unparalleled abundance — the ultimate playground. A new global brand spot under this positioning is underway and will debut in FY23/24.



▶ Sonoma County



▶ San Francisco



▶ Santa Cruz



▶ San Gregorio



▶ LACMA Urban Lights

# BY THE NUMBERS

## PAID

**\$64.5 MILLION**

TOTAL MEDIA INVESTMENT

**4.8 BILLION**

TOTAL IMPRESSIONS

**59 MILLION**

HOUSEHOLDS REACHED

## OWNED

**15.4 MILLION**

UNIQUE VISITORS TO  
VISITCALIFORNIA.COM

**3 MILLION**

SOCIAL MEDIA FOLLOWERS

**630**

NEW CONTENT PIECES

**24.3 MILLION**

E-NEWSLETTERS SENT

**3.2 MILLION**

PARTNER HANDOFFS

**210,000**

PODCAST DOWNLOADS

## EARNED

**2,600**

PLACEMENTS

**6.7 BILLION**

GLOBAL IMPRESSIONS

**140**

MEDIA AND  
INFLUENCERS HOSTED

**26.3 MILLION**

POTENTIAL REACH

## PUBLIC AFFAIRS

**590**

LEGISLATOR INTERACTIONS

**\$15 MILLION**

STATE STIMULUS SUPPORT

**\$46 MILLION**

ECONOMIC DEVELOPMENT  
AGENCY GRANT





# TRAVEL TRADE AND PROFESSIONAL MEETINGS & EVENTS

**490**

TRAVEL ADVISOR  
APPOINTMENTS

**18**

GLOBAL TRAVEL TRADE  
EVENTS ATTENDED

**4,700**

TRAVEL ADVISORS  
IN DATABASE

**10,300**

MEETING PLANNERS  
REACHED

**15**

MEETING PLANNER  
EVENTS PARTICIPATED



# INSPIRING TRAVELERS PAID ADVERTISING

## ‘Am I Dreaming?’ Commercial

Visit California’s marquee inspirational campaign continued to energize visitors. A successful fall and spring flight delivered results by reaching consumers through a robust linear TV buy, including premium placements during the March Madness college basketball tournament and with publishers such as AFAR, BuzzFeed and Disney. Custom digital experiences with Hulu and Disney online TV allowed viewers to interact with the spot in fun ways, further inspiring trip planning.



**\$27.8 MILLION**  
TOTAL MEDIA INVESTMENT

**2.1 BILLION**  
TOTAL IMPRESSIONS

**59 MILLION**  
HOUSEHOLDS REACHED



▶ Los Angeles



**\$4.7 MILLION**  
TOTAL MEDIA INVESTMENT

**327 MILLION**  
TOTAL IMPRESSIONS

## Gateway and Rural Road Trips

Since launching in 2019, “Born to be Wild” has declared California the top destination for road trips — whether a drive down an iconic coastal highway or a multi-day adventure into rural areas of the state. This year, Visit California refreshed the creative to include three major gateway destinations: Los Angeles, San Diego and San Francisco. This refresh is critically important to expanding the campaign in international markets, as gateways are immediately recognizable and typically are the beginning and end points of international trips.



▶ San Diego

## Co-ops Expand Partner Reach

The domestic Leveraged Media Co-Op program continued to deliver substantial value to the industry by extending marketing dollars and providing opportunities to reach more domestic consumers.

This year, Visit California expanded the program to reach an international audience. In partnership with Brand USA, partners can reach consumers in Tier 1 markets—Canada, Mexico and the U.K.—with co-branded “California Road Trip Republic” messaging. The campaign launched in spring 2023 and is open for participation until May 2024.

**715,000**  
VISIT CALIFORNIA  
INVESTMENT

**38**  
INDUSTRY  
PARTNERS

**231 MILLION**  
IMPRESSIONS



## Shining a Culinary Spotlight on California

California’s focus on culinary innovation and sustainability was recognized in both the 2022 and 2023 Michelin guides debuted through star revelation events in Los Angeles and Oakland. The newest guide was released in July featuring 614 restaurants including 15 Green Stars for sustainability practices—the most in the U.S.



# AIDING DESTINATIONS GRANT PROGRAMS

## Rural Marketing Program

California's eight rural regions play a vital role in the Golden State's tourism ecosystem. Each region brings together multiple destinations to create dedicated regional marketing that extends the reach of each individual destination. Visit California's support helps increase awareness and reach consumers through tourism marketing grants offering one-to-one matching and dedicated funds to participate in the Leveraged Media Co-op program. Additionally, a Google Ads retargeting program timed with Visit California's spring marketing efforts increased the reach of rural region digital ads, reaching consumers visiting Visit California's website.



**\$680,000**

INVESTMENT

## Economic Development Association Subgrant

As part of the \$46 million in COVID-19 relief funding designated for California by the EDA, Visit California identified \$20 million to go to communities most negatively impacted by the pandemic. Eligibility was determined by calculating proportional losses in visitor spending during 2019-2021 in California's counties to generate a "spend/economic loss score." Based on quantitative metrics, California's four gateway counties—Los Angeles, Orange County, San Diego and San Francisco—bore the brunt of the pandemic-caused downturn, making them eligible for subgrants.

- ▶ **Los Angeles:** \$8.8 Million
- ▶ **Orange County:** \$3.5 Million
- ▶ **San Diego:** \$2.8 Million
- ▶ **San Francisco:** \$5.2 Million

# 'ALWAYS ON' OWNED CHANNELS

With an “always-on” approach, Visit California’s owned channels reach 22 million consumers through social media, e-newsletters, podcasts, publications and blog posts.

