When the kids forget the texting and LOL in person, you know they’re having fun! That’s how it should be, right? Because it’s not every day you take the whole family on vacation. So it’s got to have everything for everyone. And that’s exactly what you’ll find on a Carnival® cruise. A vacation that’s got fun for your whole family covered, with kid friendly dining, amazing destinations, entertainment and much more!

Visit carnival.com, call 1-800-764-7419 or your travel advisor to book!

YOUR FUN VACATION AWAITS

FOOD & DRINK
- Enjoy everything from burgers and steaks to seafood and sushi!
- Reserved sit-down dinner service in the dining room or the flexibility of Your Time Dining.
- Kids can enjoy a fantastical feast at the Green Eggs and Ham Breakfast with The Cat in the Hat and Friends™

ONBOARD ACTIVITIES DAY & NIGHT
- Clubs, bars, lounges and more
- Live shows, music & entertainment
- Pools, spas, & Serenity Adult-Only Retreat™
- Carnival WaterWorks™ onboard waterpark

YOUTH PROGRAMS
- Camp Ocean™ for ages 2-11
- Circle “C”® for ages 12-14
- Club O2® for ages 15-17
- Seuss at Sea™
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VISION
A global leisure and business destination that delivers culturally rich, diverse and innovative experiences inspiring boundless passion in visitors and residents alike.

MISSION
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.

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.
Explore more and buy tickets at frostscience.org. Located in Downtown Miami.
BRAND POSITIONING

There is nothing about Greater Miami and the Beaches that is one-note. We are a range of emotions, sensations and experiences – from warm and friendly, to savory and sensual, to thrilling, dynamic and energized. Most of all, we are unexpected. Unexpected in our cultural offerings. Unexpected in the opportunities to be found. And unexpected in the diversity that beats at the heart of the destination. In everything we do, and everything we put out and offer the world, we seek to embody and communicate this wealth and range in a way that is appropriate, authentic and true to the brand.

While the Found in Miami campaign will continue to target culture seekers, in 2019-20 the GMCVB will launch a new Found in Miami campaign layer targeting outdoor adventurers. This program will leverage the growing eco-travel trend and aim to reflect the destination’s many diverse and unexpected natural experiences.

2019-20 PRIORITIES
• Develop and expand the Found in Miami Culture Seekers and Outdoor Adventure planners campaigns to increase awareness and challenge perceptions of Miami among consumers and meeting planners.
• Establish new programs targeting Florida drive markets such as Orlando, Tampa and West Palm Beach, as well as a Cruise program focused on extending pre and post stays in Miami.
• Expand the Greater Miami Convention & Visitors Bureau’s (GMCVB) co-op programs to take a more regional approach, in order to fully showcase the various areas of Miami in a way that directly increases meetings leads and leisure bookings.
• Continue to collaborate with hospitality and regional partners in order to showcase our Luxury experiences.
• Optimize the Google blog traffic to increase engagements on Miami and Beaches and partner sites.
• Enhance the GMCVB’s digital marketing programs, launching content on Google Earth, enhancing website experiential content, and further developing CRM contact streams for visitors and meeting planners.

TARGET AUDIENCE
Primary Consumer Geographic Targets

INTERNATIONAL MARKETS
• Argentina
• Colombia
• Brazil
• Germany
• United Kingdom
• China

DOMESTIC MARKETS
• New York
• Chicago
• Boston
• Philadelphia
• Washington, DC
• Atlanta

FLORIDA DRIVE MARKETS
• Orlando
• Jacksonville
• Tampa
• West Palm Beach

MEETING PLANNER TARGETS
• Associations
• Corporate
• Independent
• Specialty

PRIMARY MARKETING CHANNELS INCLUDE
• Responsive, mobile-friendly website
• Google blog
• Advertising – digital, video, native, social and print
• Social media – paid advertising and influencer collaborations
• Search engine marketing
• Email marketing
• Co-op advertising programs
KEY FEEDER MARKETS

USA
New York topped the list of U.S. Domestic markets outside of Florida by almost three to one, followed by Chicago, Atlanta and Philadelphia. Many of our top markets escape from their cold winters to bask in our beautiful weather, which continues to be one of the most liked features of Miami.

With the expansion of PortMiami and new ships being added, the Greater Miami area has been witnessing more domestic cruise passenger traffic than ever, with more than 6M passengers passing through the port in 2018.

FLORIDA RESIDENTS
Residents of Florida outside of the Greater Miami area take advantage of their close proximity and enjoy what Miami has to offer in abundance. For many Floridians, Miami is just a hop, skip and a jump away. Tampa/St. Petersburg and Orlando were the top Florida markets that visited for an overnight vacation in 2018.

Like other Domestic markets, Floridians also enjoy cruising and contributed to the remarkable growth of PortMiami.

INTERNATIONAL
In general, Latin American markets dominated the overnight visitor market, with Brazil, followed by Colombia and Argentina filling up the top spots. Canada fell next in line, followed by European and other Latin American markets.

For more research and statistics, visit: GMCVBResearch.com
ADVERTISING & DIGITAL MARKETING

The Advertising & Digital Marketing Division seeks to highlight uniquely Miami and the Beaches moments, in order to drive interest and engagement through media and digital channels. Key program performance indicators include messaging impact, attributable hotel & flight bookings, attributable site traffic, click-through rates, engagement rates, partner site traffic volume, overall site traffic and Miami Beach Convention Center (MBCC) leads.

The primary target customer for Greater Miami is a curious, well-educated consumer looking for the opportunity to experience Miami’s unique variety of activities:

- Ages 21 to 54
- Over $100K income (some campaigns $75K)
- Active lifestyle
- Peak season, summer and shoulder season travelers

GOAL
Increase overnight visitors and attendant visitor resort, sales, food & beverage taxes, and jobs through optimum occupancy and highest possible room rates. This goal is supported through the development and implementation of strategies and tactics that emphasize the evolution of the brand identity, while targeting high-value consumers about the diversity of options and interests possible during the visitor experience. The GMCVB will continue supporting the growth of year-round tourism, focusing on the increasing demand and desirability during peak demand periods, and continuing to develop and expand media initiatives during summer and shoulder periods.

STRATEGY 1
Now entering its fourth year, the Found in Miami Culture Seekers campaign will continue to highlight the destination’s many cultural, artistic and culinary offerings. The desire to reconnect with nature is a growing travel trend, so the GMCVB will launch an additional Found in Miami Outdoor Adventure campaign layer targeting outdoor enthusiasts, showcasing Miami as a top outdoor destination for travelers and their families. This campaign will be a growth opportunity to reach a younger, active and engaged millennial audience.

TACTICS
- Continue to manage and the Found in Miami cultural campaign, optimizing to top performing creative and media.
- Grow the highly successful Winter Weather campaign in order to take advantage of seasonal stresses in snowy target markets.
- Announce Miami’s Outdoor Adventure campaign with a two-week teaser phase to build up curiosity and interest, followed by a strong reveal phase to ensure increased awareness and reach.
- Outdoor Adventures will leverage a multichannel mix of paid media, social, paid search and a media launch partner, with location-based targeting around large amusement parks, fitness and outdoor retail locations.
- Collaborate with the content team to develop rich content showcasing the entire destination’s natural experiences.
- Utilize dynamic programmatic media to optimize and retarget prospects based on insights on the best messaging combination.
STRATEGY 2
Under the larger Found in Miami umbrella, campaigns will be developed for targeted consumer segments, including LGBTQ, African-American and Hispanic. In 2020, new programs will be introduced targeting cruisers and local Floridians.

TACTICS
• Develop creative for the new Found in Miami Outdoor Adventure campaign messaging that is tailored to resonate with African-American, Hispanic and LGBTQ audiences.
• Encourage LGBTQ travelers who attend annual events throughout the year in Miami to stay another day with specific promotional messaging and offers.
• Work directly with publishers and influencers who have clout with culture-seeking African-American and LGBTQ travelers to develop custom multi-channel programs and leverage synergistic brand equities.
• Continue to partner with social media influencers that offer multi-platform reach, in order to ensure visibility not only on social platforms, but also on the influencers’ blogs.
• Develop new messaging around extended stays focused on cruisers.
• Target Floridians in West Palm Beach, Tampa and Orlando to inspire additional visits to Miami to experience our cultural institutions, hotels and dining and special events.
• Retarget people with relevant content based on their MiamiandBeaches.com website behaviors.

STRATEGY 3
Drive continued growth in Greater Miami and the Beaches meetings business, through a focus on diversified programs driving qualified leads and ramping up efforts for lead acquisition through dedicated media partnerships.

TACTICS
• Ensure strong delivery for both association and corporate meeting planners with a mix of print and digital tactics that take advantage of the attitudes and media habits of each key target group.
• Implement a more balanced delivery between MBCC and overarching meetings communications across all efforts.
• Increase media support behind MBCC communications, as it is a key priority to continue re-launch messaging with strong delivery consistent for destinations.
• Provide support around critical annual events – PCMA, ASAE, IMEX and IAEE – to drive leads toward both MBCC and Greater Miami and the Beaches meetings.
• Target media-supported efforts toward meeting planners working with Pharmaceutical, Technology and Legal organizations as part of the long-term drive to grow meetings representation across these industries.
• Focus on providing increased support behind key trade events through Association partnerships to capture qualified leads.
STRAIGHT 4
Continue to drive increased bookings and length of stay through booking-focused media tactics, expanded cooperative marketing programs and partnerships.

TACTICS
- Remodel the co-op efforts to reflect a regional approach – initial regions to include Downtown Miami, Miami Beach, Airport Area, Doral, South Dade and Aventura.
- Partner with Travelzoo, Expedia, Northstar and Cvent to provide a templated but flexible approach to the newly expanded regional co-op marketing programs.
- Develop a new Cruise campaign to promote pre/post cruise stays in Miami.
- Continue to grow the Luxury co-op program, increasing participation and reach by partnering with new areas of Miami, and leveraging relevant media partners such as Departures.
- Maintain evergreen media support promoting hotel booking offers on the website, targeting qualified prospects exhibiting travel planning behavior and retargeting qualified site visitors.
- Establish booking-focused campaign elements to coincide with branding campaigns for domestic and international summer and winter campaigns.

STRAIGHT 5
Drive continued growth in Greater Miami and the Beaches meetings business through a focus on diversified marketing programs that drive qualified leads.

TACTICS
- Meeting Planner marketing will continue to focus on the reimagined Miami Beach Convention Center, with broad reach advertising, search and social media designed to increase awareness, and email and social media efforts designed to capture and convert leads for Miami meetings and conventions.
- Develop detailed messaging strategies to focus on the Center’s differentiating features, and highlight them through new videos and advertising.
- Grow support around critical annual events – PCMA, ASAE, IMEX and IAEE – to drive leads toward both MBCC and Greater Miami and the Beaches meetings.
- Target media-supported efforts toward meeting planners working with Pharmaceutical, Technology and Legal organizations as part of the long-term drive to grow meetings representation across these industries.
- Ensure strong marketing programs targeting association and corporate meeting planners with a mix of print and digital tactics that take advantage of the attitudes and media habits of each key target group.

GOAL
Enhance and expand the GMCVB’s website and other digital marketing channels in order to drive consideration, engagement, bookings and meetings leads. Further enhance the measurement tools for marketing programs in order to ensure efficiency. Maintain flexibility and responsiveness to changing market conditions.

STRAIGHT 1
Continue to enhance the newly redesigned Miami and Beaches website, delivering innovative interactive experiences and focusing on new ways to drive engagement, partner traffic and visitors throughout the consumer lifecycle.

TACTICS
- Capitalize on the GMCVB website, Google search platform and customer relationship marketing tools to drive higher consideration, engagement, clicks to partners, bookings and meetings leads year-round.
- Analyze the tourism and Miami-specific conversation and search trends, and build relevant content to answer questions directly on the Search Engine Results Placement page, with the goal of being showcased in as many Featured Snippets as possible. This will increase reach, attract consumers at all lifecycle stages, and engage consumers while on the website.
- Test specific high-value pages (i.e. partner pages) and user points of action (i.e. personalization, trip planning, sign-up) on the website to improve people’s website and travel planning experiences.
- Leverage the newly built content management and marketing platform, incorporating marketing automation to drive personalized and targeted one-to-one online experiences throughout the visitor lifecycle.
• Create comprehensive on-site personalization curated content strategies based on user behavior and preferences.
• Create an Integrated Cross-Channel Plan to allow for leveraging information across all areas of the consumer lifecycle and in every potential digital touchpoint.
• In coordination with the content team, produce and curate increasingly robust, engaging and interactive content in all stages of the visitor lifecycle.
• Maintain increased proactivity with partner programs to continuously add more value to the visitor and partner experience.
• Use site surveys to continuously understand and enhance the site’s impact on people’s travel experiences.
• Increase user engagement and experiences through highly integrated multimedia and written content on internal and external platforms and in coordination with external digital partnerships.
• Collaborate with the advertising and content teams in order to develop articles based on each social media influencer’s Miami experiences, to leverage their unique points of view and high-value content.
• Add new webcams in key high-traffic and diverse areas to showcase the breadth of offerings in Miami.

STRATEGY 2
Utilize the eCRM program to engage with more travelers. Leverage database segmentation, lead acquisition and personalization to inspire travel and increase intent to travel to Miami.

TACTICS
• Create marketing data infrastructure to allow for incorporation of demographic, disposition, behavioral, psychographic and other data points in which to build robust user journeys.
• Improve the eCRM program by bringing in new travelers and start their relationship with Miami by understanding who they are and what they are looking for in a vacation.
• Leverage core segments [travelers and meeting planners] and create unique relationships with subscribers rooted in the experiences and personalization categories on MiamiandBeaches.com.
• Integrate existing subscriber base with both media and social initiatives to better target existing traveler segments while also finding new travelers.
• Activate subscribers through progressive journeys based on known high-engagement areas, moving them from inspiration to intent.

STRATEGY 3
The GMCVB will use clear measurement frameworks and track consumer brand perception, preferences and behavioral shifts to continuously optimize marketing investments and programs and gain actionable insights.

TACTICS
• Continue using the ADARA impact measurement platform and shift effort to empower partners with first-party data and tangible ROI.
• Leverage in-market qualitative studies such as SMARI and Brand Asset Valuator (BAV) to understand the GMCVB’s impact on Miami awareness, visit intent and favorability.
• Leverage cross-platform partner research to learn about travelers’ key planning tools, timing and influencers.
• Introduce Ubermedia campaign mobile arrival measurement to better track arrivals into the destination driven by media efforts.
• Continue to leverage website usability studies more frequently to understand and enhance the website’s impact on visitors’ travel experiences.
• Use behavioral analytics as a proxy to track places and activities of interest, and to be able to inform partners of potential upsell opportunities.
• Enhance our Marketing Performance Dashboards and site analysis tools with further engagement and booking-related Key Performance Indicators.
PARTNER BENEFITS & OPPORTUNITIES

Cooperative Advertising — The GMCVB offers partners the opportunity to participate in programs that help parties leverage their advertising dollars. Look for GMCVB Advertising Opportunities in the partner section of the Miami and Beaches website.

Online Advertising — Partners have an opportunity to purchase advertising on MiammandBeaches.com as well as the Miami Insider consumer e-newsletter. Look for GMCVB Advertising Opportunities in the partner section of the Miami and Beaches website.

Social Media — The GMCVB promotes Miami & the Beaches through social channels including Instagram, Facebook, Twitter, LinkedIn and more. To see a detailed overview of our social channels, look for Social Media Opportunities in the partner section of the website.

Special Offers — Partners may post special offers through the Partner Extranet, which is accessible through MiamandBeaches.com. Offers submitted by partners are featured on the website, email marketing, social media and through paid media programs.

ADVERTISING & DIGITAL MARKETING

PROGRAM OF WORK

OCTOBER 2019 – SEPTEMBER 2020
Attribution Advertising

OCTOBER 2019 – SEPTEMBER 2020
Paid Search Advertising

OCTOBER 2019 – SEPTEMBER 2020
Meetings Advertising

OCTOBER 2019 – AUGUST 2020
International Social Media Advertising

OCTOBER 2019 – FEBRUARY 2020
Multicultural Advertising

NOVEMBER 2019 – AUGUST 2020
Retargeting Advertising

NOVEMBER 2019 – FEBRUARY 2020
Winter Booking Campaign

NOVEMBER 2019 – FEBRUARY 2020
Cruise Campaign

NOVEMBER 2019 – JULY 2020
LGBTQ Advertising

NOVEMBER 2019 – JANUARY 2020
Luxury Co-Op Advertising

JANUARY 2020 – JULY 2020
Outdoor Adventure Campaign

JANUARY 2020 – JULY 2020
International Advertising

APRIL 2020 – JUNE 2020
Destination-wide Co-Op Advertising

APRIL 2020 – JUNE 2020
Florida Drive Market Advertising

APRIL 2020 – JUNE 2020
Luxury Co-Op Advertising

APRIL 2020 – JULY 2020
Multicultural Advertising

APRIL 2020 – JULY 2020
Summer Booking Campaign

APRIL 2020 – SEPTEMBER 2020
Regional Co-Op Advertising

NOTE: Program of Work reflects major scheduled activities based on planning process. Additional activities are considered throughout the year and others are subject to change.
CULTURAL TOURISM

The Cultural Tourism Division will continue to lead strategic development and implementation of programs that will expand global awareness of Miami’s arts and culture assets and help drive incremental attendance at local arts and culture institutions, events and attractions. Miami is home to more than 750 cultural organizations that attract more than 16 million audience members to thousands of events each year. The division will continue to partner with local, regional and national organizations to make the important connections between the Miami cultural arts industry and the visitors seeking a cultural arts experience.

