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A global leisure and business destination that delivers culturally rich, diverse and innovative experiences inspiring boundless passion in visitors and residents alike.

Through the recent strategic planning process, the Greater Miami Convention & Visitors Bureau’s Board, in collaboration with senior leadership, established a vision statement for the destination and updated the mission statement for the organization.

Generate travel demand to Greater Miami and the Beaches to maximize economic impact on our community, ensure industry resiliency and elevate residents’ quality of life.
Ignite Your Curiosity

MUSEUM  AQUARIUM  PLANETARIUM

Explore more and buy tickets at frostscience.org. Located in Downtown Miami.
MESSAGE TO THE INDUSTRY

GREATER MIAMI’S TRAVEL INDUSTRY UNITES FOR THE BAHAMAS

The travel and hospitality industry of Greater Miami is strong and vibrant, employing a record-breaking number of employees and welcoming more visitors than ever before. Our community’s rich history includes incredible contributions by early Bahamian settlers and many of our hotels and tourism partners welcome Bahamians each day.

After the devastating effects of Hurricane Dorian in the Bahamas, the Greater Miami Convention & Visitors Bureau (GMCVB) announced a series of initiatives to benefit Hurricane Dorian relief efforts.

Proceeds from the GMCVB Annual Meeting and a portion of proceeds from every Miami Spice reservation booked on OpenTable during the month of September were donated by the GMCVB to United Way of Miami-Dade County’s Operation Helping Hands – providing relief to the Bahamas. A dedicated tourism industry webpage – www.MiamiTourism4Bahamas.com – was created in
partnership with the Greater Miami and the Beaches Hotel Association (GMBHA), mobilizing local hotels and the travel industry to join in solidarity and encourage visitors to donate during the check-in process.

Together, the visitor community and Greater Miami and the Beaches’ Travel Industry can make a difference. Thank you for your support and consideration.

STRATEGIC PLAN

In the fall of 2018, the GMCVB went through a committee-driven selection process, engaging InterVISTAS to assist in the development of the next 5-year strategic plan for the Visitor Industry of Greater Miami and the Beaches. The conclusion was the creation of an action-oriented, forward-thinking Strategic Business Plan that serves as a roadmap for identifying and acting on the critical issues that will drive the Travel and Tourism industry forward over the next five years. The plan will ensure that the GMCVB has the tools to maintain its relevancy in an ever-shifting competitive marketplace as it evolves from a Destination Marketing Organization (DMO) to include managing the destination as well.

The Strategic Plan examines all aspects of Miami as a tourism destination, aligning shared interests of stakeholders, visitors and the local communities that comprise Greater Miami and the Beaches.

The planning and research phase of the strategic plan included a robust community engagement portion consisting of 85 one-on-one interviews, four workshops with GMCVB staff and one with the GMCVB Board of Directors, interviews with meeting planners and tour operators, four focus groups, six committee facilitation sessions and 15 town hall meetings. The town hall meetings were conducted throughout Miami-Dade County and attracted more than 600 attendees representing residents, small businesses and elected officials. It has been the most comprehensive industry, stakeholder and community outreach effort in the history of the GMCVB. Ongoing feedback is also being collected through the DestinationMiami.org website.

The GMCVB is rolling out the results of the Strategic Plan during its Annual Meeting on October 17, 2019 at the Hilton Miami Airport Blue Lagoon.

INDUSTRY PERFORMANCE

Record airport arrivals and hotel room demand demonstrated an increase in visitation. Overnight visitors for the rolling 12 month period from August 2018 - July 2019 were up +2.9%. Concurrently, the number of hotel rooms sold picked up momentum throughout the year, culminating in a gain of +2.1% for the rolling 12 month period ending August 2019. These factors contributed to significant gains in hotel tax collections. The Convention Development Tax (CDT) was up +3.0%, the Tourist Development Tax (TDT) was up +3.1%, the Miami Beach Resort Tax was up +3.2% and the Hotel Food & Beverage Tax was up +4.7% over the same period a year prior. These gains enabled the industry to put more people to work, with an increase of +1.5% in leisure & hospitality jobs during the same period.
MEETINGS & CONVENTION SALES & SERVICES

The Convention Sales team exceeded sales goals for Fiscal Year 2018-2019. The outlook for next year looks strong on the heels of the announcement of a brand for the Miami Beach Convention Center headquarter hotel.

Generating summer business continued to be a focus for internal sales and marketing teams through advertising, CVENT, digital and video promotions. Collaboration with hoteliers consisted of marketing and promoting programs such as “Meet in Your Own Backyard,” Miami Magnet meetings, summer promotions and medical tourism.

Leveraging strong partnerships at important industry events, the Convention Sales Department showcased the Miami Beach Convention Center (MBCC) and the destination to clients in important sectors. Society for Independent Show Organizers (SISO) were treated to a reception and tour at the MBCC, with more than 280 exhibit managers in attendance. International Association of Exhibits and Events (IAEE CEM) held its program at the MBCC, with more than 80 meeting planners. The Loews Miami Beach Hotel was host to the Incentive Research Foundation, with more than 400 planners.

The City of Miami Beach and its Convention Center management company, Spectra, did a great job servicing new business held at the MBCC during the building’s final stages of construction. Some of those highlighted groups were: International Society of Aesthetic Plastic Surgery, with 4,000 delegates in October 2018. INDA, Association of the Nonwoven Fabrics Industry, had more than 10,000 attendees and will return in 2022. Returning to the MBCC was Seatrade Cruise Global in April 2019, attracting more than 8,000 visitors and reinforcing the destination’s position as “Cruise Capital of the World.” The Million Dollar Round Table had more than 10,000 international delegates in June 2019, representing more than 10,000 attendees from 56 countries.

Marlins Park was home to two summer programs for the Jehovah’s Witnesses,
representing more than 35,000 visitors to the destination. The National Association of Black Journalists also contributed to summer business when a record-breaking 4,127 attendees were welcomed by the JW Marriott Miami Turnberry Resort & Spa in August 2019. The Miami-based team remained engaged with the GMCVB’s Washington, DC office to promote the destination to all markets in Virginia, Maryland and DC.

ADVERTISING & DIGITAL MARKETING

In fall 2018, the new MiamiandBeaches.com website was launched with more than 10,000 pages of partner and curated content, personalization, 360-degree photos and new advertising opportunities throughout the website. High-impact image and video content on a mobile-first platform enhanced the website. The efforts have contributed to increased website engagement, with organic conversion for outbound partner clicks up more than 4.5%, mobile visitation increasing from 57% to 63% from previous year to date, and unique partner page views increasing to 23% of total site visits.

A new marketing platform was established in May 2019, with “Miami on Google” posts launched on Google’s Miami search result pages delivering more than 13 million content views in the first four months of the program. Posts driving to the site are delivering a highly engaged audience, with a click-through conversion rate of over 16% to GMCVB partner sites.

Fiscal Year 2018-2019 advertising programs focused on increasing awareness and consideration of Greater Miami and the Beaches, driving leisure bookings and increasing meetings and convention leads. Primary branding campaigns included Found in Miami Winter and Summer, International, African American, U.S. Hispanic, LGBTQ, New York, Local Miami, Search Engine Marketing, and Always On Retargeting. Destination-wide co-op programs were active throughout the year with Expedia, Travelzoo, Kayak, New York Times, Convene and Preview magazines. The Downtown Miami co-op program was renewed in collaboration with the Miami Downtown Development Authority and area hotels. A new Luxury co-op program was launched through Departures and Robb Report in collaboration with Bal Harbour, Sunny Isles Beach and a number of the destination’s AAA Five Diamond and Forbes Five-Star designated hotels. A South Beach Family Fun summer promotion was launched in August 2019 to drive weekday stays at South Beach hotels and attractions. In total, Fiscal Year 2018-2019 campaigns generated 341 million impressions, more than 1.3 million clicks and more than 148,000 clicks to partners. Campaigns generated approximately $2.3 million as measured by world travel data co-op ADARA Impact, which tracks hotel and airline activity into Miami from individuals directly exposed to GMCVB digital marketing efforts.
The Found in Miami advertising campaign continued to highlight Miami’s multicultural, artistic and neighborhood culinary offerings, with media placements in national and international markets. National efforts during the winter season created opportunities to engage with users in feeder markets who expressed winter weather frustration on social media. Video ads on streaming television platforms were introduced to reach “cord-cutters” and expand the reach of the campaign. Summer efforts included focused booking programs, including paid social media influencers who were engaged throughout the summer to build the credibility of Miami’s unique experiences with national audiences. The international program targeted Germany, China, Colombia, Argentina and the United Kingdom through paid social and search, display, native and out-of-home placements. A local campaign leveraged digital and outdoor media, such as bus stops and trolley wraps, to encourage Miami and Beaches residents to share their #FoundInMiami moments.

Meetings and Conventions advertising focused on both the promotion of the newly reimagined Miami Beach Convention Center and showcasing Miami’s cultural side to meeting planners. Search marketing and CVENT were used to target competitive destinations, as well as planners in destination research mode. Geo-fenced display media was used to target meeting planners at events such as American Society of Association Executives (ASAE) and Professional Convention Management Association (PCMA) before and after the events.