## Publications That Inspire and Inform

Timed with the anticipation of summer travel, Visit California produces a “California Road Trips” guide. This year, the publication featured Dwyane Wade, a three-time NBA champion, dad and Napa Valley winery owner.

The guide includes 13 new action-packed itineraries, each beginning and ending at one of California’s 27 commercial airports, highlighting how easy it is to fly into any region of the state to embark on an unforgettable road trip.

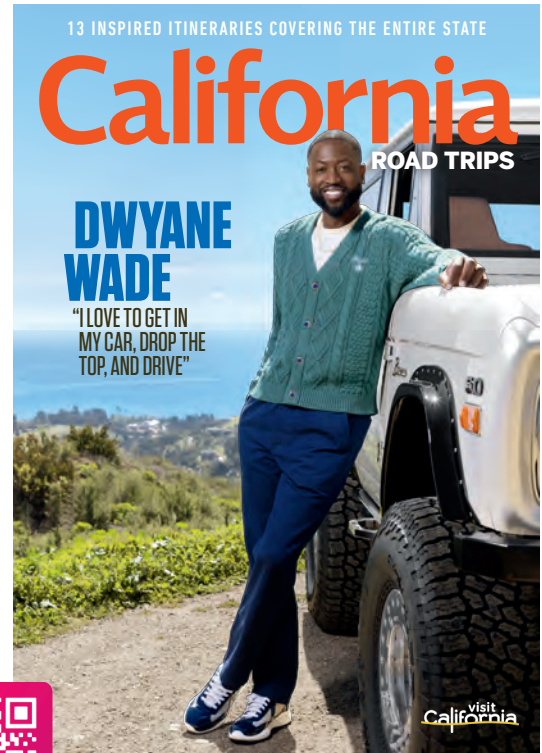
Reaching travelers during a key trip planning period, the 2023 “California Visitor’s Guide: The Best of California” was released in January. It features actress and entrepreneur Jessica Alba, as well as insider tips to inspire future travel. Alongside this publication, Visit California released the 2023 Official State Map, serving as yet another valuable resource that is infused with inspiration for noteworthy drives, car rental options and California Welcome Center locations.

The publications are packaged alongside popular consumer magazines Food & Wine, Travel + Leisure and All Recipes and are available at California Welcome Centers for travelers looking for additional inspiration during their trips.

**2.5 MILLION**  
COPIES DISTRIBUTED

**254**  
BUSINESSES FEATURED

**164**  
DESTINATIONS  
FEATURED



SCAN TO VIEW



SCAN TO VIEW



# SHARING NATIVE STORIES

This year Visit California debuted a first-of-its-kind initiative, backed by grant funding from the U.S. Economic Development Administration, to honor the state's cultural heritage and provide native voices a platform to tell their stories and share the wide range of tribal tourism opportunities.



Visit California hosted a press conference announcing the new platform with President & CEO Caroline Beteta, Director of the Yurok Economic Development Corporation Raymond Bacon (left), American Indian and Alaska Native Tourism Association CEO Sherry L. Rupert and Agua Caliente Band of Cahuilla Indians Chairman Reid Milanovich.

**722**  
MEDIA  
PLACEMENTS

**1.5 BILLION**  
IMPRESSIONS

**770**  
BUSINESS MENTIONS  
ON VISIT NATIVE  
CALIFORNIA HUB

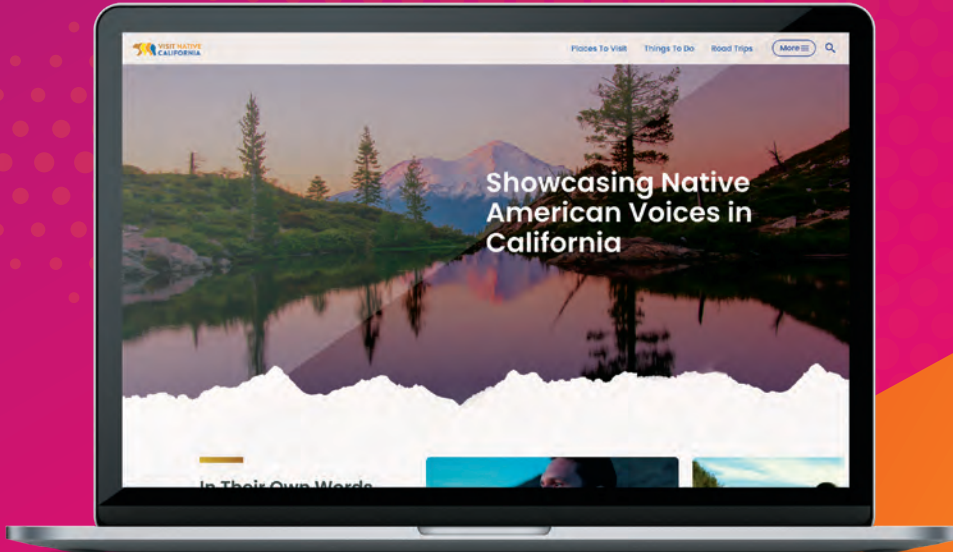
**5**  
OUTBOUND  
COLLECTIVE VIDEOS



In collaboration with native tribes, Visit California launched the Visit Native California hub on [VisitCalifornia.com](https://www.visitcalifornia.com) featuring 700-plus mentions of tribal businesses, cultural sites and events across the state as well as content that highlights Native Californians and many of California's tribes. Additionally, Visit California has partnered with the Outbound Collective to create a custom video series showcasing Native tourism experiences and Native guides in California.