GOAL
The goal of this division is to expand global awareness of Miami’s art and culture assets to drive incremental attendance at local arts and culture institutions, events and attractions. This division will also ensure integration of cultural content into all GMCVB marketing programs and platforms and serve as the principal liaison with the local arts and culture community through proactive engagement. This division will play a supportive role in identifying and securing arts and culture centric meetings and conventions and identify grants and other funding sources and partnerships that will allow for further expansion of cultural tourism programs.

STRATEGY 1
Increase global awareness of Miami’s arts and culture assets.

TACTICS
- Continue to expand partnership with Art Basel Switzerland / Hong Kong / Miami Beach to increase attendance at the Miami fair and throughout Miami Art Week.
- Partner with the Communications team to support the cultural arts-focused Cross-Market Press Tour.
- Leverage the Cultural Tourism Travel Trade initiative to expand the visibility and presence of arts and culture institutions at global travel trade shows.
- Identify arts-specific content that can further promote #FoundInMiami cultural assets through website, social media and press channels.
- Further develop the Arts & Culture Insider, Miami Culture Seeker, Art Week Pocket Guide and Culture Mover campaigns to highlight assets in Miami.
- Engage with the Boutique & Lifestyle Hotels division to bring Miami artists into properties to directly interact with guests and impact their experience.

STRATEGY 2
Engage the local arts and culture community to increase the impact of cultural tourism initiatives.

TACTICS
- Recruit and encourage local arts partners to optimize their utilization of GMCVB resources in their tourism-focused marketing efforts.
- Participate in and support local arts industry workshops and conferences through resources within the Cultural Tourism Education Program.
- On a quarterly basis, convene the Cultural Tourism Task Force, which is made of local influencers and visionaries who can guide and advise the work of the division.
- Co-host the annual Arts & Business Council of Miami Breakfast with the Arts & Hospitality and the Miami Arts Marketing Project events.
- Actively engage with local arts agencies, including the Miami-Dade County Department of Cultural Affairs, the City of Miami Beach Cultural Affairs Office and the Coral Gables Cultural Affairs Department.
- Recruit new arts and culture partners to support the GMCVB.
STRATEGY 3
Support sales-related initiatives to identify and secure arts and culture centric meetings and conventions, tour groups and leisure travel.

TACTICS
• Develop relationships with major national arts service organizations to expand and attract increased cultural arts meetings and conventions in Miami.
• Support and attend industry shows.
• Participate in joint sales calls and FAM tours.
• Leverage resources within the Cultural Tourism Sponsorship Support program.

STRATEGY 4
Increase program revenue generation by identifying local and national programs that may be leveraged to secure funding support.

TACTICS
• Identify program and event opportunities that can be leveraged by the GMCVB to increase support for Cultural Tourism initiatives.
• Conduct research of successful arts and culture programs to create models for future projects.
• Identify and generate funding support leads through community networking.
• Work with the Partnership & Business Development division to develop proposals and solicit sponsors.
CULTURAL TOURISM
PROGRAM OF WORK

OCTOBER 2019
10/1–11/30: Miami Entertainment Months
10/8–9: Florida Attractions Association Sales & Marketing Workshop / Orlando, FL
10/10–12: National Trust for Historic Preservation / Denver, CO
10/10–13: Miami Film Festival GEMS 2019 / Miami, FL

NOVEMBER 2019
10/1–11/30: Miami Entertainment Months
11/15–18: Art and Design Cross-Market Press Tour / Miami, FL
11/15–18: National Arts Marketing Project Annual Conference / Miami, FL
11/17–24: Miami Book Fair / Miami, FL
11/19: Cultural Tourism Taskforce Meeting / Miami, FL

DECEMBER 2019
12/1–1/31: Miami Arts & Heritage Months
12/5–8: Art Basel Miami Beach / Miami Beach, FL

JANUARY 2020
12/1–1/31: Miami Arts & Heritage Months
1/17–19: Art Deco Weekend / Miami Beach, FL
TBA: New York Media Reception / New York, NY

FEBRUARY 2020
2/1–3/31: Miami Health & Wellness Months
2/13–17: Art Wynwood / Miami, FL
2/15–17: Coconut Grove Arts Festival / Coconut Grove, FL
2/19: Cultural Tourism Taskforce Meeting / Miami, FL
2/27–3/1: Vitrina Turistica Anato / Bogotá, Colombia
TBA: Florida Arts & Culture Day / Tallahassee, FL

MARCH 2020
2/1–3/31: Miami Health & Wellness Months
3/6–15: Miami Film Festival / Miami, FL
3/19–21: Art Basel Hong Kong / Hong Kong
3/31–4/2: WTM Latin America / Sao Paulo, Brazil
3/30–31: National Arts Action Summit / Washington, DC

APRIL 2020
4/1–5/31: Miami Attraction & Museum Months
TBA: Breakfast with the Arts & Hospitality / Miami, FL
TBA: Cultural Tourism Quarterly Meeting / Miami, FL

MAY 2020
4/1–5/31: Miami Attraction & Museum Months
5/1–5: Frieze New York / New York, NY
5/30–6/3: IPW / Las Vegas, NV
PARTNER BENEFITS & OPPORTUNITIES

Sales Missions — The GMCVB conducts national and international sales missions targeting existing and emerging markets to promote Greater Miami and the Beaches as the destination of choice for travel advisors and tour operators for sales promotion.

Trade Shows — Throughout the year, the Cultural Tourism Division along with Travel Industry Sales creates special exhibits designed to target key decision makers at important industry trade shows. Opportunities exist for partners to attend trade shows with our sales staff or send brochures for distribution at the shows.

Familiarization (FAM) Tours — One of the most effective ways of selling the destination is to bring key decision makers and journalists to the destination. The GMCVB arranges well-planned itineraries to allow participants to experience firsthand the many attributes of Greater Miami and the Beaches. FAM clients include arts and culture journalists and tour operators. Members play a vital role by contributing key elements to sponsor FAM tours, and opportunities are available throughout the year.

JUNE 2020
6/1–9/30: Miami Hotel Months
6/15–21: Art Basel / Basel, Switzerland
6/14–17: Florida Attractions Association Annual Conference / St. Petersburg, FL
6/17–20: Chorus America Conference / Miami, FL
6/26–28: Americans for the Arts Annual Convention / Washington, DC

JULY 2020
6/1–9/30: Miami Hotel Months
7/1–8/31: Miami Spa Months
7/13–15: Destinations International / Chicago, IL

AUGUST 2020
6/1–9/30: Miami Hotel Months
7/1–8/31: Miami Spa Months
8/1–9/30: Miami Spice Months
8/18–20: Florida Festivals & Events Association / Bonita Springs, FL
8/26: Cultural Tourism Quarterly Meeting / Miami, FL

SEPTEMBER 2020
6/1–9/30: Miami Hotel Months
8/1–9/30: Miami Spice Months
9/5: ArtsLaunch 2020 / Miami, FL

NOTE: Program of Work reflects major scheduled activities based on planning process. Additional activities are considered throughout the year and others are subject to change.
LGBTQ MARKETING

The LGBTQ Marketing Division promotes Greater Miami and the Beaches as a premier destination for LGBTQ visitors. It 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 fully educated 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 all these visitors to our community and looks forward to their visit.

GOAL
Increase LGBTQ visitation to Greater Miami and the Beaches.

STRATEGY 1
Expose LGBTQ audiences to the full range of Miami experiences to encourage longer stays and help them experience a broader range of Miami activities across all neighborhoods.

TACTICS
• Highlight the destination’s annual LGBTQ events — TransArt, Gay8 Festival, Winter Party Festival, Miami Beach Pride, Fling Women’s Weekend, OUTShine Film Festival, Sizzle Miami, Sweet Heat Miami, Out in the Tropics, Wynwood Pride, Aqua Girl, Celebrate Orgullo, Hialeah Pride, White Party, Circuit Miami Festival and Art Gaysel.
• Promote South Beach as a hub for Greater Miami’s LGBTQ community by highlighting the many offerings, including 12th Street Beach, the LGBT Visitor Center and plentiful art, culture, dining and hotel inventory, with a special focus on boutique hotels.
• Focus on promoting various neighborhoods throughout the destination, including heritage neighborhoods, by highlighting weekly and monthly events for the LGBTQ community.
• Focus on promoting local artists and art organizations that offer programming for this segment.
• Focus on highlighting the destination’s diverse attractions and outdoor adventures to appeal to potential LGBTQ family travelers.

STRATEGY 2
Develop a comprehensive marketing plan and accompanying communication strategy to target and reach potential LGBTQ travelers.

TACTICS
• Design and implement a targeted LGBTQ Marketing program that will include participation in related trade shows, conferences and special events in partnership with the Miami–Dade Gay & Lesbian Chamber of Commerce and other key LGBTQ stakeholders.
• Develop targeted marketing collateral that will showcase Greater Miami as a premier destination for LGBTQ visitors.
• Work with the GMCVB’s global and local advertising agencies to expand the campaign to target all segments of LGBTQ communities.
• Work with the GMCVB’s global and local advertising agencies to develop a targeted advertising effort, which will showcase the Miami brand and LGBTQ events in our community.
• Partner with the Communications Division in organizing and hosting LGBTQ domestic and international media to highlight the destination.
• Partner with the Advertising & Digital Marketing and Content Development divisions to identify and host LGBTQ social media influencers to highlight the destination.
• Continue to work with the Miami–Dade Gay & Lesbian Chamber of Commerce and its tourism/travel programs.
STRATEGY 3
Help attract LGBTQ–centric groups, meetings and conventions.

TACTICS
• Work with Convention Sales to attract LGBTQ–centric meetings and conventions.
• Work with the Sports & Entertainment Division to attract LGBTQ–centric sports events.
• Create programs to target a variety of groups and high–value customers to create consumer and travel industry awareness about Greater Miami and the Beaches as a premier LGBTQ destination.
LGBTQ MARKETING
PROGRAM OF WORK

OCTOBER 2019
10/1–11/30: Miami Entertainment Months
10/3–6: Aqua Girl / Miami, FL
10/13: Hialeah Pride / Miami, FL
10/1–15: Celebrate Orgullo, Miami’s Hispanic TLGBQ Pride Festival / Miami, FL
10/19: National LGBTQ Task Force Gala, Miami / Miami Beach, FL

NOVEMBER 2019
10/1–11/30: Miami Entertainment Months
10/3–5: Community Marketing Insights (CMI), 20th Annual LGBTQ Tourism Forum / Las Vegas, NV
11/4–6: WTM (World Travel Market) / London, England
11/28–12/2: Circuit Miami / Miami Beach, FL

DECEMBER 2019
12/1–1/31: Miami Arts & Heritage Months
12/1–12/2: Circuit Miami / Miami Beach, FL
12/4–8: Art Gaysel / Miami Beach, FL
12/12: GMCVB LGBTQ Tourism Advisory Committee Meeting / Miami, FL
TBA: Boutique & Lifestyle Hotels Quarterly Meeting / Miami Beach, FL

JANUARY 2020
12/1–1/31: Miami Arts & Heritage Months
1/12–19: Aspen Gay Ski Week / Aspen, CO
1/22–26: FITUR (International Tourism Trade Fair) / Madrid, Spain

FEBRUARY 2020
2/1–3/31: Miami Health & Wellness Months
2/14–15: 4Ward Americas Human Rights Symposium / Miami Beach, FL
2/16: Gay8 Festival / Little Havana, FL

MARCH 2020
2/1–3/31: Miami Health & Wellness Months
3/4–8: ITB Berlin / Berlin, Germany
3/4–10: Winter Party Festival / Miami Beach, FL

PARTNER BENEFITS & OPPORTUNITIES

Sales Missions — The GMCVB conducts national and international sales missions targeting existing and emerging markets to promote Greater Miami and the Beaches as the destination of choice for travel advisors and tour operators for sales promotion.

Trade Shows — Throughout the year, LGBTQ Marketing along with Travel Industry Sales creates special exhibits designed to target key decision makers at important industry trade shows. Opportunities exist for partners to attend trade shows with our sales staff or send brochures for distribution at the shows.

Familiarization (FAM) Tours — One of the most effective ways of selling the destination is to bring key decision makers and journalists to the destination. The GMCVB arranges well-planned itineraries to allow participants to experience firsthand the many attributes of Greater Miami and the Beaches. FAM clients include LGBTQ journalists and tour operators. Members play a vital role by contributing key elements to sponsor FAM tours, and opportunities are available throughout the year.
3/30–4/5: Miami Beach Pride Festival & Expo / Miami Beach, FL
TBA: Boutique & Lifestyle Hotels Quarterly Meeting / Miami Beach, FL
TBA: GMCVB LGBTQ Tourism Advisory Committee Meeting / Miami, FL

APRIL 2020
4/1–5/31: Miami Attraction & Museums Months
3/30–4/5: Miami Beach Pride Festival & Expo / Miami Beach, FL
4/3–5: Fling Women’s Weekend / Miami Beach, FL
4/16–26: OUTshine Film Festival / Miami, FL
4/21–26: Pride of the Americas & Pride Fort Lauderdale / Fort Lauderdale, FL

MAY 2020
4/1–5/31: Miami Attraction & Museums Months
5/6–9: IGLTA (International LGBTQ Travel Association) Annual Global Convention / Milan, Italy
5/13–18: Sweet Heat Miami / Miami Beach, FL
5/21–25: Sizzle Miami / Miami, FL
TBA: Out in the Tropics / Miami, FL
TBA: MDGLCC (Miami–Dade LGBTQ Chamber of Commerce) Annual Gala Awards Celebration / Miami, FL

JUNE 2020
6/1–9/30: Miami Hotel Months / Meet in Miami
6/2–8: Gay Days / Orlando, FL
6/4–7: Girls in Wonderland / Kissimmee, FL
6/8–11: LE Miami (Limited Edition Miami) / Miami, FL
6/9: Brazilian LGBT Tourism Forum / São Paolo, Brazil
6/19–20: Stonewall Pride Wilton Manors / Wilton Manors, FL
TBA: St. Pete Pride / Tampa Bay, FL
TBA: Pride Toronto / Toronto, Canada
TBA: Wynwood Pride / Miami, FL
TBA: GMCVB LGBTQ Tourism Advisory Committee Meeting / Miami, FL
TBA: Boutique & Lifestyle Hotels Quarterly Meeting / Miami Beach, FL

JULY 2020
6/1–9/30: Miami Hotel Months / Meet in Miami
7/1–8/31: Miami Spa Months
7/28–31: NGLCC (National LGBTQ Chamber of Commerce) International Conference / Las Vegas, NV

AUGUST 2020
6/1–9/30: Miami Hotel Months / Meet in Miami
7/1–8/31: Miami Spa Months
8/1–9/30: Miami Spice Restaurant Months
8/6–16: Montréal Pride / Montréal, Canada
8/18–21: GNetwork360 (Latin American Conference on LGBT Marketing) / Buenos Aires, Argentina
TBA: Pridelines Youth Services Gala / Miami, FL

SEPTEMBER 2019
6/1–9/30: Miami Hotel Months / Meet in Miami
8/1–9/30: Miami Spice Restaurant Months
9/2–6: Key West Womenfest / Key West, FL
TBA: GMCVB LGBTQ Tourism Advisory Committee Meeting / Miami, FL
TBA: Boutique & Lifestyle Hotels Quarterly Meeting / Miami Beach, FL

NOTE: Program of Work reflects major scheduled activities based on planning process. Additional activities are considered throughout the year and others are subject to change.
The Multicultural Tourism & Development Department (MTDD) will continue creating platforms to celebrate and showcase the diversity of Miami from a multicultural perspective and promote tourism-related awareness of under-exposed communities, businesses and attractions. The word multicultural is defined as the mix of diverse ethnicities and cultures within our society; showcasing the places, food, history and activities that represent the stories of the people in the present day and their diaspora. The purpose of these efforts is to increase the visibility of Miami’s multicultural neighborhoods and entice potential consumers to select Miami as a favored destination to visit and convene.

In addition, the department specifically highlights evolving heritage areas of Miami, which include Historic Overtown, Little Havana, Coconut Grove-West Village, Little Haiti, Allapattah, Miami Gardens, Brownsville, Hialeah, Lemon City, Liberty City, Opa-locka, Miccosukee Indian Village, North Miami, South Dade and beyond. This year the department will implement initiatives from key community stakeholders and will also pull from ideas voiced at the town hall meetings held this past year.

**GOAL**
As we look ahead, the Multicultural Tourism team will look at more ways to connect businesses in the heritage neighborhoods with tourism opportunities. Under the Tourism Business Enhancement (TBE) umbrella, there will be additional programing, training and educational opportunities for interested businesses to participate. The Art of Black Miami platform has a strategic plan of action for the next two years that will foster growth and more exposure to the platform. With this plan there will be more exposure of the arts and culture entities in our heritage and multicultural neighborhoods.