COMMUNICATIONS

Bureau-wide communications efforts including brand public relations, corporate communications, industry relations, public affairs and community relations were consolidated into the newly formed Communications Division during Fiscal Year 2018-2019. The new streamlined approach led to the development of firsthand communication channels including a new industry-facing Twitter handle – @GreaterMiamiCVB – utilized to share industry performance and the value of tourism to stakeholders and the general community. In collaboration with the Advertising & Digital Marketing team, the Communications Division redesigned the corporate “What’s Happening” newsletter – creating an easier to read and more user-friendly digital newsletter, which quickly increased open rates and readership during the initial launch period. The team created a more robust news bureau for the GMCVB and integrated all company press releases and corporate announcements via an expanded database.

In Fiscal Year 2018-2019, the team completed an extensive public relations agency review across Europe and Latin America, ultimately expanding the GMCVB’s communications footprint to include a dedicated PR firm in Mexico. Through strong integration with new creative media, the Communications team created a more robust influencer program and increased influencer engagement by 11% compared to the same period last year.

The Communications Division successfully designed and executed a Program of Work resulting in the completion of 13 targeted media missions, hosting 27 custom-themed press tours, assisting in the planning and servicing of 300 media visits researching and featuring Miami, and 13 special media projects. These efforts are calculated to have produced feature articles and electronic broadcasts (primarily television) creating more than 10 billion impressions worldwide, with an estimated comparable ad value of more than $38 million in advertising equivalence. The Communications team concluded the year by working with The Samantha Brown GMCVB Corporate Twitter feed.
Travel Show on PBS – creating unique content for Miami’s natural assets and diversity of neighborhoods. The final piece will run in spring 2020 and will encourage summer travel to Miami.

TRAVEL INDUSTRY SALES

In Fiscal Year 2018-2019, the Travel Industry Sales Division developed and created programs that resulted in participation in 100 trade shows and sales missions in 28 countries around the world, allowing the GMCVB to establish and deepen relationships with travel industry professionals. The GMCVB’s global representation network covering 53 countries provides a perfect platform for local and face-to-face connections. Local GMCVB representatives participated in high-profile industry events and conducted more than 125 destination training workshops. These interactions allowed the GMCVB to continue fostering relationships and expanding business opportunities on behalf of our member partners.

Due to the importance of cruise visitors to the community, the GMCVB supported sales and marketing efforts in partnership with PortMiami. These efforts included attending leading cruise tradeshows and creating a national advertising program targeting cruise travel advisors. As part of the cruise effort, the GMCVB hosted American Society of Travel Agents (ASTA) Miami to Sea Preview Conference held during November 2018 to coincide with the arrival of Royal Caribbean’s largest ship in the world, Symphony of the Seas. As part of the GMCVB’s Air Service Program in partnership with Miami International Airport, support was provided to the following new international carriers: Norwegian, Air Maroc, LOT and Corsair Fly. Finally, recognizing the importance of emerging markets, the GMCVB continued to participate on an ongoing basis in key travel industry events organized by Brand USA and Visit Florida throughout the Middle East, China and India.

CONTENT & CREATIVE SERVICES

The newly created Content & Creative Services Division is the driving force behind the GMCVB’s year-long Miami Temptations Programs as well as its social media accounts, website/digital editorial articles and print editorial materials. It also serves as the GMCVB’s in-house creative agency, developing custom, targeted publications, collateral and sales materials for each internal department including media, travel trade, meeting planners and convention delegates. This includes promoting the destination at visitor centers, Miami International Airport and PortMiami.

The Content team successfully restructured the Miami Temptations programs this year. Each individual program now takes place over the course of two months, except for Miami Hotel Months, which spans four months. The seven money-saving programs provided visitors as well as locals with deals and raised the GMCVB profile among local stakeholders.

In the social media sphere, the team launched the first iteration of the Attractions & Museums influencer campaign. It has already received favorable engagement rates as well as positive feedback from partners.
On the publishing front, the Content team produced high-end consumer and trade publications in collaboration with HCP Media. These publications included the award-winning Vacation Planner/Visitors Guide for consumers; the Meeting Planner for meeting and convention planners; the Travel Planner for tour operators and travel agents; the Pocket Guide for meeting delegates and consumers; and the Family Fun Guide for consumers.

RESEARCH & STRATEGIC PLANNING

In Fiscal Year 2018-2019, the Research & Strategic Planning Division conducted a variety of surveys at local events throughout Miami-Dade County including cultural, heritage, LGBTQ and sporting events. The team continued to survey hotels for room demand during holidays and special events as well as tracking the record levels for RevPAR by day for the destination. The team also continued to conduct surveys of overnight visitors to Greater Miami. Starting in calendar year 2018, an online survey was added for Florida Residents who visit Miami-Dade County. This year, the GMCVB began tracking “day trippers,” or visitors who come to Miami-Dade County for the day but do not spend the night in a hotel. The newly enhanced research methodology presents a best-in-class approach to destination and tourism industry practices.

CULTURAL TOURISM

This fiscal year, the Cultural Tourism Division focused on more than 20 local, national and international trade shows, conferences and conventions, selling Greater Miami and the Beaches to travel professionals, media and consumers.

The division continued its unique partnership with the City of Miami Beach to foster and enhance the relationship with Art Basel in Switzerland, Art Basel Miami Beach and Art Basel Hong Kong, which resulted in thousands of media impressions, international visibility through geo-targeting efforts and further cementing Miami as a world-class cultural destination.

Through the strong partnership with the Arts & Business Council of Miami, the division co-hosted the annual Breakfast with the Arts & Hospitality Industries at the InterContinental Miami, with record attendance of more than 140 industry professionals. The partnership also includes the Miami Arts Marketing Project Conference and Lab Series, which remain vitally important educational resources that provide more than 75 arts organizations with in-depth skill building to attract cultural tourists.

LGBTQ TOURISM

In 2019, the LGBTQ Tourism Division joined the LGBT Meeting Professionals Association and continued working with Convention Sales to attract LGBTQ
conventions and associations to Greater Miami and the Beaches. In partnership with the global advertising agency, a new mix of media was introduced into the LGBTQ program this year, including social media influencers, partnerships with Instinct and Q.Digital, and geo-fencing at key events. Geo-fenced media at events such as Tel Aviv Pride, Girls in Wonderland and Aspen Gay Ski Week have generated strong ROI in hotel bookings.

The LGBTQ Marketing Division launched The Pink Palm, the LGBTQ Travel Insider for Greater Miami and the Beaches. The quarterly publication is a platform to feature stories, highlight LGBTQ annual events and showcase popular mainstream events on a quarterly basis. Another important initiative is the expansion of the Miami Begins with Me (MBWM) Customer Service Training Program to include LGBTQ Diversity and Inclusion Training. Produced in partnership with YES Institute, in-person training is now available and online portals are in development.

BUSINESS DEVELOPMENT & PARTNERSHIP

The Partnership Sales Division evolved into the Business Development & Partnership Division during the Fiscal Year 2018-2019, expanding its focus to bring in additional sources of revenue outside of partnership dues. The division successfully increased the partner base by more than 100 new partners, while working under the leadership of the Senior Associate Vice President, Business Development to uncover new revenue streams, including monetization of GMCVB digital assets and platforms. Further supporting the growth of the partnership base, the team successfully executed more than 60 partnership and training events including the 2019 Miami Spice Kickoff & Heritage Showcase, which was highly successful in attracting sponsor support.

The Miami Begins with Me (MBWM) Customer Service Champion Program continues to produce graduates, with twice-weekly classes at Miami International Airport (MIA) available to all airport staff and vendors at no cost. MBWM training sessions are also offered monthly at the GMCVB office and the online MBWM course continues to be well received as a valuable resource for partners. The forecast at this time is to conclude the fiscal year with record revenue for the Business Development & Partnership Division exceeding $1.66 million, in addition to the new business development revenue stream of more than $325,000.

MULTICULTURAL TOURISM & DEVELOPMENT

The Multicultural Tourism & Development Department’s (MTDD) highlights this past year were increased initiatives focused on marketing to African-American and Hispanic visitors through display ads, native ads and custom content with direct publishers. Media partnerships with Huffington Post Latino, Black Voices and Reach Media via the Tom Joyner Foundation, along with local media partnerships, had a positive impact on the overall mission of attracting visitors and elevating the heritage communities. The second edition of the Greater Miami & the Beaches Multicultural Guide was produced in August. It showcases the destination’s multicultural gems, as well as heritage communities and businesses throughout Miami-Dade County.

The Tourism Business Enhancement Program (TBE) continued its partnership with the Miami Bayside Foundation. It graduated 64 businesses, strengthening small businesses from multicultural communities. The Art of Black Miami marketing platform celebrated five years, continuing to grow and develop education workshops and other year-round activations. Keeping with the overall mission, the team continued to work with Convention Sales to find and close group business including reunions and groups that meet over the summer season.
SPORTS & ENTERTAINMENT TOURISM

In late October 2018, Miami hosted both the American and the World Championship for the Red Bull Foiling Generation on Biscayne Bay. Televised worldwide, this sailing event showed the pristine waters of Biscayne Bay and the world’s best foilers; a can’t-miss combination.

During the same time, Miami Beach hosted the International Tennis Foundation (ITF) Young Seniors Tennis Championship, which brought thousands of participants to compete for the Master’s Title. Held at the Courts of Flamingo Park and the Miami Beach Tennis Center, the tournament generated more than 3,300 room nights in Miami Beach alone.

