



2022

BUSINESS PLAN

*Visit*Orlando®



*When the vision is clear,
the strategy is easy.*



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INTRODUCTION

A YEAR OF DISCOVERY, RECOVERY AND PARTNERSHIPS

In February 2021, I had the honor of joining Visit Orlando, one of the world's top destination marketing organizations, as its fourth president and CEO. Having served in the travel industry for my entire career, it was the opportunity of a lifetime.

Along with that opportunity, however, came the reality: Nearly one year after the pandemic, tourism was still reeling from the fallout of COVID-19. Much work remained on the road ahead.

From my first day, I established four priorities, all of which will continue to be a focus in 2022.

Discovery: It was important to forge new connections, listen to identify areas of opportunity and experience everything our destination has to offer. Whether visiting the theme parks, discovering dining hot spots, exploring new neighborhoods or meeting with community and industry leaders, I've thoroughly enjoyed connecting with the people and places that make Orlando great—and feel ready to share that story with our audiences.

Recovery: Working toward the full economic recovery of our destination is at the heart of everything we do at Visit Orlando. As evidenced in the pages that follow, our team has produced tremendous results, but we won't rest on our laurels. Across every department, we have an amazing story to tell.

Partnerships: Because collaboration is key to everyone's success, we've gone about strengthening relationships with multiple organizations (travel-centric and otherwise) on the local, state and national levels. Visit Orlando is committed to being a valuable, trustworthy partner, for the good of our industry and our community.



Diversity, Equity and Inclusion: We must continue to push forward in these areas. There are still gaps that must be addressed in our industry, but we are determined to ensure we offer the most diverse, welcoming and inclusive destination possible, for all who visit and work here.

As we close out 2021, a year that saw great strides and unfortunate setbacks across the travel landscape, I am confident we are carrying positive momentum into a brighter tomorrow. International borders have reopened.

Travel sentiment remains high. Orlando is the national leader in the return of safe meetings and events. Exciting developments are drawing visitors back to our theme parks. U.S. Travel's international show, IPW, is coming to town. And we are rolling out a new, destination-wide brand campaign in conjunction with Orlando Economic Partnership.

Yes, many challenges and uncertainties remain, but I believe Orlando is poised for a stellar 2022 and beyond.

In this document, our annual report details the progress we aim to build upon, Visit Orlando Chairman Brian Comes discusses the development of our three-year strategic plan, and we outline 2022 targets and initiatives of our organization's three operational areas: sales & marketing; membership, partnership & community; and finance & administration.

Thank you for joining us on our mission to inspire, promote and grow global travel to Orlando for economic and community benefit. Together, let's advance our vision to be the most visited, welcoming and inclusive travel destination in the world.

If you have questions about our 2022 Business Plan or we can help in any way, please don't hesitate to contact me.

In your service,

Casandra Matej

Casandra Matej
President & CEO
ceo@visit Orlando.com





ANNUAL REPORT: YEAR IN REVIEW

BY THE NUMBERS IN 2021 (YTD THROUGH OCTOBER)

ORGANIZATION: *Transformation in a time of transition*

- 1,000+** Staff volunteer hours, including team workdays at Feed the Need Florida, Pathlight HOME, Come Out with Pride and the Russell Home
- 112** Industry standards we met to earn recertification from Destination International's globally recognized Destination Marketing Accreditation Program (DMAP)
- 9** Visit Orlando won nine industry awards, including ConferenceDirect's Major Market CVB of the Year and PRSA's Silver Anvil for our Safer, Stronger, Together campaign
- 5** Core values rolled out as part of our three-year strategic plan: We Innovate, We Trust, We Welcome, We Serve, We "Orlando"
- 4** On Feb. 1, we welcomed our fourth president & CEO, Casandra Matej, who had spent the previous 10 years in the same capacity at Visit San Antonio
- 1** Our websites and app are now supported by a single platform, Simpleview, that integrates content and customer relationship management



CONVENTION SALES: *Leading the way for the return of safe meetings and events*



- 176** Events hosted at the Orange County Convention Center since July 2020
- 323** In-house events booked for future years at convention hotels, representing an estimated 378,188 room nights and \$377 million in economic impact
- 93** Citywide events booked for future years at the Orange County Convention Center, representing an estimated 521,958 attendees and \$1.27 billion in economic impact
- 3** Major campaigns with PCMA (Global Meetings Industry Day) and the U.S. Travel Association (Let's Meet There), as well as our own Enhancing Amazing destination campaign

ANNUAL REPORT: YEAR IN REVIEW

BY THE NUMBERS IN 2021 (YTD THROUGH OCTOBER)

TRAVEL INDUSTRY SALES: Keeping Orlando top of mind for domestic and international travel professionals