Keeping with the overall mission of the GMCVB, there will also be a continued effort to work with Convention Sales on finding and closing group business to include reunions and groups that meet over our summer season. The department’s mission is to ensure that the diversity of Miami’s heritage communities, attractions and events are promoted by working locally to build consistency and economic sustainability, broadening the scope of initiatives and maximizing marketing opportunities. The goal is to align all activities with the mission statement and broader mission of the GMCVB.

**STRATEGY 1**
Sales and Services Assistance: Sales related initiatives will be executed to help secure Multicultural conventions of any size, including small groups and leisure travel business.

**TACTICS**
Convention Sales:
- Work with the Convention Sales team to close business by promoting multicultural options to groups, offering staff support and providing additional convention incentives where needed.
- Attend industry shows with the Convention Sales team if applicable.
- Conduct local awareness programs in collaboration with the sales team for ethnic civic and service organizations located in Miami. Continue the Lunch & Learn awareness/education series, which is geared to community, meeting influencers and stakeholders to become Miami Magnets.
- Participate in or coordinate a Multicultural Convention Market FAM during a key event or multicultural program taking place in Miami.
- Participate in joint sales calls, FAM tours and convention promo trips when aligned with the MTDD goals/objectives.
- Maximize the reunion market/small group resources, which are now showcased on the website. Work with convention sales on strategies to attract more business, especially over need periods and summer months.
Travel Industry Sales:
• Work with the Director of the Caribbean & Latin American Sales on cross-education of the international sales team on the most current multicultural attractions and events in Miami, in order to better inform tour operators and travel agents.
• Partner with Latin American & Caribbean Sales efforts on outbound sales missions.
• Connect local neighborhood organizations and businesses from our cultural communities with inbound FAM exposure and promotion opportunities.

STRATEGY 2
Tourism Business Enhancement Program: The goal is to help businesses with capacity-building to prepare them to receive visitors and maximize opportunities in Miami’s tourism industry. Implementing methods of supporting, cultivating and developing businesses is all part of the layered approach to growth, including partnership development, mentorship and workforce education support.

TACTICS
• Partner with the Miami Bayside Foundation on small business workshop sessions that teach core business and growth principles.
• Facilitate meetings and other communication channels that bring together key leaders in the neighborhoods to establish networks and relationships in the industry.
• Expand our TBE to reach even more businesses in the heritage communities and/or multicultural companies directly or indirectly affected by tourism, as well as strengthen the education component of the training workshops.
• Continue visitor research and urban development in Community Tourism as it relates to establishing Tourism Development Districts.
• Collaborate with resource agencies and organizations to include FIU/Incubator Placement, Career Resource Centers, Miami Dade Hospitality Institute, Urban Initiative Task Force (Beacon Council), chambers of commerce and similar programs to strengthen businesses and encourage career opportunities in tourism.
• Conduct GMCVB-led educational workshops on business topics needed for capacity building.
STRATEGY 3
Marketing/Media Collaborations: Establish ideas to increase awareness through media to include print, digital, social, public relations, research and other innovative ways to promote the Multicultural attractions and heritage neighborhoods.

TACTICS
• Host Multicultural Press Trips in collaboration with events already occurring or as a specialized FAM tour and assist the Communications team with multicultural inquiries and story ideas.
• Continue to work with key media outlets to highlight the neighborhood attractions and unique experiences through social media, video and community activations.
• Identify and commit to local media buys as well as additional niche and national marketing channels for promotion in the area.
• Create a viable relation between celebrities who live or have lived here and have a connection with Miami in the music and entertainment world, to aid in the promotion of multicultural Miami.
• Continue to produce and enhance the GMCVB Multicultural E-Newsletter.
• Continue engagement independently where needed and directly with VML on research about the multicultural visitor’s profile regarding travel and cultural interests.
• Work with the web team to enhance website features to include music, artist spotlights and more information about our tourism business enhancement program.
• Look at additional distribution locations for the 2019/2020 Multicultural Guide, which includes GMCVB visitor centers.

STRATEGY 4
Events/Programs Sponsorship & Coordination: Identify events and programs locally or nationally with which we should collaborate or produce in order to help support our brand and enhance our perception/reality of being a multiculturally diverse community. Local awareness programming is included.

TACTICS
• Conduct local awareness programs to include concierge, community tours, hotel partner updates, local presentations to advisory boards etc. to better understand the multicultural offerings.
• Complete a value identification plan with key cultural events on deliverables in relation to GMCVB sponsorship support to include impact statistics on the effect of the event on the destination from various platforms.
• Increase efforts to connect heritage partners with the GMCVB’s Miami Temptations programs.
• Cultivate relationships with the international consulates in the area.
• Implement Cafecito and Conversations – a heritage and business focused talk series.
• Broaden marketing, promotion and collaboration efforts for the GMCVB’s Art of Black Miami program (now five years in existence) with the goal of making it the premier and most well-recognized cultural art collaborative in the country.
• Identify event sponsorships and event development opportunities that will strengthen our brand and promote the culture of multicultural neighborhoods and Miami-Dade as a whole, which will positively affect hotel usage and media.
• Engage an Art Consultant to help with current and future program strategies.
• Promote Art of Black Miami activations and exhibits year-round.
• Increase the presence of Art of Black Miami from a website and social media perspective.
• Engage partners more effectively with a communication process to meet needs during Art Basel and throughout the year.
• Look for national and international art-related conventions and shows in which to curate GMCVB-sponsored Art of Black Miami activations to promote the brand.
MULTICULTURAL TOURISM & DEVELOPMENT
PROGRAM OF WORK

MONTHLY ACTIVITIES
On a monthly basis we implement marketing strategies to incorporate Multicultural Miami into our Temptations themed program. The department also creates and distributes a monthly newsletter.

OCTOBER 2019
10/3: Art Talk curated by the GMCVB – Creative Conversations
10/5: Hispanic Heritage Month Community Tour
10/10: Tourism Business Development Program begins in collaboration with the Miami Bayside Foundation Fall Program
10/13: Miami Carnival

NOVEMBER 2019
11/5–7: Travel Industry Sales and MTDD Collaboration – Sales Mission / Dominican Republic
11/6–8: ANA Multicultural Marketing & Diversity Conference / San Diego, CA
11/13–16: National Coalition of Black Meeting Planners (NCBMP) / New Orleans, LA
TBA: Art of Black Miami Kickoff Event

DECEMBER 2019
12/1–1/31: Miami Arts & Heritage Months – Activations and Programming
12/1–15: Art of Black Miami Activations & Events/Art Basel season

JANUARY 2020
12/1–1/31: Miami Arts & Heritage Months – Activations and Programming
1/21: Martin Luther King Jr. Scholarship Breakfast
TBA: Lunch & Learn – Convention Sales and MTDD Collaboration

FEBRUARY 2020
2/16–18: Coconut Grove Art Festival
2/17: Annual Chinese New Year Festival
TBA: Black History Month Heritage Community Tour

MARCH 2020
3/2–3: Annual Asian Cultural Festival
3/8–11: Jazz in the Gardens Music Festival
3/8–11: Multicultural FAM in Collaboration with Convention Sales
3/11: Annual Calle Ocho Latin Music Festival
TBA: Tout Monde Festival
TBA: Tourism Business Development Program begins in collaboration with the Miami Bayside Foundation Spring Program

APRIL 2020
4/1–5/31: Miami Attraction & Museum Months – Activations and Programming
4/29–5/1: TPOC [Travel Professionals of Color] / Miami, FL
TBA: Cafecito & Conversation — Speaker Series
TBA: Lunch & Learn – Convention Sales and MTDD Collaboration
MAY 2020
4/1–5/31: Miami Attraction & Museum Months – Activations and Programming
5/1–31: Haitian Heritage Month Activations
5/10: H.O.T. Challenge Golf Tournament Fundraiser
5/24: Best of the Best Concert
TBA: Haitian Compas Festival (Haitian Flag Day festival)
TBA: Taste of Haiti
TBA: Sounds of Little Haiti/Haitian Heritage Month Celebration

JUNE 2020
6/12–16: American Black Film Festival (ABFF) / Miami Beach, FL
6/14–16: Americans for the Arts Annual Convention / Minneapolis, MN
TBA: Pillars Award Scholarship Luncheon, Miami-Dade Black Affairs Advisory Board Office of the Chair
TBA: Taste of the Caribbean/Caribbean 305 coordinated by the Caribbean Hotel & Tourism Assn
TBA: Art of Black Miami Creative Conversation

JULY 2020
7/11: Overtown Music & Arts Festival
7/23–26: Destination International Convention / St. Louis, MO
7/24–26: National Association of Black Hotel Owners, Operators & Developers (NABHOOD)
7/26–28: International Multicultural Summit
TBA: Tourism Business Enhancement – Professional Business Workshop
TBA: Tourism Business Development Program begins in collaboration with the Miami Bayside Foundation Summer Program

AUGUST 2020
8/1–9/30: Miami Spice Months – Activations and Programming
8/1–9: Association of African American Museums Conference / Miami, FL
TBA: Lunch & Learn – Convention Sales and MTDD Collaboration

SEPTEMBER 2020
8/1–9/30: Miami Spice Months – Activations and Programming
9/9–13: Congressional Black Caucus
TBA: Arts Launch
TBA: Hispanic Heritage Month Programming
TBA: Miccosukee Tribe of Indians of Florida celebrates American Indian Day
TBA: Africando Trade and Investment Conference
TBA: ICABA Hall of Fame
TBA: Film Locations FAM in collaboration with the Film & Entertainment Department

NOTE: Program of Work reflects major scheduled activities based on planning process. Additional activities are considered throughout the year and others are subject to change.

PARTNER BENEFITS & OPPORTUNITIES

Familiarization (FAM) Tours — One of the most effective ways of selling the destination is to bring key decision makers and journalists to the destination. The GMCVB arranges well-planned itineraries to allow participants to experience firsthand the many attributes of Greater Miami and the Beaches. FAM clients include heritage-focused journalists and media. Partners play a vital role by contributing key elements to sponsor FAM tours, and opportunities are available throughout the year.
Greater Miami and the Beaches is home to the world’s largest collection of boutique and lifestyle hotels, providing visitors from all over the world with a wide array of hospitality options. Miami’s boutique hotels represent some of the most cutting-edge and innovative elements in design, fashion, dining and entertainment. Many of Miami’s boutique hotels have been lovingly restored to preserve timeless elements of Art Deco architecture iconic to Miami Beach’s landscape. Intimate and fashion forward, Boutique Hotels and Lifestyle Hotels provide a whimsical escape for even the most seasoned traveler.

GOALS & OBJECTIVES

• Further expand the Boutique & Lifestyle Hotels program, which currently represents more than 100 Boutique & Lifestyle Hotels.

• Efforts will be focused on specialty trade and consumer lifestyle press, travel advisors, production industry decision makers, as well as film and production agents globally.

• Attend national and international trade shows, consumer shows and VIP functions to generate leads with entertainment travel advisors and lifestyle/urban consumers with primary interest in Miami Boutique & Lifestyle Hotels.

• Support Boutique & Lifestyle Hotels press trips, in addition to targeting lifestyle publications with emphasis on Miami Boutique & Lifestyle Hotels.

• Continue to expand the alliance with the Miami Design Preservation League to help showcase and promote the Boutique & Lifestyle Hotels and the Art Deco District.

• Build collaborative partnerships with arts and culture organizations through the Hotel Artist Program to design unique offerings that allow hotel guests to engage with the local arts community.

• Work with producers of local LGBTQ events to identify potential partnerships with Boutique & Lifestyle Hotels.
BOUTIQUE & LIFESTYLE HOTELS
PROGRAM OF WORK

OCTOBER 2019
10/1-11/30: Miami Entertainment Months
10/1-31: Familiarization [FAM] Tours / Miami, FL
10/1: Classic Vacations Partner Appreciation Event / Atlanta, GA
10/1-3: New York City Travel Show / New York, NY
10/1-3: Visit USA UK Roadshows / Manchester, Birmingham & London, England
10/1-4: IFTM, International French Travel Market / Paris, France
10/1-4: IFTM Top Resa / Paris, France
10/1-15: Celebrate Orgullo / Miami, FL
10/2: Classic Vacations Partner Appreciation Event / Ft. Lauderdale, FL
10/3: Classic Vacations Partner Appreciation Event / Charlotte, NC
10/3-6: Aqua Girl / Miami Beach, FL
10/4: Classic Vacations Partner Appreciation Event / Baltimore, MD
10/5-8: FIT America Latina / Buenos Aires, Argentina
10/7: Discover America Sweden / Gothenburg, Sweden
10/8: CCRA Regional Power Solutions / Miami, FL
10/14: Classic Vacations Partner Appreciation Event / Salt Lake City, UT
10/15: Classic Vacations Partner Appreciation Event / Denver, CO
10/16: Classic Vacations Partner Appreciation Event / Houston, TX
10/17: Classic Vacations Partner Appreciation Event / Dallas, TX
10/17: Visit USA Belgium Workshop / Liege, Belgium
10/23-24: RTO Summit Florida / Kissimmee, FL
10/25-27: Salon International Tourisme Voyages (SITV) / Montreal, Canada

NOVEMBER 2019
10/1-11/30: Miami Entertainment Months
11/1-30: Familiarization [FAM] Tours / Miami, FL
11/2-7: World Travel Market (WTM) / London, England
11/4-8: Canada Sales Mission / Toronto & Montreal, Canada
11/5-7: Dominican Republic Sales Mission / Santo Domingo, Dominican Republic
11/7-10: FESTURIS Gramado / Gramado, Brazil
11/13-15: CruiseWorld / Fort Lauderdale Convention Center
11/15-17: Star Tribune Vacation & Travel Experience / Minneapolis, MN
11/17-24: Miami Book Fair / Miami, FL
11/19-21: Turks & Caicos-Cayman Sales Mission / Turks & Caicos and Grand Cayman
11/19-21: IBTM World / Barcelona, Spain
11/21: Visit USA France Workshop / Lyon, France
11/26: Visit USA France Workshop / Bordeaux, France
11/28: Visit USA France Workshop / Paris, France
11/28-12/2: Circuit Miami / Miami Beach, FL
TBA: The White Party / Miami, FL

DECEMBER 2019
12/1-1/31: Miami Arts & Heritage Months
12/1-31: Familiarization [FAM] Tours / Miami, FL
12/5-8: Art Basel Miami Beach / Miami Beach, FL
12/10-12: Aruba & Curacao Sales Mission / Aruba & Curacao
TBA: Boutique & Lifestyle Hotels Quarterly Meeting / Miami Beach, FL
### JANUARY 2020
- 12/1–1/31: Miami Arts & Heritage Months
- 1/1–1/31: Familiarization (FAM) Tours / Miami, FL
- 1/9: Classic Vacations Partner Appreciation Event / Beverly Hills, CA
- 1/11–12: Travel & Adventure Show / Boston, MA
- 1/12–19: Aspen Gay Ski Week / Aspen, CO
- 1/14: Discover America Sweden / Stockholm, Sweden
- 1/15–19: Matka / Helsinki, Finland
- 1/16: Classic Vacations Partner Appreciation Event / San Francisco, CA
- 1/17–19: Art Deco Weekend / Miami Beach, FL
- 1/24–26: New York Times Travel Show / New York, NY

### FEBRUARY 2020
- 2/1–3/31: Miami Health & Wellness Months
- 2/1–28: Familiarization (FAM) Tours / Miami, FL
- 2/6–9: CCRA Power Solutions National / National Harbor, MD
- 2/8–9: Travel & Adventure Show / Chicago, IL
- 2/10–14: Mexico Meeting Planner Mission / Mexico City, Mexico
- 2/13–17: Art Wynwood / Miami, FL
- 2/15–17: Coconut Grove Arts Festival / Coconut Grove, FL
- 2/19–21: Connect Travel Marketplace / Kissimmee, FL
- 2/20: Aer Lingus Roadshow / Dublin, Ireland
- 2/25–26: RTO Summit West / Marina Del Rey, CA
- 2/26–28: ANATO / Bogotá, Colombia
- 2/27–3/5: Winter Party and Festival / Miami, FL
- 2/29: Swanson’s Long Haul Day / Osby, Sweden
- 2/29–3/3: Visit USA Italy Showcase / Rome, Italy
- TBA: 4Ward Americas Human Rights Symposium / Miami Beach, FL
- TBA: Pride of the Americas & Pride Fort Lauderdale / Fort Lauderdale, FL

### MARCH 2020
- 2/1–3/31: Miami Health & Wellness Months
- 3/1–31: Familiarization (FAM) Tours / Miami, FL
- 3/1: FDM Travel / Copenhagen, Denmark
- 3/2: Discover America Denmark – USA Travel Show / Copenhagen, Denmark
- 3/4–10: Winter Party Festival / Miami Beach, FL
- 3/6–15: Miami International Film Festival / Miami, FL
- 3/7–8: Travel & Adventure Show / Washington, DC
- 3/14–15: Travel & Adventure Show / Philadelphia, PA
- 3/20: Travel Bulletin Cruise Showcase / Liverpool, England
- 3/20–22: Tour Connection LA / Huntington Beach, CA
- 3/21–22: Travel & Adventure Show / San Francisco, CA
- 3/28–29: Travel & Adventure Show / Dallas, TX
- 3/30–4/5: Miami Beach Pride Festival & Expo / Miami Beach, FL
- 3/31–4/2: World Travel Market Latin America / Sao Paulo, Brazil
- 3/31–4/2: Active America China / San Diego, CA
TBA: GMCVB Destination Workshop / Tel Aviv, Israel
TBA: The LA Trade Show / Los Angeles, CA
TBA: Boutique & Lifestyle Hotels Quarterly Meeting / Miami Beach, FL