November saw the Ford Championship Weekend take over the Homestead-Miami Speedway, where NASCAR crowned its champions for all three series: the Monster Energy Series, the Xfinity Series and the Camping World Truck Series.

The Capital One Orange Bowl capped off December with the College Football Playoff Semi-Final game between the Alabama Crimson Tide and the Oklahoma Sooners. Alabama defeated Oklahoma, 45-34, in front of a sold-out Hard Rock Stadium crowd of 66,203.

The 17th edition of the Fitbit Miami Marathon and Half-Marathon took place the weekend of January 25-27, 2019 with more than 22,000 runners, 63% of whom were from outside of South Florida. This race continues to be a staple on the Latin American race calendar and draws record numbers from Colombia, Costa Rica, Argentina, Brazil and Mexico.

The Miami Open, presented by Itaú, made its long-anticipated move from Key Biscayne to Hard Rock Stadium in late March. The record crowds that followed were a clear indication that it is still one of the world’s most watched tennis tournaments and will continue to be referred to as the “Fifth Major.”

The 12th annual International Agriculture, Horse & Cattle Show, quickly becoming one of the top cattle shows for Latin American breeders, returned to Tropical Park in April.

Doral was home to the Optimist International Junior Golf Championship in late July. The two-week tournament brought more than 650 junior golfers (under 19) and their families, and accounted for more than 4,000 room nights.

The world of eSports took root in Miami with the largest and most watched competition, Call of Duty, taking over the Miami Beach Convention Center from July 19-21, 2019. The fastest growing sector of the sports world, eSports is followed by millions of fans worldwide.

SoccerEx, the industry’s most prestigious soccer B2B conference, took place at Marlins Park from November 15-16, 2018. Thousands of soccer-industry participants from around the world came to the event and the organizers were so pleased that they will return to Miami in November 2019, this time at the JW Marriott Turnberry Resort & Spa in Aventura.

In addition to SoccerEx, FIFA, the world’s governing body for soccer, held its most important meeting in the last 25 years in Miami from March 14-15, 2019. The FIFA Council, its governing board, met in Coconut Grove and voted on many topics including World Cup expansion. Participants came to Miami from all six populated continents.

The GMCVB continued its long-standing partnership with the Miami-Dade Film Office and the City of Miami Beach’s Tourism and Culture Department to promote local production incentives. Collaborations included a multitude of film trade shows and conferences including the New York Film Conference, MIP Cancun and FOCUS London, Sundance Film Festival, RealScreen Summit, National Association of Broadcasters
(NAB), Toronto International Film Festival, NATPE Streaming + Conference and Tribeca Film Festival, where the GMCVB hosted a private reception for the industry in partnership with Film Florida.

The GMCVB hosted its first film industry FAM, where guests toured several potential film locations throughout Greater Miami and the Beaches.

FINANCE & ADMINISTRATION

Finance and Administration (F&A) successfully completed its 28th consecutive annual independent audit without management comments, under the engagement of the auditing firm RSM US. Consistent with past practices, the GMCVB Finance Committee interviewed the auditors during executive sessions without the presence of Bureau staff. The auditors informed the Finance Committee that the financial affairs of the Bureau were very well managed.

The primary duties of F&A include the management of Bureau finances, investments, risk management, accounting activities, Information Technology (IT) and office administration. Human Resources (HR) and property management fall under office administration. HR engaged with consultancy firm Performance Solutions Group to complete an overhaul of the performance review system. The complete system will be implemented during the 2019-2020 Fiscal Year. All staff members participated in the performance review process. Total buy-in will increase staff retention and improve motivation.

F&A continues to manage the scholarship program and finances of the Black Hospitality Initiative (BHI), a not-for-profit organization. Under the fundraising leadership of the GMCVB’s Chief Financial Officer, the BHI now has more than $1 million in funds available for scholarships.

The F&A Department, led by the IT Division, developed and implemented a collaborative tool – Bureau.net – that resides on each staff member’s desktop computer. This product allows groups of individuals to simultaneously work on projects and documents. It also makes common information that is critical to the Bureau’s success, such as destination statistics and disaster recovery guidelines, available to everyone.

IT replaced all internet cable with new CAD-6 computer cables throughout the office to increase computer speed and to assist in fortifying the firewall. IT began collaborating with the independent external auditors to strengthen cyber security. Beginning in Fiscal Year 2019-2020, Bureau Staff will receive quarterly training on how to recognize and help prevent cyber threats.

Collaborating with the Advertising & Digital Marketing Division, IT coordinated the installation and implementation of live web cams throughout Greater Miami and the Beaches.

To promote and encourage staff members to continue their learning, the Bureau embarked on a new initiative called “Atmosphere of Learning” (AOL). This program recognizes employees who have undertaken learning exercises that lead to professional and personal development as well as contribute to the growth of the Bureau.
GMCVB LEADERSHIP

A successful organization requires effective leadership to make it work. The vision for the Greater Miami Convention & Visitors Bureau (GMCVB) is guided by the volunteer leadership of its Board of Directors, Chairperson, Finance, Marketing & Tourism, Convention Sales, and Multicultural Tourism Committees, as well as the President & CEO. The GMCVB is led by some of Miami-Dade’s most influential community and business leaders, all of whom have a common goal of enhancing our visitor industry and generating jobs.
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Sunny Isles Beach
Tourism and Marketing Council

ALFRED SANCHEZ
President & CEO
Greater Miami Chamber of Commerce

LESTER SOLA
Aviation Director & CEO
Miami-Dade Aviation Department

* DECEASED
INTERLOCAL PARTNERS

In 1986, community and governmental leaders created the Greater Miami Convention & Visitors Bureau to function as Miami-Dade County’s official destination sales and marketing organization. Their vision and unified support continue to allow the GMCVB to pursue, on behalf of the entire destination, strategic objectives to promote the visitor industry, targeting the convention and meeting market, the travel trade and potential consumers. The GMCVB gratefully acknowledges their support.

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The Greater Miami Convention & Visitors Bureau wishes to recognize and thank our Corporate Partners for their high-level financial commitment and support of the GMCVB’s mission as the official destination sales and marketing organization for Greater Miami and the Beaches.
TOURISM’S ECONOMIC IMPACT

2018 was a record-breaking year in tourism for Greater Miami and the Beaches, with visitation to the area topping 16.5 million overnight visitors. This volume was +3.5% higher than in 2017, particularly driven by the international overnight visitor market, which grew +4.1%.

Furthermore, in 2018 the GMCVB began measuring the Florida Resident market and discovered that visitation from other parts of Florida rivals that of other top U.S. feeder markets. Also new for 2018, the GMCVB started tracking “day trippers,” visitors who came to the Greater Miami area but did not stay overnight. This added an additional 6.8 million visitors, for a grand total of 23.3 million visitors. These visitors spent nearly $18 billion in 2018 and supported 142,100 leisure and hospitality jobs in Greater Miami and the Beaches.
OVERVIEW OF TOURIST TAXES

The following table and charts represent the various tourist taxes collected by each municipality, Miami-Dade County, the City of Miami Beach and Bal Harbour, as well as the percentage of total tourist dollars allocated to the GMCVB. Each year, the GMCVB receives approximately 12% of the total tourist dollars collected in Miami-Dade County. The remaining 88% is used to support and maintain public facilities such as existing convention centers, sports facilities and auditoriums; and to promote cultural events and support community programs.

<table>
<thead>
<tr>
<th>COLLECTING MUNICIPALITY</th>
<th>SEP 2018-AUG 19</th>
<th>SEP 2017-AUG 18</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miami-Dade County Resort Tax</td>
<td>$31,926,445</td>
<td>$30,951,829</td>
<td>3%</td>
</tr>
<tr>
<td>Convention Development Tax</td>
<td>$92,942,954</td>
<td>$90,269,473</td>
<td>3%</td>
</tr>
<tr>
<td>Professional Sports Tax</td>
<td>$15,963,231</td>
<td>$14,581,517</td>
<td>9%</td>
</tr>
<tr>
<td>Homeless Tax</td>
<td>$30,210,386</td>
<td>$28,015,404</td>
<td>8%</td>
</tr>
<tr>
<td>Hotel Food &amp; Beverage Tax</td>
<td>$8,675,125</td>
<td>$8,283,972</td>
<td>5%</td>
</tr>
<tr>
<td>Miami Beach Resort Tax</td>
<td>$88,973,504</td>
<td>$86,203,266</td>
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</tr>
<tr>
<td>Bal Harbour Resort Tax</td>
<td>$4,272,951</td>
<td>$3,796,660</td>
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</tr>
<tr>
<td>Surfside Resort Tax</td>
<td>$3,750,778</td>
<td>$3,040,467</td>
<td>23%</td>
</tr>
<tr>
<td>Totals</td>
<td>$276,715,373</td>
<td>$265,142,588</td>
<td>4%</td>
</tr>
</tbody>
</table>

*Miami Beach’s and Bal Harbour’s Resort Tax includes both Food & Beverage and Resort Tax.