25,000

Travel professionals and advisers trained through in-person and virtual sales initiatives

32

Travel industry events attended, including tradeshows, missions and destination orientations



1,200

Conference attendees hosted at the “Imagine 2022” IPW closing night reception, in partnership with Visit Florida and Experience Kissimmee, promoting Orlando as the tradeshow’s host city in June 2022

175

Meeting appointments conducted at IPW 2021, the travel industry’s leading annual event

LEISURE MARKETING: Bringing visitors back to Orlando with “The Wonder Remains”

293 million

Impressions across our four primary social media channels: Facebook, Twitter, Instagram and YouTube. Our content also garnered 19 million engagements (comments, clicks and reactions), and a new social wall posted to the homepage of VisitOrlando.com was clicked on by 22% of website visitors

11,000

Consumers from across the U.S. registered for our groundbreaking virtual trade show, “The Wonder Awaits You!”

70

E-newsletters sent to a database of 2.8 million consumers across the U.S. and worldwide

47

Blogs created for our consumer and meetings websites

\$188 million

Visitor spending generated directly from our leisure marketing campaign, The Wonder Remains. It has produced an 8-to-1 return on ad spend, 6.6 million web sessions and 451,196 hotel nights



2,500+

Media stories generated by our team on the Orlando destination, with half coming outside the local market; we also worked with over 115 social influencers and hosted 64 destination orientations

7

Joint campaigns with airlines and online travel agencies (Frontier, Spirit, Delta, American, Expedia, TripAdvisor and AAA)

3

International campaigns to drive demand in three countries: Canada, the United Kingdom and Mexico

MEMBERSHIP: Connector, educator and champion for member companies across the tourism landscape



2,256

Attendees participated in 36 virtual events, including 738 who tuned in for our State of Recovery event in April

21

Leisure and convention marketing co-ops, averaging five participants each

20%

We supported all members by offering a 20% discount on annual dues and surpassed our member dues budget by 11%

4

New digital initiatives: a Member Connect portal, a portal and consumer website for Visit Orlando’s Magical Dining, and a destination-wide crisis response system

1,800+

People attended our in-person membership events, which included the return of our three major luncheons and industry insights roundtables, as well as smaller networking events such as Power Hours, Member Meetups, orientations and our new Sip & Sees



INDUSTRY & COMMUNITY CONNECTIONS: Renewing our commitment to be the best partner possible

100+

Presentations and speaking engagements conducted by our CEO and leadership team

68

Industry and community organizations Visit Orlando is actively involved in, including chambers of commerce, travel industry groups, nonprofits and government entities

52

Tourism Matters emails to a database of over 4,000 community and industry leaders

5

Days of celebrating National Travel & Tourism Week, with the promotion of “The Power of Travel” across 98 radio spots and 24 billboards, as well as a mayoral proclamation, member luncheon and social content that reached millions of people in Orlando and beyond

95

Member restaurants participated in Visit Orlando’s Magical Dining, which produced a \$289,291 donation for charity. This year’s primary recipients were IDignity and Pathlight HOME. For the first time in the program, six additional Orange County charities on the front lines of homelessness also received \$2,000 microgrants.



6

Joint initiatives with Orange County: 407Day, #IGotMyShot vaccine campaign, Economic Recovery Task Force, Crime Intel Group, Emergency Response Team and Safer, Stronger Together campaign

BUILDING THE FOUNDATION

CREATING OUR STRATEGIC PLAN FOR 2022-2024

Every three to five years, Visit Orlando publishes a strategic plan to guide our efforts as an organization and identify trends that will shape the future of our destination. This year, we utilized a fresh new process to launch our 2022-2024 Strategic Plan.

In the summer of 2021, we began by enlisting the services of leading consultant Paul Ouimet, president of MMGY NextFactor and managing director of Destinations International's DestinationNEXT initiative.

In addition to documenting strategies, trends and best practices from top destinations across the globe, DestinationNEXT suggests organizations explore three key transformational opportunities:

- **Destination alignment:** Aligning the public, private and civic sectors drives destination performance.
- **Sustainable development:** Destination and product development should marry people, planet, profit and policy.
- **Values-based marketing:** Community values, goals and energy are the new competitive advantage.

Working with Mr. Ouimet, and drawing from the latest DestinationNEXT research, we conducted an extensive survey, soliciting feedback from key stakeholders across our industry and community. In all, we received 448 survey responses, conducted 32 one-on-one interviews and met six times with our executive committee, board and staff leadership.

The results showed areas of unqualified success (our combined score on destination strength and alignment was the highest ever recorded by DestinationNEXT), as well as areas of opportunity (workforce development, sustainability and local mobility).

As for destination alignment, I'm pleased to report that Orlando's top-rated quality was diversity, equity and inclusion, followed by economic development and hospitality culture.