APRIL 2020
4/1–5/31: Miami Attraction & Museum Months
4/1–30: Familiarization [FAM] Tours / Miami, FL
4/2–4: World Travel Market Latin America / Sao Paulo, Brazil
4/3–7: 2020 Travel Agent Forum / Las Vegas, NV
4/15–16: RTO Summit East / New York, NY
4/18–28: OUTshine Film Festival / Miami, FL
4/20–23: Seatrade Cruise Global 2019 / Miami, FL
4/20–23: Florida Road Show / West Palm Beach, St. Petersburg/Clearwater, Tampa, Orlando
4/20–25: Colombia Sales Mission / Bogotá, Medellín & Cali, Colombia
4/30–5/1: 2020 TPOC Conference / Miami, FL
TBA: Travel Bulletin Luxury Showcase / Southampton & Northampton, England
TBA: Travel Weekly – Aspire Luxury Forum / Manchester, England
TBA: Alliance of Westchester Travel Agents / New Rochelle, NY
TBA: Breakfast with the Arts & Hospitality / Miami, FL
TBA: Fling Women’s Weekend / Miami Beach, FL

MAY 2020
4/1–5/31: Miami Attraction & Museum Months
5/1–31: Familiarization [FAM] Tours / Miami, FL
5/2–4: GTM West / Tucson, AZ
5/13–18: Sweet Heat Miami / Miami Beach, FL
5/12–16: Cruise360 / Vancouver, Canada
5/13: Discover America Sweden / Norrkoping, Sweden
5/30–6/3: IPW / Las Vegas, NV (Formerly known as International Pow Wow)
TBA: Community Marketing Insights (CMI) 12th Annual LGBTQ Marketing & Advertising Symposium / New York, NY
TBA: TTG Roadshow – Luxpo / London, UK
TBA: LGBT Travel Expo / Chicago, IL
TBA: Equality Forum / Philadelphia, PA
TBA: LGBT Travel Expo / Chicago, IL
TBA: Boutique & Lifestyle Hotels Quarterly Meeting / Miami Beach, FL
TBA: CLIA Conference / Southampton, UK
TBA: Long Island Travel Agents Association / Woodbury, NY
TBA: Sizzle Miami / Miami, FL

JUNE 2020
6/1–9/30: Miami Hotel Months
6/1–6/30: Familiarization [FAM] Tours / Miami, FL
6/2–8: Gay Days / Orlando, FL
6/4–7: Girls in Wonderland / Kissimmee, FL
6/5–9: Travel Leaders EDGE / Orlando, FL
6/8: ANTOR Meets the Travel Trade / London, England
6/8–11: LE Miami / Miami Beach, FL
6/9: Brazilian LGBT Tourism Forum / São Paulo, Brazil
6/14–17: Private Luxury Forum / Riviera Maya, Mexico
6/19–20: Stonewall Pride Wilton Manors / Wilton Manors, FL
TBA: Pride Toronto / Toronto, Canada
TBA: St. Pete Pride / Tampa Bay, FL
TBA: Boutique & Lifestyle Hotels Quarterly Meeting / Miami Beach, FL
TBA: Wynwood Pride / Miami, FL
JULY 2020
6/1–9/30: Miami Hotel Months
7/1–8/31: Miami Spa Months
7/1–31: Familiarization (FAM) Tours / Miami, FL
7/1–31: Media Newsletter [Breaking News & Events]
7/2: Visit USA UK Independence Ball / London, England
7/6–10: UK Leisure Sales Mission / London & Manchester
7/6–10: UK MICE Sales Mission / London & Manchester
7/8–10: Jamaica Sales Mission / Kingston, Jamaica
7/20–24: Central America Sales Mission / Costa Rica, Guatemala & Panama
7/28–31: National LGBTQ Chamber of Commerce International Business Leadership Conference / Las Vegas, NV
7/31–8/2: GTM / Hollywood-Ft. Lauderdale, FL

AUGUST 2020
6/1–9/30: Miami Hotel Months
7/1–8/31: Miami Spa Months
8/1–9/30: Miami Spice Months
8/1–3: Familiarization (FAM) Tours / Miami, FL
8/5–7: Bahamas Sales Mission / Nassau
8/10–14: Brazil Sales Mission / Sao Paulo, Rio de Janeiro & Belo Horizonte
8/18–21: GNetwork360 [Latin American Conference on LGBT Marketing] / Buenos Aires, Argentina
8/24–28: Mexico Sales Mission / Mexico City, Monterrey & Merida
8/25–28: ASTA Global Conference / Washington, DC
TBA: Montreal Pride / Montreal, Canada
TBA: Pridelines Youth Services Gala / Miami, FL
TBA: Boutique & Lifestyle Task Force Meeting / Miami, FL

SEPTEMBER 2020
6/1–9/30: Miami Hotel Months
8/1–9/30: Miami Spice Months
9/1–9/30: Familiarization (FAM) Tours / Miami, FL
9/5: ArtsLaunch 2020 / Miami, FL
9/9–11: Trinidad Sales Mission / Port of Spain
9/21–25: Scandinavia Sales Mission / Sweden, Denmark & Norway
9/19: Discover America Sweden / Malmö, Sweden
TBA: Boutique & Lifestyle Hotels Quarterly Meeting / Miami Beach, FL
TBA: Womenfest Key West / Key West, FL
TBA: La Cita / Kissimmee, FL
TBA: GMCVB’s Destination Workshop for Travel Advisors / Bordeaux, France
TBA: Emirates Holidays Annual Conference / Dubai, United Arab Emirates

NOTE: Program of Work reflects major scheduled activities based on planning process. Additional activities are considered throughout the year and others are subject to change.

NOTES
PARTNER BENEFITS & OPPORTUNITIES

Incentive Program — In order to facilitate and encourage Boutique & Lifestyle Hotels’ participation in Media Relations and Travel Industry Sales Missions and Trade Shows, the GMCVB offers a 25% savings on registration fees to hotels with 100 rooms or less.

Familiarization (FAM) Tours — One of the most effective ways of selling the destination is to bring key decision-makers to the destination. The GMCVB arranges well-planned itineraries to allow participants to experience firsthand the many attributes of Greater Miami and the Beaches. FAM clients include meeting planners, and tour operators. Partners play a vital role by contributing key elements to sponsor FAM tours, and opportunities are available throughout the year.

Press Trips — One of the most effective ways of selling the destination is to bring key decision-makers and journalists to the destination. The GMCVB arranges well-planned itineraries to allow participants to experience firsthand the many attributes of Greater Miami and the Beaches. Clients include meeting planners, tour operators and media. Partners play a vital role by contributing key elements to sponsor Press Trips, and opportunities are available throughout the year.
The GMCVB’s Communications Division works with journalists from around the world to generate positive news coverage for Greater Miami and the Beaches with the goal of increasing visitation for both leisure and business travel. The team works with 14 global PR agencies to ensure the destination’s PR objectives are being communicated in a culturally sensitive manner and using native language in some of Miami’s key international feeder markets. The team persuades journalists and influencers from all over the world to write informative and captivating stories about Greater Miami and the Beaches, thereby providing the public with compelling reasons to travel to the destination and support the tourism industry – the number one economic engine for Miami-Dade County.

In addition to destination branding efforts, the Communications team is tasked with Community Relations efforts and educating residents and stakeholders about the value of the travel and tourism industry for Miami-Dade County.

**GOAL**
Influence perceptions about Greater Miami as an art-centric, travel-adventure, heritage-rich, tropical and cosmopolitan destination of choice to the high-value customer through: placement of editorial stories in a variety of consumer and travel media outlets, as well as social media channels in core markets; and through consumer experiences and campaigns.

**STRATEGY 1**
Drive leisure visitation by augmenting Greater Miami’s natural assets and soft adventure activities via press activities including press trips, editorial pitches, in-market media missions and press events.

**TACTICS**
- Work with Greater Miami’s parks and tour community to identify unique soft adventure opportunities.
- Identify key media and influencers who can act as third-party spokespeople for soft adventures in Greater Miami.

**STRATEGY 2**
Leverage the Super Bowl excitement in the fall and winter and educate customers about how Miami has evolved as a destination since hosting its last Super Bowl 10 years ago.

**TACTICS**
- Create a Miami Super Bowl road show in partnership with the Super Bowl Host Committee and meet with journalists and clients in key feeder markets to promote the destination.
- Create unique and experiential programming on the ground at the Media Center and during the Media Party – host to more than 3,000 members of the international press.

**STRATEGY 3**
Leverage new cruise product sailing from PortMiami to further push the “Cruise Capital of the World” sentiment and promote pre/post cruise trips to the destination using drivers such as soft adventures and arts and culture.

**TACTICS**
- Leverage cruise line inaugural sailings to bring in leisure and trade media to promote Downtown Miami proximity as well as Miami and Beaches offerings.
- Work with influencers and PortMiami to highlight the plethora of tourism offerings in Miami.
STRATEGY 4
Create more relevant editorial calendars as dictated by market needs and nuances. This will increase media coverage in the regions and make the Miami brand more relevant to the international press.

TACTICS
• Provide the most up-to-date, positive information to all audiences with “What’s Happening” press releases on a weekly basis.
• Utilize press pitches to highlight travel trends, events, new developments, financial news, festival information and other news in a timely, accurate and targeted fashion.

STRATEGY 5
Reach out to key consumer travel editors, contributing editors and freelance writers who represent major publications within target markets that reinforce the brand.

TACTICS
• Host at least 150 travel editors/writers on a one-on-one basis throughout the year.
• Host at least 20 media tours from key feeder markets, each tour themed after niche pitches and featuring multiple media.
• Leverage select niche events such as the South Beach Wine & Food Festival, Miami International Film Festival, Gay & Lesbian Film Festival, Art Basel Miami Beach and other key events to bring in media to cover the destination.
• Personally visit key markets to present the message and products to consumer and trade media via media missions and travel trade shows.
• Service at least 2,000 media inquiries seeking editorial, logistical and collateral support.

STRATEGY 6
Host production crews for strategic broadcast opportunities.

TACTICS
• Conduct outreach with producers and travel correspondents at national, regional and cable news programs as well as key drive market affiliates, to develop destination feature stories.
• Pitch Miami coverage to locally based U.S. Hispanic media giants such as Univision, Telemundo and others to assure optimum cost effectiveness.
• Research and pitch syndicated and regional radio shows/TV programs to broadcast live from Miami throughout the year, with special emphasis on summer visits where possible to help boost summer business.

GOAL
Position the newly renovated Miami Beach Convention Center (MBCC) as the premier meetings venue in the country and promote Miami as the preferred destination for meetings, trade shows and public shows. The goal is to reinforce and solidify Greater Miami as an optimal meetings and conventions choice.

STRATEGY 1
Highlight the importance of the “Meetings Means Business” angle among local media and stakeholders as a way to encourage the local business community to adopt the “Miami Magnet” program and bring convention business to the destination.

TACTICS
• Gather economic impact from secured citywide convention business and relay through editorial pitches and local media interviews.
• Launch a paid and viral social media initiative to increase awareness of the economic impact meetings have in Miami.
**STRATEGY 2**
Incorporate a meetings initiative during the Communications team’s annual Press Mission and Reception to New York City and Toronto.

**TACTICS**
- Identify and distribute updates regularly to appropriate trade media outlets [i.e., What’s New release].
- Create a behind-the-scenes look at the new MBCC.
- Develop a parallel media desk-siders program during major meetings, conventions and trade shows such as PCMA, IMEX and ASAE.

**STRATEGY 3**
Direct a press program to generate a consistent stream of digital and print coverage within the meetings and conventions media segment.

**TACTICS**
- Design an editorial calendar that supports key strategic messages for the renovated MBCC and supports the “it’s here” angle to ignite interest and solidify the facility as a state-of-the-art venue.
- Continue to drive traffic to MiamiMeetings.com and support lead generation.
- Develop advertorials upon request for key meetings trade magazines to be used to leverage additional publicity from advertising.

**STRATEGY 4**
Leverage scheduled marquee events such as Art Basel, eMerge and others to ignite interest in creative use and citywide convention use of the MBCC.

**TACTICS**
- Photo captions and press release distribution.
- Invite key editors and writers from meetings publications to visit Miami and experience the MBCC.

**GOAL**
Increase awareness and support for the travel and hospitality industry among the stakeholder community including elected officials, residents of Miami-Dade County and the local business community.

**STRATEGY 1**
Utilize stats and figures to highlight the importance of the travel and tourism industry in Miami-Dade County and further drive the “tourism is everyone’s business” sentiment.

**TACTICS**
- Gather economic impact from both leisure and convention business and translate it as ROI for local residents.
- Launch a paid and viral social media initiative on new corporate social handles to directly engage with community leaders and elected officials.
- Create new content platforms as programming portals that support messaging on several topics including: jobs in the tourism industry, economic impact and how tourism taxes benefit local and social programs.
- Develop the GMCVB speakers bureau as a way to leverage subject matter experts on the GMCVB board and further drive key messages for the travel industry.
- Create a news bureau of GMCVB initiatives consisting of photos and news releases resulting from corporate events to be shared with local stakeholders and GMCVB staff.

**STRATEGY 2**
Create a local campaign to drive the call-to-action for new content platforms.

**TACTICS**
- Secure out-of-home advertising throughout Miami-Dade County.
- Create partnerships with local media partners to institutionalize travel industry segments or columns.
- Launch a “travel series event” in the local community to host speaking platforms on the value of tourism.
COMMUNICATIONS
PROGRAM OF WORK

MONTHLY
Communications Newsletter (breaking news and events)

OCTOBER 2019
10/1–11/30: Miami Entertainment Months
10/1–4: International French Travel Market [IFTM] Top Resa/MAP / Paris, France
10/5: Miami Carnival Press Visits / Miami, FL
10/17: GMCVB Annual Meeting – Tourism Numbers and Strategic Plan Announcement / Miami, FL
10/30–11/2: Miami Auto Show Media Visits / Miami Beach, FL

NOVEMBER 2019
10/1–11/30: Miami Entertainment Months
11/6–10: Art & Entertainment Miami Cross-Market Press Tour / Miami, FL
11/8: Cultural Arts Networker / Miami, FL
11/7–10: SEED Food and Wine Festival Media Visits / Miami, FL
11/15–19: Norwegian Airlines UK Press Tour / Miami, FL
11/16–19: Caribbean Market Press Tour / Miami, FL
11/16–19: Miami Book Fair International Promotion / Miami, FL
11/19–21: IBTM World / Barcelona, Spain

PARTNER BENEFITS & OPPORTUNITIES

PR Alert — A weekly e-newsletter keeps GMCVB partners apprised of upcoming publicity and industry opportunities.