GMCVB SHARE OF TOURIST TAXES USED FOR SALES & MARKETING EFFORTS

- 88% GMCVB (Used to promote destination)
- 12% Miami-Dade County, Miami Beach

TOURIST GENERATED TAXES

- 34% Miami-Dade County Convention Development Tax
- 32% Miami Beach Resort Tax
- 12% Miami-Dade County Resort Tax
- 11% Miami-Dade County Homeless Tax
- 6% Miami-Dade County Sports Tax
- 3% Miami-Dade County Food & Beverage Tax
- 2% Bal Harbour Resort Tax
- 1% Surfside Resort Tax

$276,715,373

GMCVB FUNDING SOURCES

- 50% Miami-Dade County Resort Tax
- 24% Miami-Dade County Food & Beverage Tax
- 21% Miami Beach Resort Tax
- 5% Partnership/Private Revenue
GMCVB STRATEGIC PLAN

OVERVIEW

Greater Miami and the Beaches continues to enjoy record numbers of domestic and international visitors and expenditures. In order to ensure our continued success, the Greater Miami Convention & Visitors Bureau (GMCVB) embarked on a process to develop a 5-year Strategic Plan for our Travel and Tourism industry. In the fall of 2018, the GMCVB engaged InterVISTAS to assist in the development of a 5-year strategic plan for the visitor industry of Greater Miami and the Beaches. The GMCVB’s goal is to develop an action-oriented, forward-thinking strategic business plan that will be a roadmap for identifying and taking action on the critical issues that will drive the Travel and Tourism industry for the next five years.
GOAL OF PLAN
Develop a 5-year strategic plan for the visitor industry of Greater Miami and the Beaches.
• Action-oriented and forward-thinking to help identify key opportunities
• Taking action on critical issues
• Ensure most effective tools are available to maintain relevancy

COMMUNITY ENGAGEMENT
A critical component of the development of the strategic plan was created through an extensive community-wide engagement process. The community engagement activities provide critical input, information and insight that drive the strategic planning effort. The GMCVB’s strategic plan has a comprehensive community engagement effort that will involve a number of activities to engage the diverse stakeholders of Greater Miami. Throughout the process, we value honest feedback and ideas, and take pride in the diversity of our market and believe inclusivity is the key to gaining new insight from our various stakeholders.

FOCUS GROUPS
During the community engagement process, the GMCVB convened a series of four customized focus groups. These focus groups allowed the consultants to collect insights from key industry groups relating to key strategic issues around: sales and marketing, destination management, and community engagement and support.

TOWN HALL MEETINGS
As part of the extensive community engagement process, the GMCVB convened 15 Town Hall Meetings throughout Miami-Dade County. These were open to everyone to share ideas and feedback for the tourism industry. The 5-Year Strategic Plan’s recommendations and initiatives will support a variety of categories/themes including: Sales & Marketing, Destination Management, Customer Service, Mobility, Sustainability and Community Alignment. The final plan is scheduled to be unveiled at the GMCVB Annual Meeting in October 2019.
GLOBAL REPRESENTATION NETWORK

COVERING 53 COUNTRIES

The Greater Miami Convention & Visitors Bureau representation network allows it to make global connections worldwide by actively participating in high-profile industry events, fostering relationships and expanding business opportunities for partners.

TRAVEL TRADE REPRESENTATION 53 COUNTRIES

- Antigua
- Argentina
- Aruba
- Austria
- Bahamas
- Barbados
- Belgium
- Belize
- Bolivia
- Brazil
- Canada
- Chile
- China
- Colombia
- Costa Rica
- Curacao
- Denmark
- Dominica
- Dominican Republic
- Ecuador
- El Salvador
- Finland
- France
- Germany
- Grenada
- Guatemala
- Honduras
- India
- Israel
- Italy
- Jamaica
- Luxembourg
- Mexico
- The Netherlands
- Nicaragua
- Norway
- Paraguay
- Panama
- Peru
- Portugal
- Puerto Rico
- Qatar
- Saint Lucia
- Saudi Arabia
- Spain
- Sweden
- Switzerland
- Turkey
- United Arab Emirates
- United Kingdom & Ireland
- Uruguay
- USA
  - New York
  - San Francisco
  - Washington, DC
- Venezuela

PUBLIC RELATIONS REPRESENTATION 25 COUNTRIES

- Argentina
- Austria
- Bahamas
- Barbados
- Belgium
- Brazil
- Canada
- Colombia
- Denmark
- England
- Finland
- France
- Germany
- Ghana
- Ireland
- Italy
- Jamaica
- Mexico
- Norway
- Scotland
- Spain
- Sweden
- Switzerland
- Trinidad & Tobago
- United States
- Wales
Global Representation Network
Promoting a global, diverse destination requires innovative thinking, strategic advertising and digital marketing, key relationships with travel professionals and media, and building and maintaining a strong partnership base. All of this must be supported by ongoing research to ensure that the goals of all marketing and outreach programs are being measured and achieved. The Marketing & Tourism Sales Department accomplishes this through a variety of initiatives and services whose main purpose is to drive demand to our destination.
The Advertising & Digital Marketing Division seeks to captivate potential Miami & Beaches travelers through innovative digital and traditional media experiences. Primary engagement vehicles include web, digital, native, video and paid social media.
2018/2019 OVERVIEW

In August 2018, the new MiamiAndBeaches.com site was launched with more than 10,000 pages of partner and curated content, personalization, 360-degree photos and new advertising opportunities. The website was enhanced with high-impact image and video content on a mobile-first platform. Website efforts have contributed to increased engagement. Organic conversion for outbound partner clicks increased more than 4.5%, mobile usage increased from 57% to 63%, and unique partner page views increased to 23% of total site visits.

A new platform was established in April 2019, with “Miami on Google” posts launched on Google’s Miami search result pages delivering 18.5 million content views since the launch. Posts driving to the site are delivering a highly engaged audience, with a click through conversion of more than 16% to GMCVB partner sites.

The Found in Miami advertising campaign continued to highlight Miami’s cultural, artistic and culinary offerings, with media placements in national and international markets. National efforts during the winter season created opportunities to engage with users in feeder markets who expressed winter weather frustration on social media. Video ads on streaming television platforms were introduced to reach “cord-cutters” and expand the reach of the campaign. Summer efforts included focused booking programs, including paid social media influencers who were engaged throughout the summer in order to build credibility of Miami’s unique experiences with national audiences. The international program targeted Germany, China, Colombia, Argentina and the United Kingdom through paid social and search, display, native, and out-of-home placements. A local campaign leveraged digital and outdoor media, such as bus stops and trolley wraps, to encourage Miami and Beaches residents to share their #FoundInMiami moments.

Customized cooperative marketing programs are continuously optimized to deliver increasing leisure business and meetings leads. Media partnerships with Expedia, Kayak, Travelzoo and the New York Times helped drive bookings throughout the year through dedicated programs and e-newsletters. The Downtown Miami co-op program was renewed, with an emphasis on leisure and meetings bookings. A new Luxury co-op program built awareness of the destination’s luxury experiences through a unique collaboration with co-op partners including Miami ultra-luxury and luxury hotels as well as the Village of Bal Harbour and the City of Sunny Isles Beach. A South Beach Family Fun summer promotion was launched to drive weekday stays at South Beach hotels and attractions.

Meetings and conventions advertising focused on both the promotion of the Miami Beach Convention Center and on showcasing Miami’s cultural side to meeting planners. New culturally focused creative was developed after conducting research with planners and associations who emphasized a growing affinity for culturally rich meetings destinations. Search marketing and CVENT were used to target competitive destinations as well as planners in destination research mode. Geo-fenced display media was used to target meeting planners before and after events such as ASAE and PCMA.
COMMUNICATIONS

The Communications Division secures earned media coverage on behalf of the Greater Miami and the Beaches brand with the purpose of inspiring travel to the destination. The team also works to communicate travel advocacy and industry messaging to stakeholders and local press. The travel and hospitality industry is the number one economic engine for Miami-Dade County and the Communications team is responsible for keeping an open dialogue between the GMCVB and the local industry. In addition to daily publicity efforts, the division creates experiential marketing and press events around the world to bring the brand to life for thousands of consumers while generating press coverage in novel and creative ways.
2018/2019 OVERVIEW

The Communications Division’s mission is to generate positive earned media coverage in support of Greater Miami and the Beaches’ positioning as a world-class destination. The division works toward this goal by pitching stories, writing and distributing press materials, partnering with strategic brands to implement consumer-driven promotions, traveling on media missions, working with leading broadcast, print and social media outlets, and conducting in-market press tours.

One of the most effective ways of selling the destination is to have journalists see for themselves the stories we want them to report. The GMCVB arranges curated press itineraries to allow media to experience firsthand the many attributes of Greater Miami and the Beaches. Press trips include media and influencers from all over the world, and partners play a vital role by providing sponsored services, garnering them editorial exposure.

The Communications Division successfully designed and executed a Program of Work resulting in the completion of 13 targeted media missions, hosting 27 custom-themed press tours, assisting in the planning and servicing of 300 media visits researching and featuring Miami, and 13 special media projects.

These efforts produced feature articles and electronic broadcasts (primarily television) creating more than 10 billion impressions with an estimated comparable ad value of more than $38 million in advertising equivalence. The team also worked with The Samantha Brown Travel Show on PBS to create unique content for Miami’s natural assets and diversity of neighborhoods. The final piece will run in spring 2020 and will encourage summer travel to Miami.

The team worked closely with local media to promote the GMCVB’s Miami Temptations programs, and attended the American Society of Association Executives (ASAE) annual meeting in Columbus, Ohio. These events created positive headlines in leading entertainment, lifestyle and niche publications.

The Communications Division worked with national meetings and trade publications to promote the opening of the newly reimagined Miami Beach Convention Center (MBCC) and the approval of the headquarter hotel that will be connected to the MBCC. The privately funded hotel will bring more travel and tourism jobs to the destination.