To debut the initiative, Visit California held a press conference on the future site of the Agua Caliente Cultural Plaza in Palm Springs. The event included tribal leaders, California officials and tourism industry stakeholders, who experienced Native American musical performances, cuisine and examples of the tourism experiences offered to visitors throughout California. Media coverage continues to support the initiative earning near-perfect evaluation scores, based on Visit California's evaluation matrix, an achievement not seen across other media coverage. These positive scores indicate an overwhelming interest and support of the program.





*Carlos Geisdorff and two other storytellers from the Tuolumne Band of Me-Wuk Indians perform during the press conference media lunch.*



*A performer from Oakland's Indigenous Red Market showcases a native dance at the media event luncheon.*



*Visit California President & CEO Caroline Beteta and AIANTA CEO Sherry L. Rupert admire a Yurok redwood canoe.*

# COVERAGE IN CALIFORNIA EARNED MEDIA

## Placement Highlights

Visit California's global earned media efforts deliver an "always-on" approach, keeping the Golden State top of mind through media and influencer partnerships.



"Taco Chronicles"



"Samantha Brown's Places to Love"



"Adventure Cities"



"The Best New Hotels in North America and Europe, 2023"



(Japan)



(Canada)



"Canadian BMXer Mike Varga Eager to Compete in Front of Fans at X Games Return" (Canada)



(Japan)



(France)



"Here are the Top Travel Destinations in 2023"



"Native California, a Just-Landed Online Database, Connects Travelers to the State's Indigenous Heritage"



"California, Tribal Leaders Announce New Tourism Initiative"



"Ski Season Arrives in California"



"Que voir, que faire à San Francisco : les activités incontournables" (France)



# CREATING CALIFORNIA AMBASSADORS

## Familiarization Trips

Trade familiarization and press trips provide valuable opportunities to bring key travel trade representatives, media and influencers from around the world to the Golden State to experience all that California has to offer. Trips took attendees throughout California to show off the known and unknown elements of the Golden State from culinary offerings to the wide range of accessible destinations and activities.



**1,100**  
ROOM NIGHTS  
BOOKED

**110+**  
RENTAL CARS  
BOOKED

**2,200**  
RESTAURANTS  
VISITED

**2,000**  
MILES DRIVEN  
IN RENTAL CARS

**160**  
ADVISORS, MEDIA  
AND INFLUENCERS  
HOSTED

**85**  
DESTINATIONS  
VISITED

## Gold Pass Program

Visit California's Gold Pass program has provided funding since 2015 to help travel industry partners collaborate and host qualified media and influencers at destinations around the state. This year 14 Gold Pass trips were approved that assisted 31 destination partners to host media.



[SCAN TO LEARN MORE](#)

# MEDIA EVENTS

Media events are an important part of Visit California's earned media strategy, bringing destination partners, content creators and media from top markets together to network. Events took place within the Golden State in San Francisco and Los Angeles, as well as out of state in the Pacific Northwest and New York.

## San Francisco Media Event

Partners from 37 destinations networked with over 50 top-tier Bay Area media and content creators at the Golden Gate Club at the Presidio.

## Pacific Northwest Media Mission

Fifteen California destinations traveled north to meet with influential travel and lifestyle media members and content creators from this valuable market.

## TravMedia International Media Marketplace North America

Through Visit California sponsorship of the IMM Welcome Reception the 500-plus media and destinations in attendance got a taste of California. While on the East Coast, Visit California facilitated a networking brunch and a broadcast panel for California partners at Dotdash Meredith.

## Los Angeles Media Event

The stars shined bright at the rooftop Dolby Family Terrace with 41 destination and attraction partners and 77 top-tier media and influencers in attendance.

*Joyce Kiehl (left) Director of Communications for Visit Greater Palm Springs networks at the Los Angeles media event.*



*A media attendee meets with Jeff Morris, Chief Marketing Officer for West Hollywood Travel + Tourism Board during the Los Angeles media event.*







*Visit Huntington Beach representatives meet with local Los Angeles media.*



*In a one-on-one networking setting, Visit Santa Barbara meets with San Francisco media.*



*Through a partnership with TravMedia, 46 California destinations met with media and influencers at the California Pavilion at IMM USA.*



*Visit California Vice President of Communications Ryan Becker highlighted new and notable tourism product to 51 media and influencer attendees at the San Francisco Media Event.*



**Top & Bottom:** *At the Pacific Northwest Media Mission, representatives from Beverly Hills Conference & Visitors Bureau and Visit Temecula meet with local media.*

# ADVISOR CONNECTIONS TRAVEL TRADE

## Luxury Travel

In collaboration with Visit SLO CAL and strategic partner Connections, Visit California hosted its fourth California Luxury Forum that featured a CEO Summit, media track, 700-plus appointments with global luxury buyers and two post-FAM itineraries. Forty-one global luxury buyers — with a collective spending power of \$246 million — and 11 media were immersed in California’s latest luxury product offerings within the Central Coast and beyond.

The impact of this event is significant: Connections projects a future spend of \$7.25 million in California over the next 12 months.