In the destination strength category, respondents' top three scores were for our attractions, conventions and meetings, and accommodations.

Armed with an unprecedented volume of insights, we focused Visit Orlando's strategic goals for 2022 to 2024 on four primary areas: Sales & Marketing, Destination Management, Destination Alignment and Organizational Sustainability. Each area contains overarching targets and key initiatives to reach those targets, with specific departmental champions and timelines for implementation.

Perhaps our most ambitious target comes in the way of exceeding pre-pandemic visitation: By the end of 2024, the goal is to achieve 80 million annual visitors and generate 40 million room nights. Other targets for 2022 can be found in the pages that follow.

Rounding out our strategic plan, we developed a new vision: to be the most visited, welcoming and inclusive travel destination in the world. We also have a new mission: to inspire, promote and grow global travel to Orlando for economic and community benefit.

Finally, in our ongoing efforts to transform and enhance the culture of our organization, we introduced a new set of five core values that were crafted with input from our entire staff. At Visit Orlando, we innovate, we trust, we welcome and we serve. In addition, we "Orlando" — yes, we made our destination into a verb! — meaning we create moments that matter and have a blast doing it. Fun has no height restrictions!

As we embark on the first year of our strategic plan in collaboration with our member companies, industry partners and community leaders, I'm confident our organization and destination will continue to prosper.

As chair of the board, please reach out to me if I can be of any assistance.

Brian Comes
Chairman, Board of Directors





2022 BUSINESS PLAN

MISSION

Inspire, promote and grow global travel to Orlando for economic and community benefit

VISION

To be the most visited, welcoming and inclusive travel destination in the world

TARGETS

By the end of 2024, we will achieve:

- 80 million visitors
- 40 million room nights generated

STRATEGIC GOALS

Sales & Marketing	Destination Management	Destination Alignment	Sustainable Organization
<p>KEY INITIATIVES</p> <ul style="list-style-type: none"> • Enhance Orlando’s top 10 global destination brand position in our key markets • Recover the domestic leisure travel volume • Expand reach in the international leisure markets • Remain the No. 1 meetings destination • Align sales efforts with key economic development priority segments 	<p>KEY INITIATIVES</p> <ul style="list-style-type: none"> • Work with key partners to identify and address hospitality workforce issues to make Orlando a compelling destination to live, work and play • Develop reputation management program to measure and improve customer service in the region • Integrate emerging arts and culture scene into the visitor experience • Support the long-term sustainability of the Orange County Convention Center • Support the improvement of transportation infrastructure • Increase Visit Orlando’s engagement with regional, state and national organizations to address policy issues • Explore new demand generating events and activities 	<p>KEY INITIATIVES</p> <ul style="list-style-type: none"> • Prioritize diversity, equity and inclusion in all programs and initiatives • Increase community awareness and support for tourism • Develop an additional program like Visit Orlando’s Magical Dining that is mutually beneficial to the community, membership and Visit Orlando • Grow Visit Orlando’s membership • Expand partnerships with other organizations locally, regionally and nationally • Improve the perception of Visit Orlando in the local media 	<p>KEY INITIATIVES</p> <ul style="list-style-type: none"> • Protect and increase organization’s financial resources • Diversify funding sources • Foster a positive organizational culture valued by all team members and stakeholders • Expand board and staff diversity • Adapt to new virtual ways of doing business (e.g., travel shows, missions, work from home) • Leverage technology to innovate and enhance all aspects of our business • Grow, enhance and manage data in a privacy-compliant way to boost efficiency in reaching and engaging consumers
<p>TARGETS</p> <ul style="list-style-type: none"> • Surpass 2019 results with driving total visitation to 80 million visitors • Exceed pre-pandemic international numbers of 6.5 million visitors • Maintain position as No. 1 meeting destination by Cvent 	<p>TARGETS</p> <ul style="list-style-type: none"> • Close the gap of workforce numbers to pre-pandemic levels of 460,000 • Achieve high ratings on a new customer experience survey • Reinstate and support the OCCC expansion • Protect the industry against hostile policies 	<p>TARGETS</p> <ul style="list-style-type: none"> • Grow membership to 1,500 • Receive 10 positive stories per year in local media • Implement a DEI scorecard in the next 3 years • Create a new program that showcases the “unexpected Orlando” experiences 	<p>TARGETS</p> <ul style="list-style-type: none"> • Surpass prior year TDT revenues • Grow reserves to \$15 million, representing 6 months of operating and limited programmatic budget • Become a top place to work in Central Florida • Achieve positive all-team survey results • Grow executive and management diversity of organization • Increase diversity in board leadership