In 2018-2019 the Communications team traveled to global key feeder markets on “media mission” events to meet with travel and lifestyle journalists and secure earned media placements for Greater Miami and the Beaches. The team partnered with the Miami-Dade Beacon Council to promote meetings and conventions to business leaders and press in New York City. The team also spent additional time in New York City promoting Miami’s culinary offerings during a James Beard Foundation event. This invitation-only event provided the GMCVB with a platform to promote Miami’s food and dining scene to journalists in a top domestic market.

The division’s monthly PR Newsletter, which is translated into several languages and distributed to journalists and influencers all over the globe, generated interest from media worldwide and helped generate earned media coverage for the destination and our partners. The newsletter provides key media with up-to-date happenings in the destination, including new offerings by GMCVB partners.

This year, the division launched social media handles for corporate communication efforts as well as for travel industry advocacy. For the first time, the GMCVB was able to utilize social platforms to communicate the value of the tourism industry to important stakeholders and residents in the community.
The Cultural Tourism Division promotes Greater Miami and the Beaches as a unique cultural destination boasting outstanding museums, galleries, historic sites and visual and performing arts. Marketing initiatives include hosting programs targeting media, attending local, national and international trade shows, and producing compelling promotional materials. Additionally, the division works to ensure that local arts and culture organizations have access to skill-building educational opportunities that will help attract a visitor audience.
2018/2019 OVERVIEW

The Cultural Tourism Division works to promote Greater Miami as a premier arts and culture destination through strategic sales, promotional and partnership efforts. The division focused on more than 20 local, national and international trade shows, conferences and conventions, selling Greater Miami and the Beaches to travel professionals, media and consumers.

The division continued its unique partnership with the City of Miami Beach to foster and enhance the relationship with Art Basel in Switzerland, Art Basel Miami Beach and Art Basel Hong Kong. This resulted in thousands of media impressions, international visibility and further cemented Miami as a world-class cultural destination. The growth of Art Basel Miami Beach remains a cornerstone of the local arts and culture community and a world-renowned contemporary art event.

Through its strong partnership with the Arts & Business Council of Miami, the division co-hosted the annual Breakfast with the Arts & Hospitality Industries at the InterContinental Miami, with a record attendance of more than 140 industry professionals. The partnership also includes the Miami Arts Marketing Project Conference and Lab Series, which remain vitally important educational resources providing more than 75 arts organizations with in-depth skill building to attract cultural tourists.

The division also supported the GMCVB’s Communications team in hosting the Art and Design Cross-Market Press Tour, which included a community breakfast attended by more than 30 local arts organizations at the Adrienne Arsht Center for the Performing Arts of Miami-Dade County. The ongoing work of connecting journalists and press teams with cultural institutions is important in highlighting our destination year-round.

The division worked with the GMCVB’s Convention Sales team to attract several major arts-focused conferences to Miami including: Creative Time Summit, IKT International Association of Curators of Contemporary Art and the Theatre Communications Group National Conference. Coming next year will be the National Arts Marketing Project Conference, Chorus America and the National Trust for Historic Preservation’s Annual PastForward Conference.

Building on tremendous success, the division helped coordinate Miami Attraction & Museum Month. The division worked with the Dade Heritage Trust, Miami Design Preservation League, The Black Archives and HistoryMiami to promote heritage and preservation. The division is recognized consistently by local preservation organizations for highlighting preservation and tourism. The division also actively participates with the National Trust for Historic Preservation and the Florida Trust for Historic Preservation.

The Director of Cultural Tourism serves as a volunteer director with the boards of the Arts & Business Council of Miami, Miami Music Project and the Florida Cultural Alliance and actively participates with the City of Miami Beach Cultural Affairs Department, the Coral Gables Division of Cultural Affairs and the Miami-Dade County Department of Cultural Affairs.
LGBTQ MARKETING

The LGBTQ Marketing Division promotes Greater Miami and the Beaches as a premier destination for LGBTQ visitors through strategic sales and promotional efforts. Marketing initiatives include hosting programs targeting media, attending local, national and international trade shows, producing targeted promotional materials, providing support and serving as a resource for local organizations. The division provides potential visitors and travel industry professionals with resources for planning, marketing and selling the destination. It also ensures that potential visitors and the travel trade are informed about the latest developments in the destination, including new hotels, attractions, airlines and cruise ships. The division aims to make it abundantly clear that Greater Miami welcomes LGBTQ visitors to our community.
2018/2019 OVERVIEW

The LGBTQ Marketing Division traveled to Aspen, Manchester, London, Berlin, New York City, Buenos Aires and Tampa to promote Greater Miami and the Beaches as a diverse and inclusive destination that welcomes LGBTQ visitors. Additional activations were conducted in Bogotá, São Paolo, Orlando, Provincetown, Tel Aviv and Toronto with the support of in-market representatives and the GMCVB’s global advertising agency. In 2019, the division joined the LGBT Meeting Professionals Association and continued working with Convention Sales to attract LGBTQ conventions and associations to the destination. The division continues working to showcase Miami Beach’s LGBTQ Visitor Center and the destination’s annual LGBTQ events, sending a message to the world that Miami-Dade County continues to be an LGBTQ travel magnet.

A new mix of media was introduced into the LGBTQ program this year, including social media influencers, partnerships with Instinct and Q.Digital, and geofencing at key events. Instinct and Q.Digital created custom native content and featured Miami in dedicated e-newsletters, run-of-site display banners, and as “Gay Cities Destination of the Month.” Geo-fenced media at events such as Tel Aviv Pride, Girls in Wonderland and Aspen Gay Ski Week have generated the most hotel bookings out of all LGBTQ media efforts. The introduction of Instagram Stories into the paid social strategy has increased click through rates by approximately 130%, and Instagram profile visits are up as a result of partnerships with local and national LGBTQ influencers.

Also new this year was the launch of The Pink Palm, the LGBTQ Travel Insider for Greater Miami and the Beaches. This quarterly publication is a platform to feature stories, highlight LGBTQ annual events and showcase popular mainstream events. The publication is available for download on our website and printed copies are distributed through select visitor centers, hotel partners, events and at local, national and international tradeshows. Another important initiative is the expansion of the Miami Begins with Me Customer Service training program to include LGBTQ Diversity and Inclusion Training. Produced in partnership with YES Institute, in-person training is now available, and online portals are in development.

On the media front, the LGBTQ Marketing and Communications divisions welcomed reporters from Germany, the United Kingdom, Canada, Mexico, Colombia and the United States during the annual LGBTQ Media Familiarization Tour.

The group attended multiple Miami Beach Pride-related events and experienced the destination with tours of popular neighborhoods. During the visit, a luncheon was organized at the LGBT Visitor Center where local event organizers were given the opportunity to present and answer questions. The FAM trip also served as a good platform to showcase the division’s partnership with HistoryMiami Museum, with a welcome reception and private tour of the Queer Miami exhibition hosted by Steve Rothaus.

As we look to next year, we will continue to expand programs and develop comprehensive new initiatives that will continue to present Greater Miami and the Beaches as a premier destination for LGBTQ visitors.
SPORTS & ENTERTAINMENT TOURISM

Fiscal 2018-2019 was an exciting year for the Sports & Entertainment Tourism Division, which continued to expand its footprint by hosting some of the most prestigious sporting events and conferences in the world. On the entertainment side, the division became much more active in promoting our community as a great place to film by promoting local incentives provided by Miami-Dade County, the city of Miami Beach and the Miami Beach Visitor and Convention Authority.
2018/2019 OVERVIEW

Once again, the division worked closely with the ITF Young Seniors Tennis Championship held in Miami Beach. This year’s two-week tournament generated more than 3,300 room nights on Miami Beach and brought thousands of the best senior players to compete.

The Capital One Orange Bowl, one of two NCAA football semi-finals, featured Alabama defeating Oklahoma, 45-34, in front of a very rowdy 66,203 fans at Hard Rock Stadium. The Orange Bowl will host the NCAA Football Championship Game in January 2021 and the NCAA Football Semi-Final in December 2021 and December 2024.

The Miami Open’s long anticipated move from Key Biscayne to Hard Rock Stadium took place in March 2019. A record number of tickets, 388,743, were sold for the tennis tournament and a record of 17,373 was set for the Men’s Final where Roger Federer defeated John Isner.

Doral welcomed a new golf tournament when the Optimist International Junior Golf Championship took to the links in late July 2019. With more than 650 junior golfers participating, the event produced more than 4,000 room nights.

Several major conferences made Miami home this fiscal year. SoccerEx, the world’s most prestigious soccer B2B conference, took place at Marlins Park in November 2018. The organizers enjoyed record attendance from all over the world and have signed a multi-year agreement with the JW Marriott Miami Turnberry Resort & Spa in Aventura.

The FIFA Council, the organization’s governing board, held its annual meeting at the Hotel Aria in Coconut Grove in March 2019. Attendees discussed several major topics including World Cup expansion. Soccer leaders from all six populated continents attended for what is regarded as one of FIFA’s most important meetings in the last 25 years.

With Super Bowl LIV scheduled for February 2, 2020 the division began its efforts to prove why Miami has hosted more Super Bowls than any other city.