Visit California President & CEO Caroline Beteta, Connections Managing Director Gregory Reeves, (left), and Visit SLO CAL President & CEO Chuck Davison during the California Luxury Forum in SLO CAL.

## California Luxury Forum Partners





## Key Partnerships

Working closely with AFAR, Virtuoso and Signature Travel Network, Visit California was able to reach the super-affluent traveler and inspire direct bookings to our key destination partners.

Hotelbeds and Kind Traveler are key partners that get heads in beds for California hotels. A campaign with Hotelbeds in Canada, Europe, Mexico and the U.S. produced more than 288,000 room nights booked, while 66 California hotels featured on Kind Traveler gave back to local destinations and charities.

**hotelbeds**



KindTraveler.

 VIRTUOSO

 SIGNATURE  
TRAVEL NETWORK

**AFAR**



**CALIFORNIA STAR**

## California's Ambassadors

The California STAR training program and resource hub is a critical component of transforming travel advisors into California ambassadors. This resource gives California partners an opportunity to reach advisors, share updated travel products and inspire trip planning domestically and globally.

With nearly 30,000 registrants, California STAR has become a main resource for agents. Advisors use this tool to learn about California, and return frequently to view collateral and content. There have been 4,200 downloads of Visit California publications this year alone.

With international travel continuing to grow, the California STAR platform reopened localized pages for additional markets that contain in-market translations and ongoing California updates.

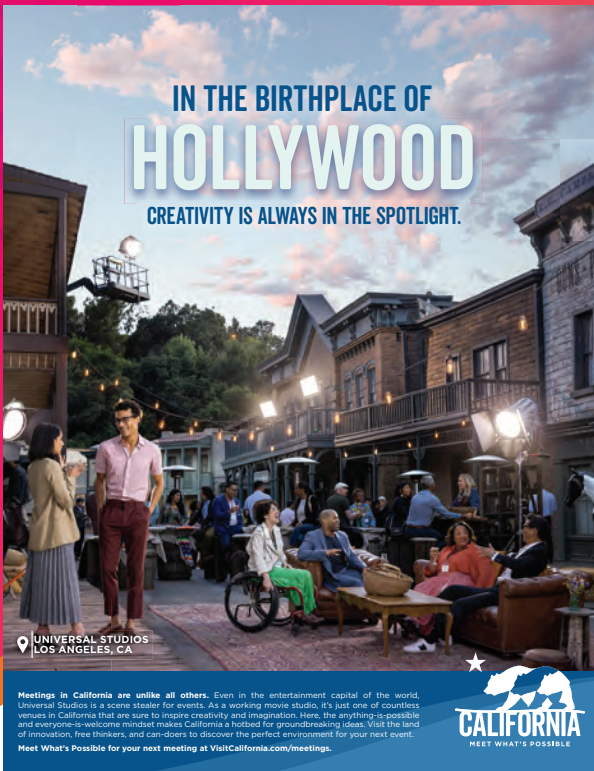


# MEET WHAT'S POSSIBLE

After a successful first year, Visit California used FY22/23 to refine and strengthen the professional meetings and events program with a three-part strategy to reach planners through brand advertising, trade show and event participation and B2B education.



*Visit California's outgoing Vice Chair of Marketing Joe D'Alessandro, President & CEO of San Francisco Travel, represents San Francisco at IMEX America.*



## Targeted Advertising

“The Birthplace” creatively showcases how California checks all the boxes in what planners are looking for in a meeting destination. This paid campaign ran in print publications and digitally with outlets most trusted by meeting planners throughout the country, helping to keep California meeting destinations top of mind. New this year was a paid campaign with Cvent, a leader within the industry generating the highest amount of RFPs for group business. A new “always-on” approach to media placements captured planners when they were ready to book, and strategic shifts in media partners led to an increase in year-over-year impressions.



## Trade Show Presence

Trade shows bring an important California presence to large audiences of meeting planners. A unified California presence creates a halo effect for participating destinations, which ultimately creates greater awareness of what the Golden State has to offer. A newly launched California engagement zone provided Visit California and destination partners a way to connect directly with planners on the trade show floor in a lounge-style networking space.



## Meeting Planner Road Shows

Visit California and 23 destination partners brought the Golden State to four key meetings markets this year. This intimate setting strips away the bustle of a trade show, putting 100% of the focus on California destinations. Partners were able to walk away with active leads and prospects from meeting planners in attendance who brought tangible business opportunities.

- ▶ Austin
- ▶ Dallas
- ▶ Denver
- ▶ Seattle

## Events Attended

- ▶ Northstar's Destination California
- ▶ MME Experience
- ▶ ASAE Summit Awards
- ▶ IMEX America
- ▶ AMEX INTER[action]
- ▶ Northstar's Leadership Forum
- ▶ PCMA Convening Leaders
- ▶ PCMA Destination Showcase and Visionary Awards
- ▶ Prestige Partner Conference
- ▶ Meeting Professionals International, World Education Congress (WEC)
- ▶ PCMA EduCon



*Joe Marcy from the Monterey County Convention & Visitors Bureau, sits down with a local meeting planner during the Dallas road show.*



# ROAD AND TRADE SHOWS



Los Angeles Tourism and Convention Board Senior Vice President of Sales Darren Greene, meets with a planner at the Denver road show event.



Representative from Santa Monica Travel & Tourism meets with a road show attendee at the Denver road show.



Team San Jose and Monterey County Convention & Visitors Bureau meet with a planner in Denver.