Press Trips — One of the most effective ways of selling the destination is to bring key decision-makers and journalists to the destination. The GMCVB arranges well-planned itineraries to allow participants to experience firsthand the many attributes of Greater Miami and the Beaches. Clients include meeting planners, tour operators and media. Partners play a vital role by contributing key elements to sponsor Press Trips, and opportunities are available throughout the year.
DECEMBER 2019
12/1–1/31: Miami Arts & Heritage Months
12/9–13: France-Spain-Italy Media Roadshow / Paris, Madrid & Milan
TBA: Art Basel Miami Beach Media Visits

JANUARY 2020
1/1–12/31: Miami Arts & Heritage Months
1/1: What’s New in Greater Miami and the Beaches Quarterly News Release – Winter
1/5–8: PCMA Convening Leaders – San Francisco, CA
1/14–18: Miami Land Cross-Market Press Tour – Miami, FL
1/22: TravMedia International Media Marketplace / New York, NY
1/22–26: FITUR Spain / Madrid, Spain
1/24–26: New York Times Travel Show / New York, NY
1/28: Annual Plan for a Vacation Day & Miami Land Announcement

FEBRUARY 2020
2/1–3/31: Miami Health & Wellness Months
2/13–17: Progressive Insurance Miami International Boat Show / Miami, FL
2/15–16: Travel & Adventure Show Press Activities / Los Angeles, CA
2/19: Gay8 Individual Media Visits / Miami, FL
2/19–23: SoBe Food & Wine Festival Media Visits / Miami Beach, FL
2/24–25: Colombia Media Roadshow / Bogotá & Medellin
2/26–28: Vitrina Turístico ANATO / Bogotá, Colombia
2/29–3/1: Travel & Adventure Show Press Activities / Atlanta, GA
TBA: Quarterly Numbers Press Release and Announcement

MARCH 2020
2/1–3/31: Miami Health & Wellness Months
3/1: What’s New in Greater Miami and the Beaches Quarterly News Release – Spring
3/1–10: Miami Film Festival Media Visits – Latin American and Domestic / Miami, FL
3/9–10: Philadelphia Travel & Adventure Show – Press Activities / Philadelphia, PA
3/10: New York Media Reception & Mission / New York, NY
3/12: Canadian Media Reception & Mission [Member Pay-to-Play Opportunity] / Toronto, Canada
3/14–15: Jazz in the Gardens Media Visits / Miami, FL
3/16–17: Travel and Adventure Show Press Activities / Washington, DC
3/29–4/3: Germany-Switzerland Media Roadshow / Berlin, Munich, Hamburg & Zurich
3/31–4/2: World Travel Market (WTM) Brazil and Brazil Roadshow / São Paulo, Brazil
TBA: Miami Luxe UK Media Mission / London, England
TBA: Influencer Campaign

APRIL 2020
4/1–5/31: Miami Attraction & Museum Months
4/2–6: LGBTQ Cross-Market Press Trip / Miami, FL
4/4: Global Meetings Industry Day Media Outreach
4/27–5/1: Argentina Roadshow / Mendoza and Buenos Aires
4/29–30: eMerge Americas / Miami Beach, FL
MAY 2020
4/1–5/31: Miami Attraction & Museum Months
5/21–23: Cruise Capital of the World Influencer Program / Miami, FL
5/29–6/2: Miami Fashion Week Media Visits / Miami, FL
5/30–6/3: USTA IPW 2019 / Las Vegas, NV
TBA: Miami Pan-European Press Tour
TBA: National Tourism Month and GMCVB State of the Industry Announcement / Miami, FL
TBA: VISIT USA/Air France MICE Press Tour / Miami, FL

JUNE 2020
6/1–9/30: Miami Hotel Months
6/1: Quarterly Numbers Release and Announcement
6/1: What’s New in Greater Miami and the Beaches Quarterly News Release – Summer
6/1–6/30: Miami Land Summer PR Campaign
6/9–6/13: Travel Media Association of Canada (TMAC) AGM & Conference / Canada
6/12–15: XL Airways ‘Millennial Miami’ French Influencer Trip / Miami, FL
6/17–20: LE Miami / Miami Beach, FL
TBA: American Black Film Festival / Miami, FL

JULY 2020
6/1–9/30: Miami Hotel Months
7/1–8/31: Miami Spa Months
7/21–24: Latam Budget Travel Press Tour
TBA: Miami Spa Month Media Visits
TBA: Miami Swim Week Media Visits

AUGUST 2020
6/1–9/30: Miami Hotel Months
7/1–8/31: Miami Spa Months
8/1–9/30: Miami Spice Months
8/8–11: ASAE Media Appointments / Las Vegas, NV
8/24–28: Mexico Roadshow / Mexico City & Yucatan
TBA: Virgin Trains Tri-County Press Tour

SEPTEMBER 2020
6/1–9/30: Miami Hotel Months
8/1–9/30: Miami Spice Months
9/21–25: Scandinavia Media Roadshow / Oslo, Norway; Stockholm, Sweden; Helsinki, Finland & Copenhagen, Denmark
TBA: U.S. Hispanic Press Tour / Miami, FL

NOTE: Program of Work reflects major scheduled activities based on planning process. Additional activities are considered throughout the year and others are subject to change.

NOTES:
TRAVAL INDUSTRY SALES

Tourism is the number one activity in Miami-Dade County and the number one engine for the area’s economy. This section outlines the sales activities the Travel Industry Sales Division will undertake to stay engaged and relevant with all sectors of the tourism industry, including airlines, cruise lines, leading travel agency groups, tour operators and wholesalers. Sales efforts will include traditional and emerging markets and will account for new air service and cruise market growth.

GOAL
Global Trade Outreach — Provide travel industry professionals with easy access to the resources they need for planning, marketing and selling the destination.

STRATEGY 1
Leverage new and expanded air routes introduced at Miami International Airport (MIA).

TACTICS
• Maintain the GMCVB’s Air Service Development Partnership with MIA. This partnership unlocks GMCVB sales and marketing support for new service that is introduced from unserved markets.
• Continue to be an active participant in MIA’s Asia Task Force effort. The GMCVB is MIA’s key partner in attracting new Asian air service to our community. Collaborate closely with MIA in supporting local visits from any Asian airline network planners in Miami for one-on-one meetings.
• Support and organize FAM tours with airlines that introduce service into MIA.

STRATEGY 2
Expand the pre/post cruise market in Greater Miami by keeping PortMiami and the destination top of mind with cruise specialists.

TACTICS
• Attend the leading cruise trade shows in partnership with PortMiami, including: Cruise360, Cruise World and Travel Agent Forum.
• Create deeper partnerships with cruise line partners to enhance destination knowledge and stimulate incremental pre/post cruise stays.
• Work closely with Cruise Line International Association (CLIA) by participating in their sponsored events, webinars and other educational events.
• Participate alongside PortMiami in the annual Seatrade Cruise Global conference at the MBCC.
• Attend cruise events in key international markets including: Travel Bulletin Cruise Showcases throughout the UK as well as CLIA events internationally.
• Expand our travel trade advertising in the U.S. and Canada in advance of wave months (key booking periods) with the aim of raising awareness of the new ship arrivals at PortMiami. New ship arrivals scheduled to launch and provide year-round sailings in 2019/20 are: Norwegian Encore (November 2019); MSC’s Meraviglia (November 2019); Virgin Cruises’ Scarlet Lady (March 2020).
• Sponsor and attend the training events hosted by local leading cruise operators including Cruise Planners and Cruise One.
• Host a cruise FAM tour for cruise specialists to celebrate PortMiami’s 60-year celebration.

STRATEGY 3
Build relationships with international meeting planners or conference organizers to support the GMCVB’s meetings and conventions group strategy.

TACTICS
• On an ongoing basis, the local GMCVB in-market representative will undertake steps through sales calls and product updates to generate hotel leads and identify prospects for the Miami Beach Convention Center.
• Develop and organize Meeting Planner Sales Missions in key international markets including: Argentina, Brazil, Colombia, Germany, Mexico and the United Kingdom. These sales missions will create a week of networking where GMCVB members will have an opportunity to meet one-one-one with prospective clients with the goal of generating group leads.
• Attend IBTM Barcelona, one of the leading global trade shows bringing together meeting planners, conference organizers and travel suppliers, alongside an MBCC sales representative and hotel partners. This trade show will take place November 19-21, 2019. The Miami delegation will meet-one-on-one with more than 500 meeting planners and conference organizers.
• Attend the GBTA (Global Business Travel Association) trade show to further build relationships with business and corporate travel buyers with the aim of generating group leads, enhancing destination knowledge and supporting our hotel partners.

STRATEGY 4
Launch the new GMCVB Travel Advisor Academy to further build relationships with home-based agents in the U.S. and Canada.

TACTICS
• Provide an online travel agent educational platform with 24/7 access, which will empower travel advisors to confidently sell Greater Miami.
• Develop and roll out a loyalty program alongside the Agent Travel Specialist Program, which will ultimately lead to an increase in travel agent bookings and visitor arrivals.
• With the ongoing support of GMCVB partners, utilize incentives to drive agent enrollment and Specialist certification.
• Integrate a learning module in the Specialist Program, which focuses on pre/post cruise experiences to support cruise market growth.

STRATEGY 5
Build relationships with leading travel agency groups with the goal of increasing U.S. sales.

TACTICS
• Attend and support key association and consortia events including: AAA, CCRA, ASTA, Travel Leaders’ EDGE.
• Strengthen partnerships with Classic Vacations, Pleasant Holidays, American Airlines Vacations and others through partner appreciation events, FAM tours and sales support.
• Attend Global Travel Marketplace East & West trade shows, an appointment-only event that connects top-producing travel advisors with global travel suppliers.
• Develop and organize Sales Blitzes with GMCVB partners in eight key markets (Chicago, Boston, Atlanta, Los Angeles, Philadelphia, San Francisco, Dallas and Washington, DC) in conjunction with participation in Travel & Adventure Shows in these markets.
• Develop and organize a Florida Sales Mission to target key travel advisors in major Florida cities and encourage visitation during need periods by promoting the GMCVB’s Miami Temptations Programs: Miami Hotel Months, Miami Spice Months, Miami Spa Months, Miami Attraction & Museum Months.
• Strengthen U.S. tour operator partnerships through FAM tours/sales support; encourage tour operators to increase their hotel product to account for Greater Miami’s growing inventory.
• Target cruise tour operators to promote pre/post cruise stays and help stimulate ideas for itinerary development that supports longer stays.
• Maintain the distribution of the GMCVB’s monthly travel industry newsletter, Miami Insider, which provides the latest updates/news about the destination.

STRATEGY 6
Create programs to target a variety of high-value customers.

TACTICS
• Attend key trade shows for luxury, lifestyle, production and entertainment travel advisors including: Private Luxury Forum, LE Miami, Tour Connection (New York/Los Angeles) and The NYC/LA Trade shows.
• Conduct targeted sales calls to the leading luxury travel agencies in key feeder markets with the aim of further developing destination knowledge.
• Support the GMCVB’s Ultra Luxury and Luxury Program advertising programs by increasing awareness of the destination’s luxury hotel properties through luxury travel advisors in key travel groups (examples include: AMEX, Virtuoso, Ensemble, Signature).
• Target luxury cruise tour operators to promote pre/post cruise stays and help stimulate ideas for itinerary development to support longer stays.

STRATEGY 7
Build relationships with international travel buyers with the goal of increasing International sales.

TACTICS
• Attend the leading international travel trade shows alongside our in-market representatives to meet with leading travel buyers.
• Develop and organize Sales Blitzes/Missions in Greater Miami’s key international feeder markets with the aim of enhancing destination knowledge and generating leads.
• Strengthen international tour operator partnerships through FAM tours/sales support; encourage tour operators to increase their hotel product to account for Greater Miami’s growing inventory.
• Target cruise tour operators to promote pre/post cruise stays and help stimulate ideas for itinerary development that supports longer stays.
• Maintain the distribution of the GMCVB’s monthly travel industry newsletter, Miami Insider, which provides the latest updates/news about the destination in: Portuguese, Spanish, German, French, Italian.

STRATEGY 8
Build relationships with key travel advisors in emerging markets in the Middle East, Asia and Oceania.

TACTICS
• Participate in Brand USA’s sales mission in Asia with the goal of building destination knowledge and ease-of-access awareness.
• Participate in the Active America China Summit, which brings together the leading Chinese tour operators and suppliers.
• Maintain in-market destination workshops in the Middle East and Asia through the GMCVB’s local representatives.
• Target cruise tour operators to promote pre/post cruise stays and help stimulate ideas for itinerary development to support longer stays.
• Support FAM tours originating from emerging markets. These FAM tours provide travel advisors with a firsthand experience of the destination, which stimulates ideas to create itineraries for longer stays.
• Support MIA’s airline carriers from these regions through in-market sales activities in partnership with the carrier. Examples include: American, EL AL, Qatar, Royal Air Maroc, Turkish Airlines, etc.

PARTNER BENEFITS & OPPORTUNITIES
Sales Missions — The GMCVB conducts national and international sales missions targeting existing and emerging markets to promote Greater Miami and the Beaches as the destination of choice for travel advisors and tour operators for travel industry promotion.

Trade Shows — Throughout the year, Travel Industry Sales creates special exhibits designed to target key decision makers at important industry trade shows. Opportunities exist for partners to attend trade shows with our sales staff to send brochures for distribution at the shows.

Familiarization (FAM) Tours — One of the most effective ways of selling the destination is to bring key decision-makers to the destination. The GMCVB arranges well-planned itineraries to allow participants to experience firsthand the many attributes of Greater Miami and the Beaches. FAM clients include meeting planners and tour operators. Partners play a vital role by contributing key elements to sponsor FAM tours, and opportunities are available throughout the year.
TRAVEL INDUSTRY SALES

PROGRAM OF WORK

ONGOING ANNUAL SALES ACTIVITIES — 10/1/19-9/30/20

Familiarization (FAM) Tours / Miami, FL
Cruise Line Partner Destination Workshops
Destination Workshops and Training
 Territory Sales Call Coverage
Airline Partners and Tour Operators Destination Training
 Joint Partnership Community Programs
Destination Events & Road Shows with Visit USA and Industry Organizations

OCTOBER 2019

10/1: Classic Vacations Partner Appreciation Event / Atlanta, GA
10/1–3: The NYC Trade show / New York, NY
10/1–3: Visit USA UK Roadshows / Manchester, Birmingham & London, England
10/1–4: IFTM, International French Travel Market / Paris, France
10/2: Classic Vacations Partner Appreciation Event / Ft. Lauderdale, FL
10/3: Classic Vacations Partner Appreciation Event / Charlotte, NC
10/4: Classic Vacations Partner Appreciation Event / Baltimore, MD
10/5–8: FIT America Latina / Buenos Aires, Argentina
10/7: Discover America Sweden / Gothenburg, Sweden
10/8: CCRA Regional Power Solutions / Miami, FL
10/14: Classic Vacations Partner Appreciation Event / Salt Lake City, UT
10/15: Classic Vacations Partner Appreciation Event / Denver, CO
10/16: Classic Vacations Partner Appreciation Event / Houston, TX
10/17: Classic Vacations Partner Appreciation Event / Dallas, TX
10/17: Visit USA Belgium Workshop / Liege, Belgium
10/23–24: RTO Summit Florida / Kissimmee, FL
10/25–27: Salon International Tourisme Voyages (SITV) / Montreal, Canada

NOVEMBER 2019

11/2–7: World Travel Market (WTM) / London, England
11/4–8: Canada Sales Mission / Toronto & Montreal, Canada
11/5–7: Dominican Republic Sales Mission / Santo Domingo, Dominican Republic
11/8–11: FESTURIS Gramado / Gramado, Brazil
11/13–15: CruiseWorld / Fort Lauderdale, FL
11/15–17: Star Tribune Vacation & Travel Experience / Minneapolis, MN
11/19–21: Turks & Caicos/Cayman Sales Mission / Turks & Caicos and Grand Cayman
11/19–21: IBTM World / Barcelona, Spain
11/21: Visit USA France Workshop / Lyon, France
11/26: Visit USA France Workshop / Bordeaux, France
11/28: Visit USA France Workshop / Paris, France

DECEMBER 2019

12/4–6: Bahamas Sales Mission
12/9–13: France, Spain & Italy Sales Mission / Paris, Madrid & Milan
12/10–12: Aruba & Curacao Sales Mission / Aruba and Curacao, Netherland Antilles

JANUARY 2020

1/9: Classic Vacations Partner Appreciation Event / Beverly Hills, CA
1/11–12: Travel & Adventure Show / Boston, MA
1/14: Discover America Sweden / Stockholm, Sweden
1/15–19: Matka / Helsinki, Finland
TRAVEL INDUSTRY SALES
PROGRAM OF WORK (cont.)

1/16: Classic Vacations Partner Appreciation Event / San Francisco, CA
1/24–26: New York Times Travel Show / New York, NY
1/25–26: Explore The World / Oslo, Norway

FEBRUARY 2020
2/6–9: CCRA Power Solutions National / National Harbor, MD
2/8–9: Travel & Adventure Show / Chicago, IL
2/10–14: Mexico Meeting Planner Mission / Mexico City
2/19–21: Connect Travel Marketplace / Kissimmee, FL
2/20: Aer Lingus Roadshow / Ireland
2/25–26: RTO Summit West / Marina del Rey, CA
2/26–28: ANATO / Bogotá, Colombia
2/29: Swanson’s Long Haul Day / Osby, Sweden
2/29–3/3: Visit USA Italy Showcase / Rome, Italy

MARCH 2020
3/1: FDM Travel / Copenhagen, Denmark
3/2: Discover America Denmark – USA Travel Show / Copenhagen, Denmark
3/7–8: Travel & Adventure Show, Washington, DC
3/14–15: Travel & Adventure Show / Philadelphia, PA
3/19–20: Travel Agent Forum / Las Vegas, NV
3/20: Travel Bulletin Showcase / Liverpool, England
3/20–22: Tour Connection LA / Huntington Beach, CA
3/21–22: Travel & Adventure Shows / San Francisco, CA
3/28–29: Travel & Adventure Shows / Dallas, TX
3/31–4/2: World Travel Market Latin America / Sao Paulo, Brazil
3/31–4/2: Active America China / San Diego, CA
TBA: GMCVB’s Destination Workshop for Travel Advisors / Tel Aviv, Israel
TBA: The LA Trade Show / Los Angeles, CA
TBA: Brand USA China Sales Mission

APRIL 2020
4/1–8: Cruise360 / Fort Lauderdale, FL
TBA: Alliance of Westchester Travel Agents (AWTA) / New York, NY
4/15–16: RTO Summit East / New York, NY
4/20–25: Northeast Sales Mission / Northeast cities
4/20–23: Seatrade Cruise Global / Miami Beach, FL
4/20–23: Florida Road Show / West Palm Beach, St. Petersburg/Clearwater, Tampa, Orlando
4/20–25: Colombia Sales Mission / Bogotá, Medellin & Cali
4/30–5/1: Travel Professionals of Color (TPOC) Conference / Miami, FL
TBA: Travel Bulletin Luxury Showcase / Southampton & Northampton, England
TBA: Travel Weekly – Aspire Luxury Forum / Manchester, England
TBA: Visit USA Ireland Workshop / Cork & Dublin, Ireland

MAY 2020
5/2–4: Global Travel Marketplace West / Tucson, AZ
5/2: Emirates Holidays and Dnata Travel Training / Dubai, United Arab Emirates
5/7–10: Caribbean Sales Mission / Barbados and Trinidad
5/12–16: Cruise 360 / Vancouver, Canada
5/13: Discover America Sweden / Norrkoping, Sweden
5/21–24: Jamaica Sales Mission / Kingston, Jamaica
5/30–6/4: IPW / Las Vegas, NV (Formerly known as International Pow Wow)
TBA: TTG Roadshow – Luxpo / London, England
TBA: CLIA Conference / Southampton, England
TBA: LITAA (Long Island Travel Agent Association) / New York, NY

JUNE 2020
6/5–6: Travel Leaders EDGE / Orlando, FL
6/8: ANTOR Meets the Travel Trade / London, England
6/8–11: LE Miami / Miami Beach, FL
6/14–17: Private Luxury Forum Americas / Riviera Maya, Mexico

JULY 2020
7/2: Visit USA UK Independence Ball / London, England
7/6–10: UK Sales Mission / London & Manchester
7/8–10: Jamaica Sales Mission / Kingston, Jamaica
7/20–24: Central America Sales Mission / Costa Rica, Guatemala & Panama
7/31–8/2: Global Travel Marketplace / Hollywood/Ft. Lauderdale, FL
TBA: Travel Bulletin Cruise Showcase / Reading, UK

AUGUST 2020
8/5–7: Bahamas Sales Mission / Nassau, Bahamas
8/10–14: Brazil Sales Mission / Sao Paulo, Rio de Janeiro & Belo Horizonte
8/24–28: Mexico Sales Mission / Mexico City, Monterrey & Merida
8/25–28: ASTA Global Conference / Washington, DC

SEPTEMBER 2020
9/9–11: Trinidad Sales Mission / Port of Spain, Trinidad
9/21–25: Scandinavia Sales Mission / Sweden, Denmark & Norway
9/23: Discover America Sweden / Malmö, Sweden
9/28: Discover America Norway / Oslo, Norway
TBA: Travel Bulletin Cruise Showcase / Cambridge, England
TBA: La Cita / Kissimmee, FL
TBA: Northeast Sales Mission / Northeast cities
TBA: GMCVB’s Destination Workshop for Travel Advisors / Bordeaux, France
TBA: Emirates Holidays Annual Conference / Dubai, UAE

NOTE: Program of Work reflects major scheduled activities based on planning process. Additional activities are considered throughout the year and others are subject to change.
MEETINGS & CONVENTION SALES & SERVICES

The Meetings & Convention Sales Department 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.