2022 BUSINESS PLAN

SALES & MARKETING

Targets

- Surpass 2019 results by driving total visitation to 80 million visitors by 2024
- Exceed pre-pandemic international numbers of 6.5 million visitors by 2024
- Maintain position as No. 1 meeting destination by Cvent

Strategic Initiatives for 2022

A) Enhance Orlando’s top 10 global destination brand position in our key markets

- **Success measure:** Regain positioning in top 10 in key markets of U.S. (8), UK (9), Canada (9), Mexico (12) and Brazil (1) in brand health surveys
- **Tactics:**
 - a. Conduct annual brand health studies to measure top-of-mind awareness, strengths and weaknesses to ensure sales, marketing and communications effectiveness
 - b. Introduce, in collaboration with the Orlando Economic Partnership, a new, comprehensive global brand positioning to differentiate the Orlando experience
 - c. Develop key messaging in two buckets — one that is consistent across all markets (unique offerings in one place, what’s new, planning, value/offers) and the second that is more aligned to key markets (airline accessibility, shopping, health & safety, worth the expense, opportunity to unwind)
 - d. Complete photo/video shoots to obtain imagery to support the new brand positioning
 - e. Increase user-generated content to provide authentic viewpoints by market
 - f. Ensure creative imagery reflects inclusion and diversity, based on the audience
 - g. Integrate all initiatives (sales, communication, marketing, visitor services) to achieve greatest impact and reach
 - h. Focus on engagement of consumers in social media outlets, newsletter and websites to develop a deeper relationship with the destination and Visit Orlando





2022 BUSINESS PLAN

SALES & MARKETING

B) Recover domestic leisure travel volume

- **Success measure:** Reach 95% of 2019 domestic leisure visitation: 55.2 million visitors
- **Tactics: Travel Industry Sales**
 - a. Drive economic impact in conjunction with key buying partners, airlines and members through dedicated Orlando initiatives to include sales education for buyers, travel professional training, in person/live events and virtual programs
 - b. Deliver sustained client outreach through in-person and virtual sales calls
 - c. Ensure Orlando market share; implement booking incentives and cooperative marketing programs as appropriate with core partners such as AAA, Travel Leaders, Costco Travel and Southwest Vacations
 - d. Implement aggressive webinar schedule in conjunction with partners, hosting “Orlando Day” activations with clients
 - e. Reach “home-based” agent market through multilayer approach; host agency marketing, webinars, live and online training, and industry events
 - f. Optimize tradeshow, missions and familiarization trips advancing Orlando awareness and member value with Experience Kissimmee, Visit Florida and other key partners
 - g. Relaunch best-in-class e-learning platform Orlando Travel Academy to host webinars, roadshows and on-demand education; extend Visit Orlando’s reach to second and tertiary domestic markets
 - h. Grow existing domestic database by 10% and optimize communication efforts in conjunction with marketing and communications teams
- **Tactics: Marketing and Communications**
 - a. Utilize research to develop data-driven marketing strategies to drive overnight leisure visitation
 - b. Drive demand during spring, summer and holiday travel seasons through campaigns based on audience targeting, with an overlay of initiatives in top high-volume origin markets
 - c. Boost in-state and regional efforts to fill shoulder seasons
 - d. Target a diverse and inclusive audience of families (women ages 25-54 with children) and adults (ages 25-54 with \$75,000+ household income for outside Florida and \$55,000+ in state)
 - e. Utilize major events such as World Fringe and partnerships such as Michelin to drive interest
 - f. Ensure media buys reach diverse populations and continue marketing programs targeting diverse markets
 - g. Develop content platforms and pieces that showcase the key reasons to visit
 - h. Formalize the content creator network
 - i. Work with journalists, influencers and content creators to tell the story of Orlando in a compelling way
 - j. Connect with media during missions, tradeshow and one-on-one calls in key markets
 - k. Resume hosting journalists and influencers on group and individual trips to experience the destination firsthand
 - l. Grow, enhance and manage data in a privacy-compliant way to boost efficiency in reach and engagement of consumers
 - m. Create list of events that can be expanded, relocated or developed to drive demand during destination need periods through meeting with local and national event producers
 - n. Bolster awareness of the area’s emerging arts and culture scene through partnering with United Arts and other arts organizations; develop an identity and positioning unique to Orlando’s arts landscape
 - o. Introduce elevated Visitor Services program to enhance the planning experience