Above Row: Industry partners from Beverly Hills, Huntington Beach, SLO CAL and San Francisco meet with planners one-on-one during road show events.





Visit California President & CEO Caroline Beteta and Brand USA President & CEO Chris Thompson engage with Brian Beall, Acting Deputy Assistant Secretary for Travel and Tourism and Director of the National Travel and Tourism Office at IPW 2023.



Visit Huntington Beach President & CEO Kelly Miller networks on the trade show floor at IMEX America.



Visit Greater Palm Springs brought a taste of California's laid-back vibe to IMEX America.



**Top:** Visit California activated the California Café at IPW to generate excitement for IPW to return to the Golden State in 2024.

**Bottom:** San Diego Tourism Authority take trade appointments at IMEX America.



# GLOBAL ACTIVITIES

## Trade and Media Events

Visit California brought the Golden State to events around the world in FY22/23 to reach global trade and media.

## Road to LA, IPW 2024

The largest international trade show on domestic soil returned to prepandemic attendance in San Antonio, Texas in 2023 with over 5,000 global attendees. California delegates benefited from enhanced California branding on the trade show floor and at the California Café pop-up, united at the California Caucus and stayed top of mind with a press conference for global media.

The global event returns to California in 2024 for the first time in five years, and Visit California will roll out the red carpet in partnership with Los Angeles Tourism & Convention Board, providing extra engagement opportunities for partners.

### United States

- **Aug. 15-18, 2022**  
Virtuoso Travel Week
- **Sept. 19-22, 2022**  
ILTM North America
- **Oct. 24-26, 2022**  
California Luxury Forum
- **Nov. 8-10, 2022**  
Signature Travel  
Network Conference
- **Feb. 12-15, 2023**  
IITA Summit
- **Feb. 27-March 2, 2023**  
Go West Summit
- **May 21-24, 2023**  
IPW San Antonio

### Canada

- **Nov. 29, 2022**  
"Keeping Up With The  
Canadians" Launch Event
- **April 24-27, 2023**  
Canada Sales &  
Media Retreat

### Mexico

- **Nov. 21, 2022**  
Mexico City, 49ers NFL game
- **Jan. 25-27, 2023**  
Mexico Trade Retreat
- **April 26-27, 2023**  
Mexico City, Giants vs. Padres MLB series



## MEXICO HIGHLIGHT

### Professional Sports Partnerships Cross Borders

Sporting events crossed the border and provided an opportunity to spotlight California. Two historic sporting events took place in Mexico, a San Francisco Giants vs. San Diego Padres series and an inaugural Monday Night Football faceoff between the San Francisco 49ers and the Arizona Cardinals. In partnership with San Francisco Travel and San Diego Tourism Authority, these events offered the chance to host key influencers, media, meeting professionals and trade executives during the games and for pre-game promotional events.





*Julie Coker, Visit California Vice Chair of Marketing and President & CEO of San Diego Tourism Authority, participates in the Taste of California event during the Japan CEO Mission*

### France

- **Sept. 20-22, 2022**  
IFTM Top Resa
- **Dec. 6, 2022**  
ILTM Cannes
- **June 22-23, 2023**  
Europe CEO Mission

### Germany

- **Sept. 26-29, 2022**  
Brand USA Travel Week

### U.K.

- **Nov. 29-Dec. 1, 2022**  
United Kingdom Trade & Media Retreat
- **June 19-21, 2023**  
Europe CEO Mission



### Japan

- **Sept. 22-24, 2022**  
JATA
- **March 11-15, 2023**  
Japan CEO Mission

### Middle East

- **Oct. 11-12, 2022**  
Aviareps Middle East Travel Caravan

## CANADA HIGHLIGHT

### ‘Keeping Up With the Canadians’

Visit California launched a new creative platform to welcome Canadians back to California. The digital and social content series profiled notable Canadians living in California, turning them into “travel guides” as they shared how to experience California like a local – but through a uniquely Canadian lens. The kickoff event brought the Golden State sunshine to Toronto with 75 media and trade participants garnering over 100 pieces of social content to amplify the campaign.



*Visit California President & CEO Caroline Beteta discusses tourism and place making with Sacramento Kings owner Vivek Ranadivé.*

# UNIFYING THE INDUSTRY

## Outlook Forum 2023

More than 800 tourism industry members attended Outlook Forum 2023 in California's "Farm-to-Fork capitol," Sacramento. Over three days, 63 speakers across 21 sessions addressed pressing issues in tourism and California. Sessions touched on topics such as accessibility, trends in digital marketing, the new Visit Native California program, plus a discussion with Sacramento Kings owner Vivek Ranadivé on the impact of the NBA team's new arena in the heart of a downtown city center. Visit California President and CEO Caroline Beteta discussed key international updates with Visit California's in-market managing directors and sat down with Lt. Gov. Eleni Kounalakis to address joint initiatives and the importance of international travel for California.

*Visit California Associate Vice President of Global Marketing Leona Reed networks with Visit California Managing Director of India Sheema Vohra.*



SCAN TO REGISTER FOR  
OUTLOOK FORUM 2024



*Managing Directors of Visit California's key international markets discuss current market conditions and the return of international travel.*



*Lt. Gov. Eleni Kounalakis discusses the synergy between the governor's office and Visit California and the importance of travel to California.*





**Top:** Visit California President & CEO Caroline Beteta honors the outgoing board leaders during a finale dinner.

**Bottom:** Mammoth Lakes Tourism Executive Director John Urdi discusses tourism with peers.



Visit California Board Members Benjamin Webster, Littler Mendelson PC and John Kelliher, Grapeline Wine Tours network with CEO of Fat Family Restaurant Group and Visit California Chief Fiscal Officer Kevin Fat.