The department will continue to brand Greater Miami as a destination that offers value and great return on investment with increased attendance, both domestic and international, strong satisfaction ratio and overall successful meetings.

This section outlines the global sales efforts the Meetings & Convention Sales & Services team undertakes on a year-round basis to promote Greater Miami and the Beaches as the ultimate choice for meetings and conventions.

GOAL
Maintain long-term bookings of conventions and trade shows at the Miami Beach Convention Center and increase hotel meetings in 2019/20 and beyond.

STRATEGY 1
Generate Miami Beach Convention Center leads by targeting cities in select geographic areas and businesses in key vertical markets. Trade show companies, associations, third parties and corporations are prime sources of new prospects. The medical, healthcare, financial and technology fields continue to be of interest to our hotels. We will continue to target meetings, conventions and trade show businesses that will use at least 1,500 contracted rooms on peak nights. We will continue to data mine the industry to generate new prospects for “Priority One” and “Priority Two” businesses in the vertical markets by making solicitation calls and reviewing other center calendars, etc. We will target the May–October time frames on which hotels wish us to focus.

TACTICS
• Generate communications via telemarketing contacts and email. Spectra Management at MBCC and GMCVB sales managers continue to meet monthly and work closely together to identify potential business.
• GMCVB, Spectra and the City of Miami Beach will collaborate closely to forge partnerships with potential trade show producers of international groups. Market Segments: Trade shows.
• Continue to promote the MBCC and City of Miami Beach hotels at all shows.
• Continue to solicit international business through new shows and regional offices.
• The GMCVB and Spectra Management will conduct seven joint sales blitzes to Washington, DC, Chicago and the New York area. Market Segments: Medical, Technology, Healthcare.
• Organize and host MBCC site visits for key decision-makers, prospective new clients, boards of directors, site committees, trade show management committees and executive boards. Market Segments: Tech, Medical, Healthcare.
• Attend and participate in 32 global industry trade shows, conventions and sales forums. (See the 2019/20 Meetings & Convention Sales & Services Program of Work at a Glance on page 52 for details). Market Segments: All target markets.

STRATEGY 2
Continue to generate excitement about new city developments by representing the destination at major trade shows and meetings, and by continuing the aggressive convention destination familiarization review program, sponsorships at industry functions, conducting small dinner destination events, and taking showcase events on the road to tell Miami Beach’s story.
TACTICS
• Host exciting destination reviews corresponding with special events and mini-familiarization tours for prospective buyers to showcase the Miami Beach Convention Center, hotels and surrounding area. Participate in events at New World Symphony, Marlins Park or Miami HEAT at the American Airlines Arena that generate excitement for our potential clients. Market Segments: Medical, Finance, Sports, Tech.
• Schedule five familiarization trips, which will be supplemented with more than 200 site inspections for users of both the Miami Beach Convention Center and in-house hotel meetings. Market Segments: Medical, Finance, Sports, Tech.
• Produce showcase events in key target cities and on certain shows partnering with hotels and MBCC Spectra Management.
• Target major cities to host events and conduct similar efforts in secondary markets. These will consist of sales calls, lunches and dinners with key customers.
  > Minneapolis, MN // Market Segments: Corporate, Incentive, Pharma
  > St. Louis, MO // Market Segments: Corporate, Incentive, Pharma
  > Houston, TX // Market Segments: Tech, Corporate
  > Dallas, TX // Market Segments: Tech, Medical Devices
  > San Antonio, TX // Market Segments: Tech, Medical Devices
  > Hartford, CT // Market Segments: Finance, Corporate, Insurance
  > Boston, MA // Market Segments: Finance, Corporate
  > Organize and implement 13 sales blitzes throughout the year. (See the 2019/20 Meetings & Convention Sales & Services Program of Work at a Glance on page 52 for details).
  > Sponsor events at key industry meetings held locally. These events offer the opportunity to interact with potential clients and promote Greater Miami as a meetings destination.

STRATEGY 3
Continue to target major multi-management and trade show companies, which represent a significant number of organizations that can generate new business for the Convention Center and individual hotel properties.

TACTICS
• Solicit multi-management and trade show companies to host executive management retreat meetings in Greater Miami and invite them to participate in familiarization trips. Market Segments: Medical, Trade shows.
• Convention Sales will attend all multi-management company annual trade shows, which include Helms Briscoe, Conference Direct, American Express, Smith Bucklin, International Association of Association Management Companies (IAAMC), Kellen Company and Conference Direct. Market Segments: Medical, Healthcare, Finance.
• Sponsor events at IAAMC, which targets all management companies.
STRATEGY 4
Maintain and strengthen relationships with annual trade show clients and marquee event organizers that have made the Miami Beach Convention Center their home.

TACTICS
• Continue to work closely with the MBCC managers and Spectra to promote and expand relationships with annual users from a Convention Services aspect, as well as assist them in expanding and adjusting their room blocks.
• Maintain relationships for endorsements, testimonials and promotional opportunities. Drive attendance through newsletters, email blasts, traditional advertising and digital efforts.
• Ensure strong customer satisfaction scores by nurturing relationships with repeat customers.

GOAL
Generate incremental new business through the Washington, DC office.

STRATEGY 1
The Washington, DC sales office will generate new leads and secure definitive room nights for house accounts.

TACTICS
• Conduct in-person sales calls and presentations with a goal of at least three appointments per week.
  Market Segments: All target markets.
• Plan and organize city familiarization trips including arranging participation for individual site inspections.
• Maintain day-to-day sales activities including sales calls, telemarketing, email correspondence and prospecting.
• Attend monthly meetings of local chapters of International Association of Exhibitions & Events, Professional Convention Management Association, American Society of Association Executives, Meeting Professionals International and Association of Management Professionals.
• Identify new events and shows to sell and attend in order to promote Greater Miami. Be aware of new potential markets, especially corporate clients from the Virginia, Maryland and Washington, DC areas.
• Participate in major industry organizations and the local chapters and national level committees in order to heighten exposure of the Washington, DC office as representatives for Greater Miami.
• Maintain a presence at industry trade shows in the Washington, DC market and continue to monitor those results in the upcoming year.
• Participate in selected national meetings and trade shows such as Professional Convention Management Association, American Society for Association Executives and others if the appropriate ROI is expected.
• Network with regional sales managers from Miami-based hotels in order to team up and sell the destination.

STRATEGY 2
Strengthen relationships with key association and trade show clients.

TACTICS
• Conduct small client dinners for 10-12 associations, medical groups, corporations and trade show clients in order to update them on the MBCC and headquarter hotel development.
• Invite our hotel partners, MBCC sales staff and other community leaders from Greater Miami to join us in selling to key association and trade show clients. Market Segments: Medical, Financial, Tech.

GOAL
Continue to engage local stakeholders, hotels and other key business partners to share ideas and discuss marketing opportunities. These meetings keep key business partners informed of the GMCVB’s responsibilities to the community while discussing current and future goals. This will also be more important as we set about beginning our five-year strategic planning process.

STRATEGY 1
The GMCVB will maintain year-round communication with local stakeholders, hotels and other key business partners.
TACTICS
• Conduct regularly scheduled hotel business partner meetings, including representatives of the MBCC sales staff, Multicultural Tourism Department, the arts and cultural community, Greater Miami & the Beaches Hotel Association, Miami-Dade Chamber of Commerce, Miami-Dade Gay & Lesbian Chamber of Commerce, Downtown Development Authority and GMCVB staff members from other departments when appropriate.
• Hold quarterly general manager and directors of sales business partner meetings and invite our Convention Center partners.
• Conduct quarterly directors of sales task force meetings by bringing together all geographical area hotels to communicate with the GMCVB about industry issues and focus areas in their respective regions. This has already begun with the Downtown Miami hotels, Miami Beach hotels and the Airport coalition.
• Meet regularly with the Sports & Entertainment Tourism Department and include them in our task force meetings with hoteliers.
• Participate in the monthly sales meetings currently being conducted by the City of Miami Beach with the staff of the MBCC and our team to ensure communications about citywide groups that we are soliciting and other potential opportunities.
• Expand our Miami Magnet Program, which encourages locals to utilize our services when soliciting their groups to meet in Greater Miami. Our plans include hosting two magnet events for local residents who have been instrumental in bringing meetings here.

PARTNER BENEFITS & OPPORTUNITIES

Convention Calendar — This online calendar presents the reported meetings, conventions and trade shows scheduled in the area through the year 2024. Listings include the organization and meeting dates with the convention facility or headquarter hotel. The best way to reach meeting planners about prospective business is to contact them 6-12 months before the booked meeting.

Sales Missions — Convention Sales hosts targeted in-market sales opportunities to promote the destination, conducts sales calls and special events, and participates in trade shows and events. Opportunities exist for hotel partners to join the GMCVB.

Trade Shows — Convention Sales creates special exhibits at selected meetings industry trade shows and events. Opportunities exist for hotels partners to attend trade shows with GMCVB sales staff for a competitive price.

Familiarization (FAM) Tours — One of the most effective ways of selling the destination is to bring meeting planners here. The GMCVB arranges well-planned itineraries to allow participants to experience firsthand the many attributes of Greater Miami and the Beaches. Hotel partners play a vital role by contributing key elements to sponsor FAM tours, and opportunities are available throughout the year.
GOAL
Provide support to incoming meetings, conventions and trade shows.

STRATEGY 1
Continue to utilize all methods to promote awareness of key service programs to clients by being involved with the planning process as early as possible. This will ensure our clients will have a successful event and a positive experience in the destination.

TACTICS
• Maintain a strong partnership with service managers at the Miami Beach Convention Center and all hotel partners.
• Assist clients with event planning, spouse/companion and local interest/entertainment programs through business referral services [i.e., special event venues, transportation and other local services] and site inspections.
• Provide promotional materials [print and electronic], support and amenities to meetings, conventions and events taking place in Greater Miami and the Beaches.
• Continue providing information to our Content Development Division for the newsletter to update clients about Greater Miami, new points of interest, things to do, renovations, arts and culture, heritage, etc.
• Communicate with clients on an ongoing basis to address their specific program needs and provide services accordingly.
• Participate in pre/post-convention meetings to understand the needs of our clients and ensure that we maintain high customer service standards.
• Continue to use the Citywide Welcome Program to promote awareness through signage and banners for qualifying events.
• Work with Miami International Airport/Miami-Dade County Aviation staff to develop a new airport welcome initiative for citywide convention groups to explore branding opportunities for both Miami International Airport and Miami-Dade County.
• Work closely with local taxi companies, ride-sharing companies and the Miami-Dade County Consumer Services Department to keep them informed and emphasize the role they play in welcoming our out-of-town visitors.
• Continue to provide a Branded City Information Desk at large conferences and conventions to educate visitors about the destination’s offerings (dining, attractions, shopping, culture, etc.).

STRATEGY 2
Support citywide conventions, meetings and trade shows at the MBCC, thus reaching a broader base of potential repeat business.

TACTICS
• Support and keep clients informed of all construction timelines that may affect their shows at the MBCC, especially with the new Headquarter hotel coming online soon.
• Form partnerships with the citywide hotel sales team to further identify and service client needs.
• Solicit feedback from existing customers via E-Autofeedback, our online post-convention survey tool.

GOAL
Develop and organize GMCVB showcase events and venue reviews to sell Miami as a meetings destination.

STRATEGY
Design events that showcase the latest Miami has to offer for meeting planners and conference organizers.

TACTICS
• Influence decision makers to bring their meetings and conventions to Greater Miami and the Beaches by conducting familiarization trips, special events, presentations and coordinated site visits.
• The special curated events and venue reviews are an opportunity to showcase new infrastructure, new hotels and renovated properties within our destination.
# MEETINGS & CONVENTION SALES & SERVICES

## PROGRAM OF WORK

### OCTOBER 2019

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>10/2</td>
<td>ASAE Annual Summit Awards Dinner / Washington, DC</td>
<td>Washington, DC</td>
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<tr>
<td>10/2</td>
<td>FSAE Education Expo / Tallahassee, FL</td>
<td>Tallahassee, FL</td>
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<tr>
<td>10/3–6</td>
<td>HPN Global Partner Conference / Seattle, WA</td>
<td>Seattle, WA</td>
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<tr>
<td>10/11–14</td>
<td>Travel Events &amp; Management in Sports (TEAMS) / Anaheim, CA</td>
<td>Anaheim, CA</td>
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<tr>
<td>10/24–27</td>
<td>Fall Venue Review</td>
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<tr>
<td>10/27–29</td>
<td>Life Insurance Marketing and Research Association (LIMRA) Annual Meeting / Boston, MA</td>
<td>Boston, MA</td>
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<tr>
<td>10/29–31</td>
<td>Boston Sales Blitz / Boston, MA</td>
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### NOVEMBER 2019

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<thead>
<tr>
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<th>Event</th>
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<tbody>
<tr>
<td>11/3</td>
<td>SPINCON Annual Meeting / Monterey, CA</td>
<td>Monterey, CA</td>
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<tr>
<td>11/6–7</td>
<td>15th Annual Pharma EXL / New Brunswick, NJ</td>
<td>New Brunswick, NJ</td>
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<tr>
<td>11/10–13</td>
<td>Financial &amp; Insurance Conference Planners (FICP) Annual Conference / Austin, TX</td>
<td>Austin, TX</td>
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<tr>
<td>11/13–16</td>
<td>National Coalition of Black Meeting Planners (NCBMP) / New Orleans, LA</td>
<td>New Orleans, LA</td>
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<tr>
<td>11/14</td>
<td>PCMA Capital Chapter Annual Meeting / Washington, DC</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>11/21–23</td>
<td>Nursing Organizations Alliance (NOA) / Cleveland, OH</td>
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### DECEMBER 2019

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<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>12/3–5</td>
<td>International Association of Exhibits &amp; Events (IAEE Expo) / Las Vegas, NV</td>
<td>Las Vegas, NV</td>
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<tr>
<td>12/12</td>
<td>Association Forum Holiday Showcase / Chicago, IL</td>
<td>Chicago, IL</td>
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<tr>
<td>12/13–16</td>
<td>Corporate Venue Review</td>
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<tr>
<td>12/18</td>
<td>CVB Reps Holiday Lunch Reception / Washington, DC</td>
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### JANUARY 2020

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<th>Date</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>1/5–6</td>
<td>Professional Convention Management Association (PCMA) / San Francisco, CA</td>
<td>San Francisco, CA</td>
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<tr>
<td>1/26–29</td>
<td>Northeast Sales Blitz / NY, NJ, PA</td>
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### FEBRUARY 2020

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<tbody>
<tr>
<td>2/3–5</td>
<td>Global Pharmaceutical &amp; Medical Meetings Summit / Boston, MA</td>
<td>Boston, MA</td>
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<tr>
<td>2/12–14</td>
<td>Association Management Companies Institute (AMCI) Winter Meeting / Long Beach, CA</td>
<td>Long Beach, CA</td>
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<tr>
<td>2/18</td>
<td>XSite / Tallahassee, FL</td>
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<tr>
<td>2/25–27</td>
<td>Life Insurance Marketing and Research Association (LIMRA) Distribution Conference / Tampa, FL</td>
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<tr>
<td>TBA</td>
<td>Destination International Spirit of Hospitality Reception (DI) National Geographic / Washington, DC</td>
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<tr>
<td>TBA</td>
<td>Destinations Showcase, Washington Convention Center / Washington, DC</td>
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<tr>
<td>TBA</td>
<td>HCEAInnovate / Las Vegas, NV</td>
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### MARCH 2020