2022 BUSINESS PLAN

SALES & MARKETING

C) Expand reach in core international leisure markets

- **Success measures:** Regain 60% of international visitation, equating to 3.9 million visitors, with a focus on UK/Ireland, Canada, Mexico and Brazil
- **Tactics: Sales**
 - a. In partnership with the U.S. Travel Association, successfully host IPW 2022, showcasing Orlando to thousands of travel buyers and media worldwide; provide member opportunities and reset Orlando as a preferred destination for core and developing international markets
 - b. Drive economic impact in conjunction with key tour operators, airlines and members through dedicated Orlando initiatives to include sales education for buyers, travel professional training, executing in-person/live events and virtual programs
 - c. Deliver sustained client outreach and sales calls, in market and virtually
 - d. Track room night production from key clients and ensure Orlando market share; implement booking incentives and cooperative marketing programs as appropriate
 - e. Support client and partner needs for destination information and marketing assets
 - f. Optimize tradeshows, missions and familiarization trips, advancing Orlando awareness and member value in conjunction with Experience Kissimmee, Visit Florida and Brand USA
 - g. Support international airline recovery through dedicated training, familiarization trips and joint efforts with Orlando International Airport
 - h. Relaunch best-in-class e-learning platform Orlando Travel Academy to host webinars, roadshows and on-demand education; extend Visit Orlando's global reach to second and tertiary international markets
 - i. Grow existing international database by 10% and optimize communications efforts in conjunction with marketing and public relation teams; optimize Visit USA committee relations where applicable by country
- **Tactics: Marketing and Communications**
 - a. Develop a schedule of owned and earned initiatives in all international markets, including organic social, e-newsletters and proactive publicity to engage consumers
 - b. Launch demand-driving consumer promotional programs and advertising campaigns in the UK, Canada, Mexico and Brazil
 - c. Reinstate in-market media relations support in the UK, Canada, Mexico and Brazil
 - d. Reignite journalist relationships through missions and tradeshows in key markets, as well as group and individual press trips
 - e. Reinstate more targeted ongoing social media content in key markets
 - f. Intercept travelers looking for Orlando information through search, driving them to visitorlando.com to learn more about the destination and plan their trip
 - g. Utilize major events such as World Fringe and partnerships such as Michelin to drive new interest.
 - h. Partner with Brand USA and Visit Florida to extend impact of programs
 - i. Introduce the new brand platform; connect with key international media at U.S. Travel's IPW event in Orlando in June
 - j. Continue to work with airports in the development and promotion of new routes





2022 BUSINESS PLAN

SALES & MARKETING

D) Remain the No. 1 meetings destination

- **Success measure:** Orlando remains the top destination, as designated by Cvent
- **Tactics: Convention Sales**
 - a. Align sales efforts with key economic development priorities
 - b. Execute new, collaborative sales strategy allowing for a more strategic approach to goal setting, future-year crossover goals, group room night discussions and improved alignment with stakeholders from both citywide and in-house groups
 - c. Based on a new sales strategy, refine optimal group parameters for Orange County Convention Center exhibit halls and ballrooms to maximize layering of group opportunities
 - d. Deploy sales staff for vertical market with a focus on third-party meeting planning companies, the sports market and diversity/cultural market; bolster current relationships and leverage our destination to capture more meetings as we emerge from the pandemic
 - e. Utilize new in-house incentive fund to secure need-time in-house group business
 - f. Enhance presence at key industry events such as PCMA Convening Leaders, MPI WEC, IAEE's Expo! Expo! and IMEX America
 - g. Augment strategic partnerships with third-party meeting planning companies such as Cvent, ConferenceDirect, HelmsBriscoe, American Express Meetings & Events, and Maritz Global Events
 - h. Develop partnerships with growing third-party meeting planning companies such as Global Synergies, HPN, Kellen and Meetings Made Easy
 - i. Launch enhanced Virtual Tour to highlight members in a more robust way
- **Tactics: Destination Services**
 - a. Showcase the authentic offerings of Orlando to meeting planners for them to create one-of-a-kind meeting experiences
 - b. Develop attendance-building initiatives, in collaboration with Marketing and Communications, to create a sense of assurance that organizations can host successful, well-attended meetings in Orlando
 - c. Implement a Destination Service Managers inclusion program for a more engaged role in the sales process, site visits, tradeshow, and client events
 - d. Work to ensure partners exceed expectations of clients by preparing them for successful meetings through extensive and concise communications
- **Tactics: Marketing and Communications**
 - a. Elevate messaging of healthy meetings, what's new and enhanced, walkability, value and affordability, air and drive accessibility, and safety protocols
 - b. Rebrand Destination Services to a concept that is widely recognizable by planners and provides clear insight as to the benefit of working with our planning team
 - c. Enhance the partnership with Cvent from marketing and sales
 - d. Develop a destination marketing and advertising campaign that engages all levels of meeting planners with market-specific messaging
 - e. Shift branding in the meetings and convention space to reflect the new overarching brand campaign
 - f. Develop sales tools, presentations and outreach to keep meeting planners up to date on all the destination changes and attributes
 - g. Provide comprehensive pre- during- and post-show/ event exposure to maximize participation
 - h. Assist planners in developing exhibitor- and attendance-building and welcome programs.
 - i. Draft monthly Member Insider newsletter, blog and a minimum of four social posts on LinkedIn and meetings Twitter
 - j. Bolster Meetings Value offers for planners and Show Your Badge & Save offers for attendees
 - k. Promote the new Michelin Guide announcement with planners and third parties to showcase Orlando's competitive culinary scene