The division became much more active and partnered with the Miami-Dade County Film Office on several new projects such as the New York Film Conference and FOCUS London, where the concerted strategy is to promote Miami-Dade County as an exciting and accommodating place to film. FOCUS London, aimed at the film and television market, is a place to meet with content makers, film commissions and location managers.

In January, Miami Beach welcomed the National Association of Television Program Executives [NATPE] for the ninth consecutive year. As the only American program serving the worldwide television community, it is one of the most anticipated events in the industry. Stars such as Rita Moreno, Byron Allen and Henry Winkler were honored at NATPE Miami for their contributions to the industry. The GMCVB hosted the opening reception and Miami Beach Mayor Dan Gelber welcomed the more than 1,000 guests to the city.

The division also expanded its footprint within NATPE by sponsoring the inaugural NATPE Streaming + Conference, the first event focusing specifically on “streaming.” Considered by the industry as the future of content consumption, the focus was to promote our community and the local film incentives available to filmmakers.

The division continues to promote our local film incentives at every event it attends, especially now that the Board of County Commissioners have approved a second tier making qualifying more accessible to filmmakers.

The division held private, invitation-only receptions at several film festivals including the Toronto Film Festival and the Tribeca Film Festival. These events, held in conjunction with Film Florida, highlight our community as exciting and easy to work with.

As the host for The American Black Film Festival, we have expanded our collaboration. Aside from hosting the ABFF for the ninth consecutive year, we hosted our first ABFF familiarization trip (FAM) in late September. Filmmakers came to Miami to experience potential film locations such as the Historic Lyric Theater, Key Biscayne, Little Haiti, Wynwood, Little Havana and the Everglades.
TRAVEL INDUSTRY SALES

Global Outreach to the Travel Trade... The Travel Industry Sales Division provides travel professionals with easy access to the resources they need for planning, marketing and selling the destination — a one-stop trip planning resource for travel professionals. The leisure traveler frequently turns to travel professionals (tour operators, travel agencies, OTAs and online guides and influencers) to inspire and plan their trips. Many of Greater Miami’s overnight visitors rely on these sources throughout their trip planning and booking. Given the size of the leisure travel market in Greater Miami, this channel of guidance and promotion is crucial.

Clockwise from left: Argentina Sales Mission in Cordoba; Cruise360; New cruise terminals at PortMiami.
2018/2019 OVERVIEW

In Fiscal Year 2018/2019, the Travel Industry Sales Division developed and created programs that resulted in participation in 100 trade shows and sales missions in 28 countries around the world. This allowed the GMCVB to establish and deepen relationships with travel industry professionals.

The GMCVB’s global representation network covering 53 countries provides a perfect platform for local and face-to-face connections. Local GMCVB representatives participated in high-profile industry events and conducted more than 125 destination training workshops. These interactions allowed the GMCVB to continue fostering relationships and expand business opportunities on behalf of our partners.

Due to the importance of cruise visitors to our community, the division continued its ongoing pre/post cruise support through its sales and marketing efforts in partnership with PortMiami. These efforts included attending the leading cruise tradeshows and creating a national advertising program targeting cruise travel advisors. As part of the cruise effort, the GMCVB hosted ASTA’s Miami to Sea Preview Conference held during November 2018 to coincide with the arrival of Royal Caribbean’s largest ship in the world, Symphony of the Seas. During this conference, the GMCVB had the opportunity to meet with 300 of the top cruise travel advisors and promote our pre/post cruise offerings.

As part of the GMCVB’s Air Service Program in partnership with Miami International Airport, the division welcomed and provided support to the following new international carriers: Norwegian, Air Maroc, LOT and Corsair Fly.

Recognizing the importance of the newly reimagined Miami Beach Convention Center, the division developed a new UK meeting planner sales mission and sold Greater Miami as a premier destination for meetings, conventions and events.

Finally, recognizing the importance of emerging markets, the GMCVB continued to participate on an ongoing basis in key travel industry events organized by Brand USA and Visit Florida throughout the Middle East, China and India.
BOUTIQUE & LIFESTYLE HOTELS

The Boutique & Lifestyle Hotels program currently represents more than 100 boutique and lifestyle hotel partners. Efforts are focused on promoting the destination and its boutique and lifestyle hotels to specialty trade and consumer lifestyle press, LGBTQ event producers, travel advisors, production industry decision makers, as well as film and production agents globally.
2018/2019 OVERVIEW

The Boutique & Lifestyle program creates programming across several niche markets including: Luxury, LGBTQ, Family Travel, Film and Fashion & Entertainment.

Connecting with entertainment, production and luxury travel advisors is a key part of the program. Every year, the GMCVB is one of the sponsors of LE Miami, a four-day luxury and lifestyle appointment show that offers boutique and lifestyle hotels the opportunity to meet with very influential travel advisors and press from all over the world during pre-scheduled appointments. The GMCVB also attends Tour Connection and The NYC and Los Angeles Shows to meet with the key U.S. production and entertainment travel advisors.

The GMCVB works closely with the producers of the annual LGBTQ events to identify potential partnerships with boutique and lifestyle hotel partners, including room nights and event space needs. Additionally, the GMCVB looks to pair LGBTQ media and social media influencers as part of the strategy to promote Greater Miami and the Beaches as a diverse and inclusive destination.

On an ongoing basis, our boutique and lifestyle hotel partners are part of the GMCVB’s booking campaign focused on driving outbound clicks and bookings to boutique hotels.

The MiamiandBeaches.com website is key in driving guests to these properties. Activities were supported through native banner advertising and organic and paid social media posts highlighting various boutique and lifestyle hotel partners through the Found in Miami campaign.

This year, the GMCVB launched the South Beach Family Fun Campaign – the goal of this program was to drive mid-week business to boutique hotels and South Beach businesses throughout the summer. Many boutique hotels participated by providing compelling hotel offers for families.

Connecting with the film community at many domestic and international film festivals such as Tribeca, Sundance and Toronto Film Festivals is an ongoing effort to encourage future productions in the destination. This also includes annual participation in the National Association of Television Programming Executives [NATPE] meeting, which takes place in Miami Beach. All of these activities allow the GMCVB to interact with film and TV producers and remind them of the incentives established by Miami-Dade County and the City of Miami Beach to stimulate future productions in our destination.

Finally, every quarter the GMCVB convenes a Boutique Hotel Task Force Meeting with the area’s boutique hotels to discuss ongoing initiatives, market trends and ideas for future programs.
CONTENT & CREATIVE SERVICES

The newly created Content & Creative Services Division is the driving force behind the GMCVB’s year-long Miami Temptations programs as well as its social media accounts, website/digital editorial articles and print editorial materials. It also serves as the GMCVB’s in-house creative agency, developing custom, targeted publications, collateral and sales materials for each internal department including media, travel trade, meeting planners and convention delegates. This includes promoting the destination at visitor centers, Miami International Airport (MIA) and PortMiami. The Content team recently began using a web-based project management tool that keeps this new division organized and in communication with all other GMCVB departments. Most importantly, this tool helps the team ensure that all Greater Miami and the Beaches content is distributed across appropriate social media, web and print channels.

2018/2019 OVERVIEW

The Content team successfully restructured the Miami Temptations programs this year. Each individual program now takes place over the course of two months, except for Miami Hotel Months, which spans four months. These programs are: Miami Arts & Heritage Months (December-January), Miami Health & Wellness Months (February-March), Miami Attraction & Museum Months (April-May), Miami Hotel Months (June-September), Miami Spa Months (July-August), Miami Spice Months (August-September) and Miami Entertainment Months (October-November). Each of these seven money-saving programs provided visitors as well as locals with deals and raised the GMCVB profile among local stakeholders.

Of note, this year Miami Spa Months had a record number of participants and revenue with more than 45 spas participating. Miami Spice also broke a participant and revenue record with more than 260 participating restaurants. All Miami Temptations program websites were restructured to live within the newly revamped MiamiandBeaches.com. The team successfully
introduced new featured listings options for program participants. This resulted in more clicks on partner pages and an increase in revenue for Miami Spa Months and Miami Spice Months.

The Content team generated more than $500,000 in private revenue through partner participation and sponsor support and secured approximately $357,000 in contributed services through advertising added value in print, digital, broadcast and outdoor media.

In the social media sphere, the team launched the first iteration of the Attractions & Museums influencer campaign. It has already received favorable engagement rates as well as positive feedback from partners. Influencers were selected based on three categories: parenting, local and arts & culture. This categorization allowed for targeted visits to partner businesses to be showcased to an audience that aligns with their messaging.

The team also created a video to help support the GMCVB’s town hall meetings. It received 147,000 views and positively influenced the individual town hall meeting event listings on the Miami and Beaches Facebook page.

Year-to-date (as of August 2019) the Facebook, Twitter and Instagram pages have increased +2.9% year-over-year, with Instagram leading the charge with a +17.8% increase in followers. As of August 2019, there were a combined 963,870 followers across all three platforms. The team has also relaunched the GMCVB’s Pinterest page. As of August 6, 2019, impressions have increased +68% to 56.8K, total audience has increased +56% to 35.2K, and engagements have increased +46% to 1.6K.

The Content team also manages editorial content on MiamiandBeaches.com. The team updated, maintained and added to a collection of more than 500 articles on MiamiandBeaches.com. Through the framework of the new editorial workflow management tool, the team executed a detailed and comprehensive editorial process whereby existing articles were continuously updated and new articles were continuously created. This process helped keep content fresh and relevant for the benefit and enjoyment of both visitor and local audiences.