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<tr>
<td>3/8–11</td>
<td>16th Annual Pharma Forum / New York, NY</td>
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<tr>
<td>3/19–20</td>
<td>Xperience Design Project / Gaylord National Resort, National Harbor, MD</td>
<td>National Harbor, MD</td>
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<tr>
<td>3/30–4/2</td>
<td>Society of Independent Show Organizers (SISO) CEO Summit / Irving, TX</td>
<td>Irving, TX</td>
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<td>Connect Diversity</td>
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### APRIL 2020

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<tbody>
<tr>
<td>4/20</td>
<td>Washington, DC/Virginia Sales Blitz</td>
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<tr>
<td>4/26–29</td>
<td>Northeast Sales Blitz / NY, NJ, PA</td>
<td></td>
</tr>
<tr>
<td>TBA</td>
<td>Carolinas Sales Mission / Charlotte, NC</td>
<td></td>
</tr>
<tr>
<td>TBA</td>
<td>Chicago Mini Sales Blitz / Chicago, IL</td>
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</tbody>
</table>
MAY 2020
5/3–7: Conference Direct Annual Partners Summit / Las Vegas, NV
5/19–21: Society of Government Meeting Professionals (SGMP) NEC & Expo / St. Louis, MO
5/20–22: Helms Briscoe Annual Business Conference / Las Vegas, NV
5/27–6/1: Fraternity Executives Association (FEA) / Norfolk, VA
TBA: Incentive Travel, Meetings, Events Expo (IMEX) / Frankfurt, Germany
TBA: Professional Convention Management Association (PCMA) Foundation Visionary Awards / Washington, DC
TBA: Spring Venue Review

JUNE 2020
6/6–9: Meeting Professionals International (MPI) WEC / Grapevine, TX
6/18: Association Forum Association Week & Honors Gala / Chicago, IL
6/24–26: Financial & Insurance Conference (FICP) Education Forum / Pasadena, CA
TBA: The 26th Annual IRF Education Invitational
TBA: PCMA Education Conference
TBA: Texas Sales Blitz / Dallas & Austin, TX

JULY 2020
7/9–12: Florida Society of Association Executives (FSAE) / Location TBA
7/15–17: Connecticut Sales Blitz / Hartford & Stamford, CT
7/21–23: Council of Engineering and Scientific Society Executives (CESSE) / Detroit, MI
TBA: Cvent CONNECT / Las Vegas, NV
TBA: Destination International Annual Conference (DI)

AUGUST 2020
8/8–11: American Society of Association Executives (ASAE) Annual Meeting & Exposition / Las Vegas, NV
TBA: The Canadian Meetings & Events Expo
TBA: Connect Marketplace / Louisville, KY
TBA: CVB Reps Summer Reception / Washington, DC
TBA: Healthcare Convention & Exhibitors Association (HCEACONNECT)
TBA: The Kellen Managers Summit Conference

SEPTEMBER 2020
9/15–17: America’s Worldwide Exhibition for Incentive Travel Meetings and Events (IMEX) / Las Vegas, NV
TBA: Fall Venue Review
TBA: PCMA/PMPI Joint Boat Cruise / Washington, DC

NOTE: Program of Work reflects major scheduled activities based on planning process. Additional activities are considered throughout the year and others are subject to change.

NOTES
The Partnership & Business Development Division will continue to expand GMCVB marketing platform opportunities during the 2019/2020 fiscal year, allowing for further creative expansion of private revenue opportunities using GMCVB collateral, digital platforms and communications tools to create customized partner and sponsor packages — while raising awareness of the GMCVB and the Miami brand. GMCVB partners will also continue to benefit from a wide array of sales and marketing tools and resources for added exposure to locals, visitors and meeting and convention delegates.

GOAL
Establish and continue to increase a core base of GMCVB members/partners to provide visitors and convention attendees with a broad base of services and marketing tools. Furthermore, the division generates vital private sector revenue in support of GMCVB operations. The Business Development Division provides its members/partners with key benefits, services and a variety of marketing opportunities year-round, as well as leveraging marketing initiatives, including Medical Tourism Partner opportunities for the GMCVB and the destination as a whole. The GMCVB shares, with its member institutions and the community, the benefit and/or negative impact of the delivery of customer service and service employee attitude. To that end, the GMCVB will continue to engage with other partners as well as GMCVB staff to positively promote and support the continued commitment to excellence in customer service by continuing to promote the Miami Begins with Me training opportunity, as well as expand business training programs throughout the community.

STRATEGY 1
Continue to create more actual and perceived value for members, particularly in the benefit, extranet and customer service training areas. Continue to increase the quality and level of participation in the GMCVB through social media, familiarization tours and press trips support, as well as increase member-to-member interaction at quality networking events with personalized outreach from dedicated support staff, further engaging with partners to learn more about opportunities to showcase their businesses and services.

TACTICS
- The Partnership Development Coordinator will contact new partners within one week of their account becoming active via phone to review their partnership benefits, upcoming events, an overview of the extranet tool and ensure they are receiving GMCVB communications.
- Sales staff are required to make a personal call or visit 30 days after new membership starts, to invite the partner to an upcoming event or check if they have any questions and ensure training and that the account page is up to date with photos and special offers.
- New Partners receive a “free lunch” pass to encourage attendance to a networking luncheon.
- Ensure there is always a space for member materials and door prizes to be given away at monthly networking mixers.
- The New Partner Orientation — offering new partners the opportunity to interact with each department directly and learn how to maximize their opportunities — will continue to be offered on a quarterly basis.
- Host one annual table-top expo and luncheon for members to showcase their products/services.
- Host one Wedding Showcase Consumer Event featuring wedding and relevant event partners.
- Host one Health & Wellness Consumer Event featuring relevant health, sports and wellness partners.
- Continue to produce Monthly Partner e-Newsletter content to include recaps from partner events, partner products and company launches, as well as regularly updated opportunities for sales missions, trade shows, familiarization tours, press trips and social media marketing.
- Continue to engage more partners to join the Partner Facebook Page for interactive contests and weekly/monthly promotions, as well as further exposure for their company. Personal invitations to be sent to existing partners to join the Partner Page.
- Work closely with the Customer Relationship Management (CRM) team to ensure the GMCVB is able to provide reporting tools that partners can reference to measure Return on Investment (ROI), such as leads generated, web clicks and article mentions.
• The new partner welcome package, including How-To Guides, Co-op Advertising, Digital Marketing Opportunities, GMCVB Key Staff Contact Roster and other useful tools will continue to be presented to each new partner business along with their Partnership Certificate within 30 days of joining.
• All renewing partners will continue to get a personalized Partnership Certificate each year to display proudly for the current year.
• Continue to provide a high level of personalized customer service to our partners.

STRATEGY 2
Aggressively pursue new and maintain all current Corporate Partner level companies, as well as expand general membership by targeting previously untapped companies with customized program options, such as upgraded “Preferred Partner” packages and “Official Partners” in certain categories, available at higher investment options.

TACTICS
• Continue to employ a dedicated Corporate Sales Associate to target the corporate community to become members and to actively retain those accounts. The Corporate Sales Associate will also be tasked with upgrading Corporate Partners to Elite Status, as well as securing event and customized sponsorships.
• Host one Corporate Partner Appreciation event annually.
• Provide added value to Corporate Partners through specialized partnership opportunities such as featured exposure, promotional expo tables and gifting opportunities at the Annual Meeting and other key GMCVB events.
• Continue to have a presence at community festivals, conferences and events to further promote the GMCVB brand and its many resources for the community and businesses.
• Partner with HCP Media for co-op advertising to promote GMCVB Partnership within HCP Visitor Guide print ads placed in the Miami Herald.
• Utilize TV/Radio show sponsorship to include new partner call to action, as well as a tool for partner retention through added exposure.
• Continue to offer valuable and measurable marketing benefits.
• Constant personal contact (via meetings) between partners and account managers to further build relationships, with required reporting to the Senior Director providing a log of communications.
• Continue to offer an ongoing monthly staff incentive partner referral program for qualified leads that join as GMCVB partners.
• Develop a GMCVB Partner Referral Program for qualified leads from existing partners.
• Partnership Sales team to continue to sell Digital Packages to partner accounts.

STRATEGY 3
Continue to increase the visibility of the Medical Tourism Program. Create more value and buy-in from existing partners. Increase the number of partners.

TACTICS
• Have a presence at area medical and wellness events.
• Expand the Miami Health & Wellness Month Expo with interactive booths and experiences and/or a panel discussion featuring medical tourism partners and sponsors.
• Increase the number of new and renewing medical tourism partner accounts by expanding target prospect lists while also expanding benefits and exposure opportunities online, in print, and at medical industry trade shows and conferences and through social media.
• Continue to integrate medical tourism partner editorial into relevant GMCVB website articles.
• Continue to offer the medical tourism brochure in Spanish and Portuguese for distribution through Latin American offices.
• Provide medical tourism brochures to international offices for in-market local distribution.
• Continue to survey relevant hotel partners to provide their medical tourism amenities that can then be promoted through the medical tourism website, GMCVB official publications and medical tourism brochure.
• Continue to compile key contacts and physicians that may be willing to work to attract new medical meetings and conferences through their relationships and connect them with the Convention Sales & Services team.
• Feature a “Medical Minutes” section in the monthly partner e-newsletter to highlight our medical partners and share related newsworthy items.
STRATEGY 4
Work closely with the Chief Operating Officer/Chief Marketing Officer to continue expansion of the Miami Begins with Me initiative, as well as general business training expansion.

TACTICS
• Continue to expand the reach of the Miami Begins with Me training by promoting the free online training program as well as in-person training programs.
• Expand the training program to include LGBTQ Sensitivity Training, both online and in person.
• Expand types of trainings offered with a goal of two additional customer service and business skills trainings per month around the community.
• Offer on-site training classes for partners that are willing to host, including hotel partners, Business Improvement Districts, Chambers of Commerce, the Miami-Dade Library System and industry organizations.
• Continue to partner with local attractions and sightseeing companies to provide discount coupon vouchers for Miami Begins with Me graduates.
• Continue to partner with Miami International Airport on regular required training sessions for all airport employees.

STRATEGY 5
Enhance relationships with visitor centers and expand the number of visitor centers.

TACTICS
• Establish a Visitor Center Committee Group with meetings held three times per year.
• Provide additional brochure racks and hardware to hold additional guides and maps for visitors.
• Increase quantity of distributed brochures to all visitor centers.
• Expand new visitor center locations at strategic partner locations.
• Ensure visitor surveys are being completed at visitor centers.
PARTNER BENEFITS & OPPORTUNITIES

• Enhanced GMCVB website listing with a dedicated webpage that features each partner’s photo gallery (up to eight images along with videos), description, address, website and contact information. Offers exposure to more than 7 million site visitors each year in a total of seven languages.

• Inclusion in official annual printed publications, including the Vacation Planner and Visitors Guide, Travel Planner, Meeting Planner and Pocket Guide.

• Ability to update partner listing information and feature leisure visitor and meeting planner special offers.

• Promotional opportunities via GMCVB social media channels.

• Visitor Center Exposure: 4” x 9” brochure distribution at the Miami Beach Convention Center, The Historic Lyric Theater, Little Haiti Visitor Center, South Dade Visitor Center and GMCVB Visitor Center at no additional cost. Brochures must be provided by partner.

• Access to GMCVB online Convention Calendar.

• Access to GMCVB digital image library and market research data.

• Receive Monthly Partnership e-Newsletter with opportunity for monthly inclusion.

• Inclusion in relevant media relations and industry newsletters.

• Opportunity to join the GMCVB on sales missions and at trade shows, as well as participate in familiarization tours, press visits and GMCVB hosted partner events and expos.

• Invitations to GMCVB networking events, GMCVB Annual Expo opportunities and workshops.

• Free Miami Begins with Me Customer Service Training Program available for staff.

• Opportunity to take advantage of co-op online and print advertising programs throughout the year to stretch marketing dollars.

• Access to complete GMCVB partner database, including email addresses.
PARTNERSHIP & BUSINESS DEVELOPMENT

PROGRAM OF WORK

OCTOBER 2019
10/9: Partnership Networking Luncheon / Serafina, Aventura Mall, FL
10/9: Miami Begins with Me Customer Service Champion Training / GMCVB Office, Miami, FL
10/17: GMCVB Annual Meeting / Hilton Miami Airport Blue Lagoon, Miami, FL
10/30: Partnership Networking Luncheon / Sole on the Ocean Hotel, Sunny Isles Beach, FL

NOVEMBER 2019
11/6: Partnership Networking Luncheon / The Wharf, Miami, FL
11/13: Miami Begins with Me Customer Service Champion Training / GMCVB Office, Miami, FL
11/14: Partnership Networking Mixer / Hyatt Centric South Beach, Miami Beach, FL
11/21: New and Prospective Partner Breakfast / La Sombra, Miami Beach, FL

DECEMBER 2019
12/4: Partnership Networking Luncheon / Brickell City Centre, Miami, FL
12/10–13: Holiday Partnership Networking Mixer / PY1, Downtown Miami, FL
12/11: Partnership Networking Mixer / Hyatt Centric South Beach, Miami Beach, FL
12/18: New and Prospective Partner Breakfast / Dadeland Mall, Miami, FL

JANUARY 2020
1/8: Miami Begins with Me Customer Service Champion Training / GMCVB Office, Miami, FL
1/9: New Partner Orientation / GMCVB Office, Miami, FL
1/16: Partnership Networking Luncheon / Gusto Ristobar, Doral, FL
1/23: New and Prospective Partner Breakfast / Location TBA
1/29: Partnership Networking Mixer / Selina Hotel, Miami, FL

FEBRUARY 2020
2/6: Partnership Networking Luncheon / Courtyard by Marriott, Coral Gables, FL
2/12: Miami Begins with Me Customer Service Champion Training / GMCVB Office, Miami, FL
2/13: New Partner Orientation / GMCVB Office, Miami, FL
2/26: Partnership Networking Mixer / Swan & Bar Bevy, Miami, FL

MARCH 2020
3/5: Partnership Networking Luncheon / Location TBA
3/11: Miami Begins with Me Customer Service Champion Training / GMCVB Office, Miami, FL
3/19: New and Prospective Partner Breakfast / Location TBA
3/25: Partnership Networking Mixer / Location TBA

APRIL 2020
4/8: Miami Begins with Me Customer Service Champion Training / GMCVB Office, Miami, FL
4/9: Partnership Networking Luncheon / Location TBA
4/23: New and Prospective Partner Breakfast / Location TBA
4/25: Miami Wedding Showcase / Hotel Colonnade, Coral Gables, FL
4/29: Partnership Networking Mixer / Location TBA

MAY 2020
5/1: GMCVB Annual State of the Industry Breakfast / Location TBA
5/13: Miami Begins with Me Customer Service Champion Training / GMCVB Office, Miami, FL
5/14: Partnership Networking Luncheon / Location TBA
5/21: New and Prospective Partner Breakfast / Location TBA
5/27: Partnership Networking Mixer / Location TBA
JUNE 2020
6/4: Partnership Networking Luncheon / Location TBA
6/10: Miami Begins with Me Customer Service Champion Training / GMCVB Office, Miami, FL
6/17: Partner Promotional Product Expo Networking Breakfast / 701 Brickell Conference Center, Miami, FL
6/26: Annual Partner Workshop / Location TBA

JULY 2020
7/1: New Partner Orientation / GMCVB Office, Miami, FL
7/8: Miami Begins with Me Customer Service Champion Training / GMCVB Office, Miami, FL
7/9: Partnership Networking Luncheon / Location TBA
7/16: Promotional Product Partner Expo & Networking Breakfast / 701 Brickell Conference Center, Miami, FL
7/29: Partnership Networking Mixer / Location TBA

AUGUST 2020
8/6: Partnership Networking Luncheon / Location TBA
8/12: Miami Begins with Me Customer Service Champion Training / GMCVB Office, Miami, FL
8/13: New and Prospective Partner Breakfast / Location TBA
8/27: GMCVB Annual Partner Expo and Luncheon / Jungle Island, Miami, FL

SEPTEMBER 2020
9/3: Partnership Networking Luncheon / Location TBA
9/9: Miami Begins with Me Customer Service Champion Training / GMCVB Office, Miami, FL
9/17: New and Prospective Partner Breakfast / Location TBA
9/23: Partnership Networking Mixer / Location TBA
9/29: White Glove Concierge Awards Luncheon / Location TBA

NOTE: Program of Work reflects major scheduled activities based on planning process. Additional activities are considered throughout the year and others are subject to change.
The newly created Content Development team 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 Development 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 the appropriate social media, web and print channels.

**GOALS & OBJECTIVES**

- **Social Media:** Increase social media followers and expand social media engagement across all GMCVB social media channels including Instagram, Facebook, Twitter, Pinterest and YouTube for consumers and LinkedIn for meeting planners and local stakeholders.

- **Digital Editorial:** Enhance digital editorial content including updated and new articles that are SEO’d across MiamiandBeaches.com, partnered with visually appealing graphics.