2022 BUSINESS PLAN

MEMBERSHIP, PARTNERSHIP & COMMUNITY

Targets

- Close the gap of workforce numbers to pre-pandemic levels of 460,000 jobs supported by tourism
- Achieve high ratings on a new customer experience survey
- Protect the industry against hostile policies
- Grow membership to 1,500 by 2024
- Secure 10 positive stories annually in local media
- Implement a DEI scorecard
- Create a program that showcases the “unexpected Orlando” experiences

Strategic Initiatives for 2022

A) Grow Visit Orlando’s membership by 20%

- **Success measure:** Reach 1,050 members by the end of 2022
- **Tactics:**
 - a. Lead initiative to evaluate and reimagine Tourism Ambassador program (corporate membership)
 - b. Evaluate membership types and benefits to elevate stakeholder perception of the member value proposition
 - c. Elevate member events, collaborate with partners and launch new program components to strengthen the calendar of education and professional networking opportunities
 - d. Evaluate and enhance the Visit Orlando Magical Dining program and marketing efforts for maximum impact and inclusion of Orlando restaurants
 - e. Develop a concept for a new consumer program to benefit member businesses, the local community and bring value to consumers
 - f. Enhance member servicing and recognition throughout their lifecycle, creating new virtual and in-person touchpoints to proactively engage members and educate them on the value and benefits of membership
 - g. Continue to create and deliver internal education and awareness opportunities about the value of members, building on the concept that all Visit Orlando team members are part of the membership experience
 - h. Elevate member communications; develop a schedule of meaningful member touchpoints, including use of social media, e-newsletters, chat functionality and emerging technologies when applicable; continue to enhance the Member Connect portal as the one-stop shop for member resources
 - i. Assess new programs to further enhance membership value for activation in 2023 or later, such as affinity program, credentialing/leadership program and job board
 - j. Feature members in relevant content opportunities on our websites, app, social channels, e-newsletter and creative advertising to lift exposure
 - k. Develop member cooperative advertising programs for the leisure and meetings and conventions markets that create synergy with destination marketing efforts

B) Align with industry partners to determine legislative issues that affect the local tourism industry

- **Success measure:** Conduct targeted activities with U.S. Travel, Destination Florida, Central Florida Hotel & Lodging Association (CFHLA) and chambers of commerce
- **Tactics:**
 - a. Participate in legislative days in Tallahassee and Washington, D.C., with industry groups to advance leisure and business travel by educating state policymakers on issues that affect the industry
 - b. In conjunction with CFHLA, host key local legislators to educate them on the industry and its needs
 - c. Continue a cadence of one-on-one meetings with local stakeholders, as well as quarterly presentations to the Orange County Tourist Development Council and annual presentations to the Orange County Board of County Commissioners and Orlando City Council
 - d. Produce a monthly email for local government leaders that updates them on Visit Orlando initiatives and the state of our industry
 - e. Invite local, state and national governmental leaders to Visit Orlando activities, key industry events and client interactions





2022 BUSINESS PLAN

MEMBERSHIP, PARTNERSHIP & COMMUNITY

C) Assist with solutions on key community initiatives

- **Success measure:** Ensure Visit Orlando is a positive part of the conversation, using our reach, talent and voice to drive progress on issues such as transportation and workforce
- **Tactics:**
 - a. Work with key partners (CareerSource, UCF Rosen College of Hospitality, Valencia College, CFHLA and others) to collaborate on initiatives to identify and address hospitality workforce issues to make Orlando a compelling destination to live, work and play
 - b. Develop positioning and messaging on the benefits of jobs and careers in leisure and hospitality; target parents, students and business leaders while engaging with the Academy of Hospitality and Tourism Advisory Board
 - c. Support key community bids and initiatives with expertise, talent and resources such as World Pride, World Cup and others
 - d. Advocate for transportation projects that will positively impact our destination

D) Increase community awareness and support for the travel and tourism industry

- **Success measures:** Create baseline for business leader & resident sentiment toward travel and tourism and Visit Orlando
- **Tactics:**
 - a. Implement a survey with residents in the Central Florida area (Orange, Osceola and Seminole) to determine awareness, acceptance and sentiment of the industry
 - b. Conduct phone interview surveys with local community leaders to gauge support for tourism industry
 - c. Target speaking engagement opportunities for CEO, CMO, CSO and research team to non-tourism groups to communicate and connect the benefits of travel
 - d. Develop a campaign that kicks off during National Travel & Tourism Week in May that provides stakeholders, businesses and residents and better understanding of the financial and quality of life impact tourism brings the area; carry the theme forward for the year in local tourism initiatives
 - e. Synergize with local chamber groups, business groups and social groups to reach various segments of the community through diverse platforms