President & CEO of Visit Anaheim Jay Burress and Visit California International Managing Directors connect during Outlook Forum.



U.S. Travel Association President & CEO Geoff Freeman provides a national update for the industry.

# REACHING LEGISLATIVE LEADERS

## Legislative Unity Dinner

To take advantage of Outlook Forum’s location and proximity to the State Capitol, Visit California organized a legislative unity dinner pairing DMO CEOs and tourism leaders with legislators representing regions throughout California. This format allowed for open discussion and networking to emphasize the importance of tourism and the essential role it plays as an economic driver.

Assembly Members	
Dawn Addis	AD 30 – San Luis Obispo, Monterey, Santa Cruz
Tom Lackey	AD 34 – Los Angeles, San Bernardino, Kern
Gregg Hart	AD 37 – Santa Barbara, San Luis Obispo
Sharon Quirk-Silva	AD 67 – Orange, Los Angeles
Kate Sanchez	AD 71 – Riverside, Orange
Tasha Boerner Horvath	AD 77 – San Diego
Jim Patterson	AD 8 – Central Valley, Eastern Sierra
Senators	
John Laird	SD 17 – Santa Cruz, Monterey, San Luis Obispo
Ben Allen	SD 24 – Los Angeles
Marie Alvarado-Gil	SD 4 – Central Valley, Eastern Sierra
Brian Jones	SD 40 – San Diego, Imperial



To kick off California Tourism Month in May, Visit California held a press conference at LAX to debut the 2022 tourism economic impact report and provide an update on tourism’s recovery. Visit California President and CEO Caroline Beteta was joined by Los Angeles Tourism and Convention Board President and CEO Adam Burke, city officials and representatives from Los Angeles International Airport.

To support key messaging, an industry toolkit was released to help tourism businesses and destination partners spread the word to residents and local leaders about the importance of travel and tourism to California.



**40**  
MEDIA PLACEMENTS

**465,000**  
IMPRESSIONS

**120**  
EMAILS SENT  
TO LEGISLATORS

*President & CEO of Los Angeles Tourism and Convention Board, Adam Burke, discusses tourism’s recovery during a press conference for California Tourism Month held at Los Angeles International Airport.*





*Visit California President & CEO Caroline Beteta addresses Los Angeles media during a press conference for California Tourism Month.*



**Top:** Brand USA President & CEO Chris Thompson addresses a group of tourism leaders and legislators.

**Bottom:** Visit California outgoing Chair Gene Zanger discusses why travel matters to an audience of tourism leaders and legislators.



*Visit California Chair Dan Gordon and Cassandra Costello, Executive Vice President, Chief Policy and External Affairs Officer of San Francisco Travel attend the legislative unity dinner highlighting the newly Michelin-starred Sacramento restaurant, Localis, owned by chef Chris Barnum-Dann.*

# CALIFORNIA WELCOME CENTERS

California Welcome Centers remain Visit California’s personal touch point for travelers. Each center is staffed with tourism specialists who listen to travelers’ interests and desired experiences and craft tailored recommendations. This year two regions were awarded new welcome centers — Ukiah in the North Coast and Modesto in the Central Valley. The addition of these two centers provides full coverage throughout all 12 California tourism regions.

**1.5 MILLION**  
ANNUAL VISITORS



## Community Networking

Visit California continued hosting California Welcome Center open house events this year to better integrate the local tourism community with their welcome center. These events combine networking and education components to create additional synergy within the region.



*Visit California Corporate Counsel Scott Plamondon and Visit California Chief Operating Officer Matt Sabbatini network at a California Welcome Center Open House event.*



# CELEBRITY PARTNERSHIPS

Visit California worked with well-known celebrities this fiscal year from cameos in paid advertisements to sharing their California stories through owned channels.



Jessica Alba



Anthony Anderson



Blake Anderson



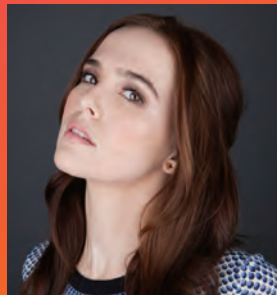
Margaret Cho



Francis Ford Coppola



Brandon Crawford



Zoey Deutch



Tony Hawk



Craig Kilborn



Mario Lopez



Cheech Marin



Jet Tila



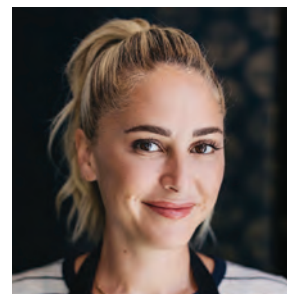
Dwyane Wade



Matt Walsh



Alice Waters



Brooke Williamson

# BOARD ROSTER

Visit California is guided by an industry-led board of directors, industry committees and task forces that represent every segment and region of California's tourism industry.