On the publishing front, the Content team produced high-end consumer and trade publications in collaboration with HCP Media. These publications included the award-winning Vacation Planner/Visitors Guide for consumers; the Meeting Planner for meeting and convention planners; the Travel Planner for tour operators and travel agents; the Pocket Guide for meeting delegates and consumers; and the Family Fun Guide for consumers. City Sites & Map brochures were produced in English, Spanish, French, Portuguese, German, Italian, Russian and Chinese. The team also collaborated with the Multicultural Tourism & Development Department and HCP Media to produce a new edition of the Multicultural Guide.

The team’s creative services arm produced the new Miami Beach Convention Center sales brochure, which is used by the GMCVB’s Convention Sales team and Spectra Venue Management. The Arts & Culture Insider is a new publication that is produced twice a year for the Cultural Tourism division. The team also began work on the newly expanded 2020 Cruise Miami Guide. Creative services produced collateral material including the Destination Miami identity for the town hall meetings the GMCVB hosted this year, as well as the design and publication of the five-year Strategic Plan. At MIA, the design team replaced 120 welcome signs throughout the airport with new and more vibrant signage, welcoming visitors to the destination.

At PortMiami, the team strategically placed mini welcome visitor kiosks to help entice cruisers to experience Greater Miami and the Beaches’ many attractions and points of interest. The team also created thousands of postcards, invitations, newsletters, signs, banners and other collateral materials in several languages.

New this year, with the newly expanded in-house video production unit, the team worked on multiple video projects for the website and for various departments to use to promote the destination. This included the filming and production of the Rail~Volution 2020 video, which was showcased at the 2019 convention to entice participants to book their trip for next year.
RESEARCH & STRATEGIC PLANNING

The Research & Strategic Planning Division supports the Greater Miami Convention & Visitors Bureau’s various marketing programs by gathering and analyzing data and trends. The division assists with effective strategic planning by tracking key industry benchmarks and providing ongoing, in-depth analysis of visitor trends through surveying and other sources of data. Research & Strategic Planning also conducts specialized research for GMCVB partners and responds to data inquiries from various groups including partners, media and staff. GMCVB-sponsored research is conducted by established independent research firms. Market research reports are available to GMCVB partners.
2018/2019 OVERVIEW

The research from the GMCVB’s Strategic Planning process emphasized that customer service is an area that warrants further attention. While the GMCVB has made strides over the years through its partnership with Miami International Airport, PortMiami and others, significant incremental efforts will be made in the coming year.

The Research & Strategic Planning Division conducted surveys at 21 events throughout Miami-Dade County in Fiscal Year 2018/2019. The division expanded its efforts in local event surveys throughout Greater Miami to include various local events that attract tourists, including those of national prominence such as Jazz in the Gardens, Miami Book Fair, Miami International Agriculture, Horse & Cattle Show, Art of Black Miami, eMerge Americas and other local events. The primary objective of the division is to continue to monitor the health of the local visitor industry by tracking key indicators such as traffic by sea and air, tourist taxes, hotel statistics and visitors to Greater Miami.

In late 2018, the GMCVB embarked on its search to find a partner to develop the 2020-2025 Strategic Plan for our travel and tourism industry.

This comprehensive process involved advertising a Request for Proposal (RFP) nationally through print and industry websites, followed by submitting the RFPs to the GMCVB Screening Committee for final review. After an extensive evaluation, InterVISTAS was selected by the screening committee as the partner to develop the next 5-Year Strategic Plan initiative. InterVISTAS Consultancy is a company built by industry experts in destination master planning and consumer research. The 2020-2025 Strategic Plan for the destination will be unveiled at the 2019 GMCVB Annual Meeting.
The newly expanded Business Development & Partnership Division made great strides, raising $1.6 million in partner revenue. The division also raised more than $325,000 in incremental private revenue, including sponsorship and digital marketing. This enhanced Division created new revenue streams by establishing custom sponsor packages and identifying new platforms that generated additional private revenue — while raising awareness of the GMCVB and the Miami brand. Partnership continued to further engage current partners to take advantage of the vast marketing toolbox offered to official GMCVB partners.
2018/2019 OVERVIEW

This year, as part of its new Business Development monetization goals, the GMCVB undertook digital sales efforts of MiamiandBeaches.com, tapping its in-house sales team. Further website enhancements including native ads, featured listings, sponsored content and new web banner sizes were developed to support monetization goals. In addition to digital sales training, the team created sales materials and integrated programs and proposals to support these new goals. Business Development efforts generated more than $325,000 in private revenue.

The corporate partner and medical tourism targeted program continued to expand, increasing the corporate and medical category partner base, while also focusing on new efforts to create custom upgraded packages to generate additional revenue.

The team has successfully increased private revenue outside of the partnership revenue base and retained more partners than prior years — bringing the GMCVB partner base to a record high of more than 1,240 partners and $1.6 million in partner revenue.

Further supporting the growth of its partnership base, the division successfully executed more than 80 partner training and networking events, including key events such as the Miami Romance Wedding Showcase, the GMCVB Annual Meeting and Partner Planning Workshop (formerly known as the Partner Retreat). Plus, the team produced a Miami Spice Kickoff & Heritage Showcase to further celebrate the start of Miami Spice Months while providing an excellent promotional platform to highlight the program sponsors and participating restaurants.

The Miami Begins with Me (MBWM) Customer Service training program continued to produce graduates with twice-weekly classes being offered at Miami International Airport (MIA) and available to all airport staff and vendors at no cost — with permanent signage, dedicated training space and ad campaign presence at various MIA kiosk locations.

The free online version of the Miami Begins with Me (MBWM) course continues to be promoted in new ways, including an expanded partnership with the Miami-Dade Public Library System, as well as enhanced participation from visitor center staff — further encouraging and providing the opportunity for industry professionals and interested community members to learn more about our destination and further fostering a sense of Miami pride. Coming in the new fiscal year, the MBWM Program will continue to evolve and expand, offering an LGBTQ Sensitivity Training module. More areas of business and front-line training classes also will be developed and made available to the community through strategic partnerships.

In the new fiscal year, this Division will continue focusing on increasing partnership and digital revenue, as well as further expanding and selling custom sponsor packages.
Greater Miami and the Beaches has hosted a large number of conventions and meetings of all sizes. This business is key to generating hotel room nights and helps generate traffic to local businesses. Competition for the lucrative meeting business is fierce among the country’s major destinations, which is why the Meetings & Convention Sales & Services Department in conjunction with our Marketing & Tourism Department continues to develop new programs to increase hotel bookings and generate new Miami Beach Convention Center conventions and lay the groundwork for future business of all sizes.
MEETINGS & CONVENTION SALES

Convention Sales promotes Greater Miami and the Beaches as the ideal destination for meetings and conventions by creating relationships with meeting planners and association executives to generate leads, bookings and room nights and, therefore, a positive economic impact for our community. Conventions and meetings also fill our hotels in blocks of hundreds and thousands. Many convention attendees have such a great time in our community that after their convention ends, they plan to come back and see more of what Miami has to offer.
2018/2019 OVERVIEW

Convention Sales booked 698 meetings representing 490,317 room nights through August 2019. This business represents all partner hotels, the Miami Beach Convention Center and the Miami Convention Center. Through August 2019, the sales team generated 1,790 sales leads. These leads are an important foundation for future bookings and a barometer of interest from the industry. Our partnership with CVENT benefits us and also the destination. This year to date: CVENT reports show 264 bookings and 77,009 room nights awarded to Miami hotels, with an economic impact in excess of $30 million through August 2019. The Washington, DC office conducted four sales missions and some special events, and the director represented our destination at numerous industry events.
MEETINGS & CONVENTION SERVICES

The Meetings & Convention Services Division continues to make improvements to the service offerings for incoming convention groups. As Greater Miami and the Beaches appeals to more incentive groups from around the world, meeting planners search for unique activities for their attendees. The division has been investing time and effort researching extraordinary activities for groups to experience in the destination. The team also works closely with Convention Sales staff to explore creative ways to showcase the destination through venue reviews, such as Miami’s heritage neighborhoods. The Meetings & Convention Services Division provides operational support to incoming convention groups by assisting with the development of attendance builders, marketing materials, distributing destination collateral and promoting GMCVB partner products and services.
2018/2019 OVERVIEW

The Meetings & Convention Services Division provided ongoing service assistance to 685 meeting and convention groups, representing 334,184 attendees through August 2019. The division also sponsored banners, signs and city information desks for 12 citywide conventions and repeat citywide groups throughout the September. The Meetings & Convention Services Division organized and executed 109 site visits for more than 164 meeting planners.
The Greater Miami Convention & Visitors Bureau (GMCVB) has enjoyed a great partnership with the City of Miami Beach promoting the newly renovated Miami Beach Convention Center (MBCC) as part of a district in the heart of South Beach. As the official sales and marketing organization for the City, the GMCVB works closely with Spectra and Centerplate to retain and expand current business and attract new customers. Internally, we have devoted additional financial resources and staff focus to ensure the success of future bookings. This year we focused on marketing and selling to high-priority clients that impact our hotels, including conventions and meetings within the medical and technology industries.
The Miami Beach Convention Center is in the heart of South Beach, with easy access to world-class dining and nightlife, incredible shopping and cultural activities. Best of all, it’s only steps away from some of the most gorgeous beaches in the world.