E) Improve the perception of Visit Orlando in the local media

- **Success measures:** Secure 10 positive stories on Visit Orlando-specific activities
- **Tactics:**
 - a. Meet with each local media outlets annually to determine its editorial focus, interest and how Visit Orlando can assist
 - b. Develop a quarterly list of story ideas related to Visit Orlando activities, research, thought leadership or industry tie-ins
 - c. Invite local media to engage in Visit Orlando activities and events



2022 BUSINESS PLAN

FINANCE & ADMINISTRATION

Targets

- Surpass prior year revenues
- Manage budget to end year with more than \$2.0 million cash surplus
- Grow reserves by \$2.0 million to \$9.2 million (goal of \$15 million by end of 2024)
- Maintain Defensive Interval Ratio of greater than 180 days (approximately six months)
- Become a top place to work in Central Florida
- Grow executive and management diversity of organization
- Increase diversity in board leadership

Strategic Initiatives

A) Protect and increase organization's financial resources

- **Success measure:** Grow revenues by 10% over 2021 levels
- **Tactics:**
 - a. Grow revenues from partners and members through cooperative media campaigns, ad sales, and participation in events and activities
 - b. Collaborate with industry partners such as BrandUSA, Visit Florida, Experience Kissimmee and others to extend reach and dollars
 - c. Secure sponsors for key initiatives
 - d. Expand elements of the ticket sales partnership to increase revenues
 - e. Research grant opportunities from local, state and federal governments
 - f. Monitor legislative activities relating to the Tourist Development Tax

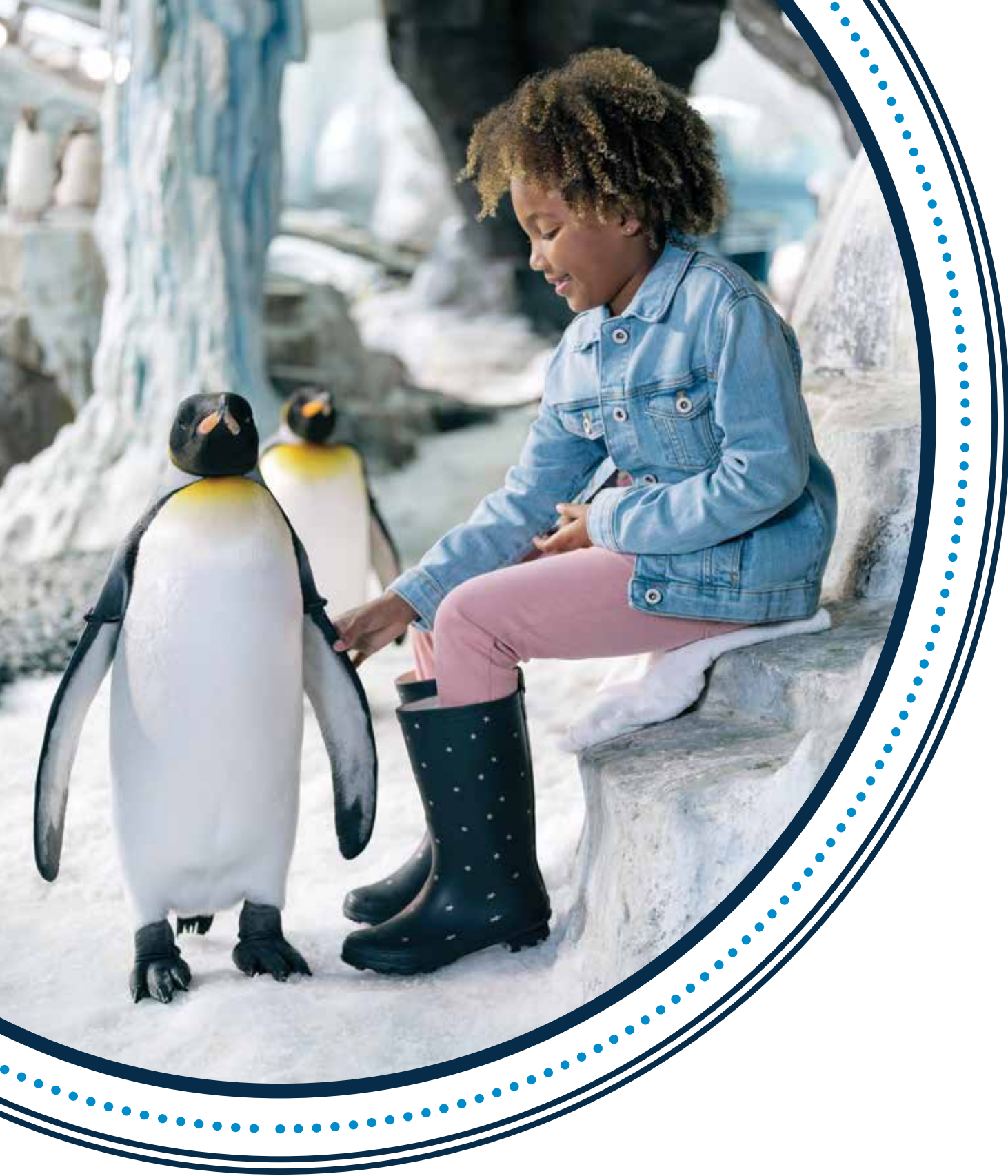
B) Constantly manage internal controls to prevent financial risk