(As of July 2023)

## FY23/24 Industry-Elected Board Leadership



**Dan Gordon**  
Chair  
CEO  
Gordon Biersch



**Julie Coker**  
Vice Chair of Marketing  
President & CEO  
San Diego Tourism  
Authority



**Carla Murray**  
Vice Chair of Operations  
President, U.S. Western  
Region, Full Service MxM  
Marriott International



**Kevin Fat**  
Chief Fiscal Officer  
CEO  
Fat Family  
Restaurant Group

## Board Members



**Kevin Bass**  
General Manager/  
Vice President  
Enterprise Holdings



**Shuaib Bulhan**  
Vice President  
North Pacific Operations  
The Hertz Corporation



**Jim Burba**  
Co-Founder  
Burba Hotel Network



**Peter Clarke**  
Vice President-CMH  
Operations, West  
InterContinental Hotels Group



**Ron Cohen**  
President & CEO  
Mammoth & June Mountain  
Ski Areas



**Michael Dunne**  
Area Vice President  
of Operations, West  
Hilton Worldwide



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



**Robert Gleason**  
President & CEO  
Evans Hotels



**Reed Kandalaft**  
Regional Vice President  
and General Manager  
Four Seasons Hotels &  
Resorts/Beverly Hills



**John Kelliher**  
Founder  
Grapeline Wine Tours



**Tom Klein**  
Owner  
Rodney Strong  
Wine Estates



**William Loughran**  
President  
Evolution Hospitality



**Terry MacRae**  
Executive Chairman  
Hornblower Group



**Ripton Melhado**  
Senior Vice President  
Field Operations  
Hyatt Corporation



**Dee Dee Myers**  
Senior Advisor and Director  
Governor's Office of Business  
and Economic Development





**Sima Patel**  
CEO  
Ridgmont Hospitality



**Ken Potrock**  
President  
Disneyland Resorts



**John Sheperdson**  
Vice President  
Northwest Region  
Avis Budget Group, Inc.



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



**Kurt Stocks**  
President/General Manager  
LEGOLAND and California  
Resort



**Scott Strobl**  
Executive Vice President  
& General Manager  
Universal Studios  
Hollywood



**Paul Tormey**  
Regional Vice President  
& General Manager  
California Region  
AccorHotels



**Benjamin Webster**  
Office Managing Shareholder  
Littler Mendelson PC



**Scott White**  
President & CEO  
Visit Greater Palm Springs

# INDUSTRY ADVISORY COMMITTEES

Stakeholders from across the industry help to advise and support the development of Visit California's marketing plans. (As of July 2023)

## Marketing Advisory Committee

### CHAIR

**Dan Gordon**  
CEO  
Gordon Biersch

**Annie Allen**  
Vice President,  
Global Tourism Sales  
CityPASS, Inc.

**Laurie Baker**  
CEO  
Shasta Cascade  
Wonderland  
Association

**Kevin Bass**  
General Manager/  
Vice President  
Enterprise Holdings

**Lynn  
Bruni-Perkins**  
Executive Vice  
President & Chief  
Marketing Officer  
San Francisco Travel

**Shuaib Bulhan**  
Vice President, North  
Pacific Operations  
The Hertz Corporation

**Jim Burba**  
Co-Founder  
Burba Hotel Network

**Adam Burke**  
President & CEO  
Los Angeles Tourism  
& Convention Board

**Jay Burress**  
President & CEO  
Visit Anaheim

**Ilsa Butler**  
Chief Marketing Officer  
Evans Hotels

**Peter Clarke**  
Vice President -  
CMH Operations West  
InterContinental  
Hotels Group

**Ron Cohen**  
President & Chief  
Operating Officer  
Mammoth & June  
Mountain Ski Areas

**Julie Coker**  
President & CEO  
San Diego Tourism  
Authority

**Sybil Crum**  
Vice President  
Marketing &  
Commercial Strategy  
Disneyland Resort

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

**Chuck Davison**  
President & CEO  
Visit SLO CAL

**Sheldon Duncan**  
Senior Vice President,  
Marketing & Brand  
Management  
NBCUniversal  
Media, LLC

**Michael Dunne**  
Area Vice President  
of Operations, West  
Hilton Worldwide

**Cynthia Easey**  
Director, International  
Sales & Marketing  
Citadel Outlets

**Kevin Fat**  
CEO  
Fat Family  
Restaurant Group

**Jody Franklin**  
Executive Director  
of Tourism  
El Dorado County  
Visitors Authority

**Ed Fuller**  
President & CEO  
Laguna Strategic  
Advisors

**Hubertus Funke**  
Executive Vice  
President & Chief  
Tourism Officer  
San Francisco Travel

**Linsey Gallagher**  
President & CEO  
Visit Napa Valley

**Peter Gamez**  
President & CEO  
Visit Oakland

**Paul Garcia**  
Director of  
Communications  
San Diego Tourism  
Authority

**Robert Gleason**  
President & CEO  
Evans Hotels

**Michelle Heston**  
Executive Director  
Public Relations,  
U.S. West and U.S. East  
Regions Fairmont  
Hotels & Resorts