Area highlights include:

1. **Headquarter Hotel**
   - Coming in 2023/2024, the Miami Beach Convention Center will be home to a stunning 800-room hotel directly connected to the Center.

2. **Miami Beach Convention Center Park**
   - Opening Fall 2019, this beautiful new park faces the Miami Beach Convention Center with open lawns and stunning public art.

3. **Holocaust Memorial Miami Beach**
   - Take a self-guided tour or arrange for a group visit to this unforgettable monument.

4. **Miami Beach Botanical Garden**
   - An urban oasis featuring subtropical plants from all around the world.

5. **Fillmore Miami Beach**
   - State-of-the-art theater showcasing the biggest names in live entertainment.

6. **New World Center**
   - Home to live performances by the New World Symphony, including large-screen broadcasts outdoors in Soundscape Park.

7. **Lincoln Road Mall**
   - Famed for the best people-watching in the city, it is Miami Beaches’ premier outdoor shopping, dining and entertainment destination.
We continue to focus our sales and marketing efforts on:

- The brand matters. Miami is strong.
- Airport proximity to the Convention Center is important.
- Room blocks are essential.
- Transportation. Transportation. Transportation.
- Flexible and functional spaces are important.

Additionally, we have expanded our comprehensive sales and marketing toolkit, which includes but is not limited to a new printed and digital sales brochure, recap videos, development of the MBCC District Map (page 23), sales presentations and links to our digital assets. This toolkit was designed to assist the GMCVB and Spectra’s sales teams in selling Miami as a perfect meetings and conventions destination.

The Advertising & Digital Marketing team focused on strategizing and developing new integrated media buys, which integrated promoting to our vertical markets via print, digital and nontraditional efforts. A strategic social media approach was developed to provide educational information via social media to stay connected and top of mind.
This new approach involved the development of rich meeting planner content on MiamiandBeaches.com, including meeting planner testimonials and recap videos of meetings and conventions held at the MBCC. These videos were used to send to current clients and to send to future clients interested in hosting their meeting or convention at the MBCC.

The Communications team continued to launch both trade and consumer public relations campaigns to support the Meeting in Miami message, utilizing the new Miami Beach Convention Center as the focal point while leveraging destination attributes including: natural beauty of the beach, new hotel brands, notable chefs and dining options, arts and culture including museums and the New World Symphony, and world-renowned shopping and nightlife — all within walking distance to the MBCC.

The Content team produced the MBCC Marketing Plan, new sales brochures, and print and video mailers. The team also worked on a new sales booth focused on the Miami Beach Convention Center.
MULTICULTURAL TOURISM & DEVELOPMENT

The Greater Miami Convention & Visitors Bureau has a long history and dedicated commitment to showcasing our cultural diversity and promoting heritage tourism. The GMCVB continues to expand these marketing initiatives through the Multicultural Tourism & Development Department (MTDD). This Department’s focus is to help showcase the diversity of Miami’s multicultural communities, attractions and events. Working locally to build consistency and economic sustainability, broadening the scope of initiatives and maximizing marketing opportunities are all part of the Department’s mission. The ultimate goals are to continue promoting Miami’s rich history and heritage and increase convention business and leisure travelers.
MULTICULTURAL TOURISM & DEVELOPMENT

The Greater Miami Convention & Visitors Bureau (GMCVB) is committed to showcasing the destination’s cultural diversity and promoting heritage tourism. The GMCVB continues to expand these marketing initiatives through the Multicultural Tourism & Development Department (MTDD). The department highlights the diversity of Miami’s multicultural communities, attractions and events. Working locally to build consistency and economic sustainability, broadening the scope of initiatives and maximizing marketing opportunities are all part of the department’s mission. The ultimate goals are to continue promoting Miami’s rich history and heritage, increase convention business, improve leisure traveler experiences and assist in tourism capacity-building with businesses in our culturally rich heritage neighborhoods.
2018/2019 OVERVIEW

In Fiscal Year 2018/2019, the MTDD continued to lead and coordinate many initiatives that showcase and heighten awareness of multicultural Miami. Some highlights were increased initiatives focusing on marketing to African-American and Hispanic visitors through display ads, native ads and custom content with direct publishers. Partnerships and marketing opportunities with Huffington Post Latino, Black Voices, Reach Media via the Tom Joyner Foundation, and local media outlets all had a positive impact on the overall mission of attracting visitors and elevating heritage communities.

The department produced the second edition of the Greater Miami & the Beaches Multicultural Guide. It showcases the destination’s multicultural gems as well as heritage communities and businesses throughout Miami-Dade County. The department’s monthly e-newsletter continues to have high interest and readership numbers.

The Tourism Business Enhancement Program (TBE) consists of general marketing training and intense small group workshops for businesses in heritage neighborhoods and/or culturally focused businesses that directly or indirectly affect tourism. As part of the TBE program, the department continued its partnership with the Miami Bayside Foundation, which has capacity-building programming to strengthen small businesses in multicultural communities. This helps them enhance their businesses and become better prepared to receive and service visitors.

The structure of the department lends itself to collaborations with various departments throughout the GMCVB. A main goal of the MTDD is to help create a multicultural heritage footprint in all major GMCVB initiatives.

The MTDD continues to work with Convention Sales on lunch-and-learn meetings to inform local influencers about the GMCVB’s accomplishments, as well as partner on making multicultural connections when it comes to securing and servicing groups. The department also continues partnering with Travel Industry Sales on joint sales trips in the Caribbean and Latin America when appropriate. The team consistently provides input on the Miami Temptations programs, media press trips and marketing campaigns, serving as a liaison with heritage communities in programming for these initiatives.

The Art of Black Miami marketing platform is a way to showcase multicultural art touching the Black Diaspora exhibited in various communities including West Coconut Grove, Little Havana, Little Haiti and Historic Overtown during the Art Basel timeframe. Participation in this initiative continuously grows, with an increased number of attendees and showcased exhibits. The marketing program originated and coordinated by the GMCVB also includes the support of Art Talks, education workshops and other activations year-round.
The Finance & Administration (F&A) Department is the cornerstone of the Greater Miami Convention & Visitors Bureau, facilitating its operations by effectively managing customer support functions while utilizing leading-edge technological tools. F&A spends considerable effort to nurture the innovative talent and skills of Bureau employees, who are among the finest in the marketplace. Finance & Administration provides executive and administrative oversight to the Black Hospitality Initiative of Greater Miami, formerly known as the Visitor Industry Council.
The Finance & Administration (F&A) Department is the cornerstone of the Greater Miami Convention & Visitors Bureau (GMCVB), responsible for Human Resources, Finance & Accounting, Information Technology and Facility Operations.
2018/2019 OVERVIEW

This past fiscal year, the F&A team proudly completed its 28th consecutive annual independent audit without management comments (a clean audit) by auditor RMS US LLP. The auditor’s assessment of the performance of the F&A team, as communicated to the GMCVB’s Finance Committee chaired by Elizabeth Hicks, indicated that the F&A team is highly professional and the finances of the GMCVB are very well managed.

The F&A team understands that the GMCVB’s success in reaching its marketing and sales goals depend on finely tuned operations and communications. Therefore, it continuously seeks to maintain cutting-edge and state-of-the-art equipment and programs to do the job.

The F&A team implemented new technology systems that significantly improved GMCVB staff performance. A new internal platform called Bureau.net centralizes collaborative infrastructure data and information in one location on each staff member’s computer desktop. Project files are typically shared for collaboration, and policy manuals such as those used by Accounting and Human Resources are at each staff member’s fingertips on their desktop. The Information Technology (IT) Division also replaced network cables, the firewall and internal cameras, in order to increase cybersecurity within our working environment.

The IT team continues to provide the popular GMCVB Partner Extranet Training program. This fiscal year alone, more than 425 GMCVB partners were trained. The GMCVB Partner Extranet, which is part of the GMCVB’s database management system, allows partners to manage and update their business information online from their places of business. The partner information is utilized in our GMCVB sales and promotional materials.

The Human Resources (HR) Division concentrates on hiring and retaining first-class employees. HR places significant energy into improving job satisfaction to ensure above-average productivity and sustained success. These valued attributes are critical in the highly competitive and creative travel and tourism industry. This past year, HR together with the Accounting Division, implemented a new app that gives staff access to their personnel information on demand. It is the goal of the entire F&A team to consistently keep the GMCVB running smoothly and seamlessly, in order to support our dynamic sales and marketing teams.

F&A continues to manage the Bureau’s not-for-profit, the Black Hospitality Initiative (BHI). Annually, F&A organizes and leads the fundraising efforts through the GMCVB’s Annual H.O.T. Challenge Golf Tournament. At last May’s event, 142 golfers came out in support of the H.O.T. Challenge, and we raised more than $172,000 to benefit deserving BHI students seeking scholarships in hospitality management.
The 2019/2020 Marketing Plan features GMCVB brand positioning, sales and marketing strategies and tactics, as well as partner benefits and opportunities. The 2018 Visitor Industry Overview outlines the destination’s visitor profile and economic impact as it relates to GMCVB’s sales and marketing efforts to market the destination globally during a specific period of time. To view these resources and many others online, please visit GMCVBTools.com.

For all GMCVB Advertising Opportunities:
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Upside down or right side up, our sloths remind us that life doesn’t always have to move so fast. And at Zoo Miami, you don’t have to climb a tree to see one in person! Come hang with our ambassador sloths In Real Life at Zoo Miami.

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