- **Success measure:** Receive a clean independent financial audit
- **Tactics:**
 - a. Conduct a minimum of two internal audits
 - b. Review and update all financial policies
 - c. Ensure all financial requirements of the funding agreement with Orange County are met
 - d. Provide timely and accurate financial reporting to the board and others
 - e. Manage coordination of the annual financial audit by independent certified auditors
 - f. Minimize all aspects of risk while ensuring the need for speed to market

C) Foster a positive organizational culture valued by all team members and stakeholders

- **Success measures:** Obtain positive all-team survey results; work toward becoming recognized as a top place to work in Central Florida
- **Tactics:**
 - a. Create employee engagement survey with vendor
 - b. Send employee engagement survey to all staff in third quarter
 - c. Identify opportunities and create action plans/ initiatives based on all-team survey results
 - d. Begin process of achieving recognition as a top place to work in Central Florida





2022 BUSINESS PLAN

FINANCE & ADMINISTRATION

D) Expand board and staff diversity

- **Success measures:** Diversity of executive committee and staff is reflective of Orange County community
- **Tactics:**
 - a. Gather information from third-party sources and associations to develop a scorecard for the organization
 - b. Post open positions with diverse chamber of commerce organizations to increase likelihood of diverse candidate pool
 - c. Ensure any external recruiters provide diverse pool of candidates
 - d. Benchmark staff diversity against Orange County demographics
 - e. Develop pipeline of talent with local colleges

E) Leverage technology to support innovation and new ways of doing business (e.g., travel shows, missions and work from home)

- **Success measures:** Upgrade technology platforms, applications and policies
- **Tactics:**
 - a. Upgrade the financial system
 - b. Begin migration of on-premises server system to the cloud
 - c. Convert wireline telecommunications to a web-based system
 - d. Implement a board portal and board meeting management software system
 - e. Update the cybersecurity, privacy and terms-of-use policies to comply with current national and international laws
 - f. Conduct testing and develop a 2023 launch framework for the following websites: domestic and international consumer, meetings, and Visit Orlando Magical Dining
 - g. Investigate moving media performance data from Data Studio to DOMO
 - h. Define and develop comprehensive system to aggregate and display industry and performance data; develop enhanced system to make data available to members
 - i. Expand Virtual Tour content across the destination to use on digital properties and for sales presentations

F) Grow, enhance and manage data in a privacy-compliant way to boost efficiency in reaching and engaging consumers

- **Success measures:** Increase percent of engaged consumers in database
- **Tactics:**
 - a. Align all sales and marketing activities to ensure data is collected in a privacy-compliant way
 - b. Develop re-engagement campaigns to shift consumers and clients from unengaged to engaged
 - c. Seek opportunities to boost engaged opt-ins in all programs and promotions



CORE Values



We INNOVATE

We are free to be curious and to create what we imagine.
We go beyond delivering what works, we deliver what's next.



We TRUST

We are stewards of the resources and experiences entrusted to us. We show up for each other and our community. Trust is our currency.



We WELCOME

We are diverse by nature and inclusive by choice.
Everyone belongs here.



We SERVE

We are dedicated to serving our community, clients and each other. Service is our superpower.



We "ORLANDO"

We create moments that matter and have a blast doing it! Fun has no height restrictions.



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Area Vice President
Hyatt Regency Orlando



Chair-elect
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Chief Operating Officer
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2022 Board will be reflected on VisitOrlando.com.

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Visit Orlando is The Official Tourism Association® for Orlando, the most visited destination in the United States and Theme Park Capital of the World. A not-for-profit trade association that brands, markets and sells the Orlando destination globally, we represent nearly 900 member companies comprising every segment of Central Florida's tourism community.