**Katie Hunter**  
Director of  
Marketing & Sales  
Sierra-at-Tahoe

**Katherine  
Janega-Dykes**  
President & CEO  
Visit Santa Barbara

**Reed Kandalaft**  
Regional Vice  
President &  
General Manager  
Four Seasons Hotels &  
Resorts/Beverly Hills

**Kerri Kapich**  
Chief Operating Officer  
San Diego Tourism  
Authority

**Nate Kelley**  
Director of Research  
San Diego Tourism  
Authority

**John Kelliher**  
Founder  
Grapeline Wine Tours

**Misti Kerns**  
President & CEO  
Santa Monica  
Travel & Tourism

**Tom Kiely**  
President & CEO  
West Hollywood  
Travel + Tourism Board

**Tom Klein**  
Owner  
Rodney Strong  
Wine Estates

**John LaFortune**  
President & CEO  
Team San Jose

**William  
Loughran**  
President  
Evolution Hospitality

**Joani Lynch**  
Vice President of  
Marketing & Sales  
Mammoth Mountain  
Ski Area

**Terry MacRae**  
Executive Chairman  
Hornblower Group

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

**Lisa Mayo**  
President & CEO  
Visit Tuolumne

**Ripton Melhado**  
Senior Vice President  
Field Operations  
Hyatt Corporation

**Kelly Miller**  
President & CEO  
Visit Huntington Beach

**Jeff Morris**  
Chief Marketing Officer  
West Hollywood  
Travel + Tourism Board

**Carla Murray**  
President,  
U.S. Western Region,  
Full Service MxM  
Marriott International

**Dee Dee Myers**  
Senior Advisor  
and Director  
Governor's Office of  
Business and Economic  
Development

**Rob O'Keefe**  
President & CEO  
Monterey County  
Convention &  
Visitors Bureau

**Sima Patel**  
CEO  
Ridgmont Hospitality

**Ken Potrock**  
President  
Disneyland Resorts

**Vanessa Puopolo**  
Vice President  
Fresno/Clovis  
Convention &  
Visitors Bureau

**Wes Rhea**  
CEO  
Visit Stockton

**John Sheperdson**  
Vice President,  
Northwest Region  
Avis Budget Group, Inc.

**Gary Sherwin**  
President & CEO  
Visit Newport Beach

**Bobbie  
Singh-Allen**  
Executive Vice  
President & Chief  
Operating Officer  
California Lodging  
Industry Association

**Don Skeoch**  
Chief Marketing Officer  
Los Angeles Tourism  
& Convention Board

**Kurt Stocks**  
President/  
General Manager  
LEGOLAND®  
California Resort

**Scott Strobl**  
Executive  
Vice President &  
General Manager  
Universal Studios  
Hollywood

**Mike Testa**  
President & CEO  
Visit Sacramento

**Paul Tormey**  
Regional Vice President  
& General Manager  
California Region  
AccorHotels

**John Urdi**  
Executive Director  
Mammoth Lakes  
Tourism

**Claudia Vecchio**  
President & CEO  
Sonoma County  
Tourism

**Benjamin  
Webster**  
Office Managing  
Shareholder  
Littler Mendelson PC

**Scott White**  
President & CEO  
Visit Greater  
Palm Springs

**Scott Wilson**  
President & CEO  
Visit Temecula Valley

## Audit Committee

### CHAIR

**Benjamin Webster**  
Office Managing  
Shareholder  
Littler Mendelson PC

**Noreen Martin**  
Advisory Board  
Member  
KSL Resorts

**Bob Muhs**  
Vice President,  
Government  
Affairs & Counsel  
Avis/Budget Group, Inc.

**Michael Dunne**  
Area Vice President of  
Operations, West  
Hilton Worldwide

## Brand and Content Committee

### CHAIR

**Jeff Morris**  
Chief Marketing Officer  
West Hollywood  
Travel + Tourism Board

**VICE CHAIR  
Ilsa Butler**  
Chief Marketing Officer  
Evans Hotels

**Emily Bird**  
Area Director of  
Marketing, Southwest  
Marriott International

**Lynn  
Bruni-Perkins**  
Executive Vice  
President & Chief  
Marketing Officer  
San Francisco Travel

**Cathy Cartier**  
Chief Marketing Officer  
Visit SLO CAL

**Andy Chapman**  
President & CEO  
Travel North Tahoe

**Brian Chuan**  
Senior Director of  
International and  
Domestic Markets  
South Coast Plaza



**Sybil Crum**

Vice President, Marketing & Commercial Strategy  
Disneyland Resort

**Chuck Davison**

President & CEO  
Visit SLO CAL

**Sheldon Duncan**

Senior Vice President,  
Marketing & Brand  
Management  
NBCUniversal Media, LLC

**Linsey Gallagher**

President & CEO  
Visit Napa Valley

**Omark Holmes**

Chief Marketing Officer  
Visit Huntington Beach

**James Lim**

Senior Vice President  
Sunland RV Resort

**David Miller**

Chief Marketing Officer  
San Diego Zoo  
Wildlife Alliance

**Julie Mino Buffo**

President & CEO  
Visit Oxnard

**Todd O'Leary**

Vice President, Marketing  
& Communications  
Sonoma County  
Tourism

**Sue O'Shea**

Senior Director  
of Marketing  
Visit Anaheim

**Colleen Pace**

Chief Marketing Officer  
Visit Greater  
Palm Springs

**Julie Pastor**

Director of Marketing &  
Communications  
LEGOLAND® California  
Resort

**Don Skeoch**

Chief Marketing Officer  
Los Angeles Tourism  
& Convention Board

**Diane Stracuzzi**

Vice President  
of Marketing  
Pebble Beach Company

**John Urdi**

Executive Director  
Mammoth Lakes  
Tourism

## California Welcome Center Committee

**CHAIR****Cynthia Easey**

Tourism Specialist  
Citadel Outlets

**Todd Aaronson**

CEO  
Visit Modesto

**Kathie Ammar**

Executive Director  
Desert Regional  
Tourism Agency

**Joaquin Baena**

Marketing Director  
Global Marketing & Sales, Inc.

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