- **Print Editorial:** Update our high-quality consumer and trade publications such as the Vacation Planner, Visitors Guide, Meeting Planner, Travel Planner, Pocket Guide, Family Fun Guide and Multilingual Guides in order to highlight key initiatives such as the new outdoor adventure campaign, attractions and neighborhoods.

- **Miami Temptations:** Ensure that the Miami Temptations programs continue to grow in success by expanding the marketing and promotional efforts through advertising, social media channels and public relations to increase awareness of year-round programming. Increase the number of participants and partnership revenue.

- **Creative Services:** Provide high-quality creative services, custom collateral, photography, video and sales materials for all GMCVB departments as well as for strategic community partners. Conduct RFQs from GMCVB printing partners to obtain cost-effective methods for producing publications, brochures, banners and all other print collateral.

- **Video Content Development:** Capture and design video content for GMCVB initiatives such as the new outdoor adventure campaign.

**MONTHLY MIAMI TEMPTATIONS PROGRAMS**

<table>
<thead>
<tr>
<th>December &amp; January</th>
<th>February &amp; March</th>
<th>April &amp; May</th>
<th>June - September</th>
<th>July &amp; August</th>
<th>August &amp; September</th>
<th>October &amp; November</th>
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<tr>
<td>MIAMI ARTS &amp; HERITAGE</td>
<td>MIAMI HEALTH &amp; WELLNESS</td>
<td>MIAMI ATTRACTIONS &amp; MUSEUMS</td>
<td>MIAMI HOTELS</td>
<td>MIAMI SPA</td>
<td>MIAMI SPICE</td>
<td>MIAMI ENTERTAINMENT</td>
</tr>
</tbody>
</table>
CONTENT DEVELOPMENT & CREATIVE SERVICES

PROGRAM OF WORK

OCTOBER 2019
Miami Entertainment Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
Aqua Girl — Social Media Posts
Celebrate Orgullo — Social Media Posts
Coral Gables Hispanic Cultural Festival — Social Media Posts
Cruise Miami Brochure 2020 — Design & Produce
GMCVB Annual Meeting 2019 — Design Collateral & Video Recap
Hialeah Pride — Social Media Posts
Hispanic Heritage Month — Social Media Posts
IBTM World Trade Show Booth 2019 — Design Collateral
Miami Carnival — Social Media Posts
Miami Temptations Programs 2020 — Design Collateral & Art Direction

NOVEMBER 2019
Miami Entertainment Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
Art Basel Miami Beach — Print Collateral
Art of Black Miami kickoff — Social Media Posts
H.O.T. Challenge 2020 Sponsorship Sales — Video Production
Miami Book Fair — Social Media Posts
Outdoor Adventure Creative Campaign — Video Production

DECEMBER 2019
Miami Arts & Heritage Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
Art Basel Miami Beach — Social Media Posts — MBCC Video Recap
Art of Black Miami — Social Media Posts
Miami Spice Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
Greater Miami & the Beaches Multilingual City Guides — Produced in English, Spanish, Portuguese, French, German, Italian, Chinese and Russian

PARTNER BENEFITS & OPPORTUNITIES

Greater Miami & the Beaches Vacation Planner/Visitors Guide — An award-winning publication, serving as the primary fulfillment piece for consumer information. An in-room edition is found in approximately 225 participating hotels. A Spanish language e-zine is also available. Release date: December.

Greater Miami & the Beaches Travel Planner — A comprehensive resource guide for travel trade professionals worldwide. Release date: December.

Greater Miami & the Beaches Meeting Planner — This publication provides one-stop shopping for meeting, convention and trade show planners, with information about area facilities and services. Release date: March.

Greater Miami & the Beaches Family Fun Guide — This publication provides information about activities for children including special programs at local hotels, attractions and family-friendly events. Release date: June.

Greater Miami & the Beaches Pocket Guide — A compact version of the Vacation Planner, this guide is distributed at hotels, visitor centers and other key visitor locations. Release date: August.

Greater Miami & the Beaches Multilingual City Guides — Produced in English, Spanish, Portuguese, French, German, Italian, Chinese, Russian and Hebrew. Release date: December.
CONTENT DEVELOPMENT & CREATIVE SERVICES

PROGRAM OF WORK (cont.)
Greater Miami & the Beaches Travel Planner
Greater Miami & the Beaches Vacation Planner/Visitors Guide
Miami Art Week — Social Media Posts
Orange Bowl — Social Media Posts
Outdoor Adventure Creative Campaign — Video Production
Taxi Chauffeur Brochure 2020 — Design & Print Production

JANUARY 2020
Miami Arts & Heritage Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
ANATO 2020 Trade Show Booth & Collateral — Design Collateral
Art Deco Weekend — Social Media Posts
Art of Black Miami continued exhibits — Social Media Posts
MLK Parade and festivities — Social Media Posts
NATPE — Design & Social Media Posts
Outdoor Adventure Creative Campaign — Video Production
South Beach Jazz Festival — Social Media Posts
Three Kings Day Parade — Social Media Posts
Winter Party — Social Media Posts

FEBRUARY 2020
Miami Health & Wellness Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
Art Basel Hong Kong Trade Show Booth 2020 — Design Collateral
Art Wynwood — Social Media Posts
Arts & Culture Insider spring/summer issue
Black History Month — Social Media Posts
Coconut Grove Arts Festival — Social Media Posts
Community Day at the Lyric Theater — Social Media Posts
Ground Up Music Festival — Social Media Posts
Outdoor Adventure Creative Campaign — Video Production
ITB Berlin Trade Show Booth 2020 — Design Collateral
Miami Marathon & Half Marathon — Video/Photo Production & Social Media Posts
Sailing World Cup Miami — Social Media Posts
SoBe Food & Wine Festival — Social Media Posts
Super Bowl LIV 2020 — Social Media Posts

MARCH 2020
Miami Health & Wellness Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
305 Day - Miami Awards [Tentative] — Social Media Posts
305 Half Marathon — Social Media Posts
Calle Ocho Festival — Social Media Posts
Carnaval on the Mile — Social Media Posts
eMerge Conference 2020 — Video Production
Flamenco Festival — Social Media Posts
Greater Miami & the Beaches Meeting Planner
H.O.T. Challenge 2020 — Art Direction
Jazz in the Gardens — Social Media Posts
Miami Film Festival — Social Media Posts
Miami Open — Advertising Design & Social Media Posts
Ultra Music Festival/Miami Music Week — Social Media Posts
APRIL 2020
Miami Attractions & Museum Months — Miami Temptations Program —
Advertising, Art Direction & Social Media Posts
Calle Ocho Festival — Social Media Posts
Carnaval on the Mile — Social Media Posts
IMEX Frankfurt 2020 Trade Show Booth — Design Collateral
IPW Trade Show Booth — Design & Collateral
ITF Young Seniors World Championships — Advertising & Social Media Posts
Life Time South Beach Triathlon — Social Media Posts
Miami Beach Pride — Video Production & Social Media Posts
Miami International Agriculture, Horse & Cattle Show — Social Media Posts
NASCAR Ford EcoBoost 400 — Social Media Posts
OUTshine Film Festival — Social Media Posts
Reunion market promotions — Social Media Posts
Sankofa Jazz Fest — Social Media Posts
Shell Open Championships - PGA Tour Latin America — Social Media Posts
Soccerex — Social Media Posts
State of the Industry 2020 — Video Production & Design Collateral

MAY 2020
Miami Attractions & Museum Months — Miami Temptations Program —
Advertising, Art Direction & Social Media Posts
Asian Pacific Heritage Month — Social Media Posts
Focus on Heritage Museums — Social Media Posts
Haitian Heritage Month — Social Media Posts
H.O.T Challenge — Social Media Posts
Jewish American Heritage Month — Social Media Posts
LE Miami 2020 Trade Show Booth — Design Collateral
National Tourism Month — Social Media Posts
Out in the Tropics — Social Media Posts
Sizzle Miami — Social Media Posts
Wedding Showcase — Social Media Posts
CONTENT DEVELOPMENT & CREATIVE SERVICES

PROGRAM OF WORK (cont.)

JUNE 2020
Miami Hotel Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
American Black Film Festival (ABFF) — Social Media Posts
Art Basel Switzerland — Social Media Posts
Caribbean American Heritage Month — Social Media Posts
Greater Miami & the Beaches Family Fun Guide
LE Miami 2020 Trade Show — Video Production
Taste of the Caribbean — Social Media Posts

JULY 2020
Miami Hotel Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
Miami Spa Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
GMCVB Annual Budget & Program of Work Binder — Design Collateral
GMCVB Divisions Program of Work Calendar Covers — Design Collateral
GMCVB Partner Workshop 2020 — Design Collateral
Independence Day for various countries — Social Media Posts
Independence Day celebrations in Miami — Social Media Posts
Key Biscayne Half Marathon — Social Media Posts
Optimist Junior Golf Championships — Social Media Posts
Overtown Music & Arts Festival — Social Media Posts

AUGUST 2020
Miami Hotel Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
Miami Spa Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
Miami Spice Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
AfriCANDO Conference Collateral — Print Collateral
Arts & Culture Insider fall issue — Design & Print Production
Brand USA Travel Week 2020 Trade Show Booth — Design Collateral
Greater Miami & the Beaches Pocket Guide
IFTM Top Resa 2020 Trade Show Booth — Design Collateral
IMEX America 2020 Trade Show Booth — Design Collateral
Reunion Month — Social Media Posts
Toronto International Film Festival Collateral — Design Collateral

SEPTEMBER 2020
Miami Hotel Months — Miami Temptations Program — Advertising, Art Direction & Social Media Posts
AfriCANDO — Social Media Posts
ArtsLaunch — Social Media Posts
Education Fund Teach-A-Thon Program Book — Print Collateral
Hispanic Heritage Month — Social Media Posts
Miami Cruise Brochure & Cruise Guide 2021 — Design & Print Production
Orange Bowl Paddle Championship — Social Media Posts
Russian American Month — Social Media Posts
Year-end publications: Year in Review 2019/2020; Marketing Plan 2020/2021

NOTE: Program of Work reflects major scheduled activities based on planning process. Additional activities are considered throughout the year and others are subject to change.
SPORTS & ENTERTAINMENT TOURISM

The mission of the Sports & Entertainment Tourism Department is to attract, promote and retain sporting events, conferences, conventions and film and television productions for Miami-Dade County. As the premier destination for sporting events and leisure and entertainment, our goal is to foster positive growth and economic development for the local community through increased visitor stays and a more frequent visitor return rate. Additionally, promoting motion picture and television production in Miami-Dade County will further stimulate tourism by highlighting the community as a vibrant, seductive destination.

GOALS & OBJECTIVES

- Increase visibility of Greater Miami as the “Sports Capital of the World” through a campaign where you can play and watch sports in Miami all year long.
- Continue to highlight and sponsor annual events such as the Miami Open, Orange Bowl, NASCAR Ford Championship Weekend and the Life Time Miami Marathon to further promote Miami as a year-round sports destination to the out-of-market audience.
- Pursue regional governing bodies to relocate their offices to Greater Miami in order to generate regular meetings and sporting events associated with those specific entities.
- Continue to work with Convention Sales to attract an increasing number of sports-related conferences and conventions, as well as service and assist those that call Miami home.
- Continue to promote the reimagined Miami Beach Convention Center as a venue that can host sports conventions and conferences as well as indoor sporting events, all under one roof.
- Build on the success of Miami hosting top-tier sporting events such as the Super Bowl, Major League Baseball All-Star Game and El Clásico (Real Madrid vs. Barcelona), and position Miami as the foremost location to hold the world’s biggest sporting events.
- Continue to attend industry trade shows such as the Florida Sports Foundation Summit, TEAMS Conference, National Association of Sports Commissions (NASC) Symposium, SportAccord and ConnectSports Marketplace.
- Carry on our partnership with Film Florida and strengthen our relationships with our local film offices to increase the destination’s viability as a top-notch film location and continue to educate the film/entertainment industry about available local film incentives.
- Partner with the Miami-Dade Office of Film & Entertainment, the City of Miami Beach Department of Tourism and Cultural Development and the City of Miami Mayor’s Office of Film, Arts & Entertainment to support the film/entertainment industry.
- Promote the destination to the local production market and key decision makers in the industry, as well as location scouts at the national and international levels.
- Attend national and international film conferences and VIP functions to educate the film/entertainment industry about local incentives available to qualifying productions.
- Collaborate with Convention Sales and the local film offices to create a method to capture room nights generated by film and entertainment productions.
- Join forces with Convention Sales to identify and target selected entertainment industry conferences and conventions to bring these events to the destination.
- Assist Miami-Dade venues in attracting and promoting non-traditional use of their facilities to show the flexibility of the building/location and continue to showcase Miami as a destination that can adjust to any event from any international market.
- Continue to promote Miami-Dade’s diversity and geographical positioning as an advantage in being considered a part of the Latin American/Caribbean landscape in order to pursue Latin American/Caribbean sports and events.
SPORTS & ENTERTAINMENT TOURISM

PROGRAM OF WORK

ONGOING
FIFA World Cup Hosting Initiatives

OCTOBER 2019
10/2–4: eSports Bar – Miami / Miami Beach, FL
10/8–10: Sports ETA 4S Summit / Providence, RI
10/17–20: FIBO USA / Miami Beach, FL
10/19–11/3: ITF Young Seniors World Tennis Championships / Miami Beach, FL

NOVEMBER 2019
11/9: Produced by NY / New York, NY
11/11–15: TEAMS Conference / Anaheim, CA
11/13–15: Red Bull Street Style World Final / Wynwood, FL
11/15–17: NASCAR Ford EcoBoost 200-300-400 / Homestead, FL
11/21–22: SoccerEx / Aventura, FL

DECEMBER 2019
12/3–4: FOCUS / London, England
12/30: Capital One Orange Bowl / Miami Gardens, FL

JANUARY 2020
1/6–10: Sports Express / Captiva Island, FL
1/19–26: Sailing World Cup Series Miami / Coconut Grove, FL
1/21–23: National Association of Television Programming Executives (NATPE) / Miami Beach, FL
1/23–2/3: Sundance Film Festival / Park City, UT

FEBRUARY 2020
2/2: Super Bowl LIV / Miami Gardens, FL
2/7–9: Life Time Miami Marathon & Half Marathon Weekend / Miami, FL

MARCH 2020
3/2–6: Houston Livestock Show and Rodeo / Houston, TX
3/20–22: Ford EcoBoost 200-300-400 / Homestead, FL
3/23–4/5: Miami Open Tennis Tournament / Miami Gardens, FL

APRIL 2020
4/15–26: Tribeca Film Festival / New York, NY
4/18: Miami Dragon Boat Festival / Key Biscayne, FL
4/19: South Beach Triathlon / Miami, FL
4/19–24: SportAccord 2020 / Beijing, China
4/20–23: Sports ETA / Kansas City, MO
4/27–29: IEG Sponsorship Conference / Chicago, IL
TBA: AFCI Week / Los Angeles, CA
TBA: Miami International Agriculture, Horse & Cattle Show / Miami, FL
TBA: Orange Bowl Paddle Championship / Key Biscayne, FL

MAY 2020
TBA: Florida Sports Foundation Annual Meeting / TBD
TBA: GMCVB H.O.T. Challenge / Miami Beach, FL
JUNE 2020
6/7–10: International Association of Golf Tour Operators NAC / Reno, NV
TBA: Produced By Conference / Los Angeles, CA

JULY 2020
TBA: Optimist International Junior Golf Championship / Doral, FL

AUGUST 2020
TBA: Connect Sports Marketplace / TBD

SEPTEMBER 2020
TBA: Toronto International Film Festival (TIFF) / Toronto, Ontario, CN
TBA: New York Film Festival / New York, NY
TBA: S.P.O.R.T.S Relationship Conference / Location TBA

NOTE: Program of Work reflects major scheduled activities based on planning process. Additional activities are considered throughout the year and others are subject to change.
The Research & Strategic Planning Division supports the Greater Miami Convention & Visitors Bureau’s (GMCVB) various marketing programs by gathering and analyzing data and trends. The division assists with effective strategic planning by tracking key industry benchmarks and ongoing in-depth analysis of visitor trends through the dissemination and collection of surveys 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.

**GOALS & OBJECTIVES**

- Identify areas where Research can provide additional information to the Multicultural Tourism & Development, Cultural Tourism, LGBTQ Marketing and Advertising & Digital Marketing teams.
- Further enhance our partnership with the FIU School of Hospitality by continuing to identify events where we can conduct research and measure their economic impact.
- Focus research on neighborhoods to understand more about changes on the ground level.
- Conduct additional research at PortMiami to understand more about passenger volume, demographics and behavior.
- Work across departmental boundaries with members of the Marketing & Tourism team to track relevant industry metrics and provide further insight through dashboard reporting.

Greater Miami and the Beaches was ranked **4th** highest in Revenue per Available Room, **4th** in Room Rate and **8th** in Occupancy in 2018.

Looking ahead, **occupancy** for Greater Miami and the Beaches will continue to be impacted due to new rooms coming online, with **demand** (rooms sold) expected to grow and **rates** anticipated to remain relatively on par.

**PARTNER BENEFITS & OPPORTUNITIES**

**Market Research Reports** — The GMCVB produces online profiles of visitors, including demographics, expenditures and other valuable marketing information. The Research & Strategic Planning division tracks hotel occupancy and room rates, airport arrivals, seaport passenger figures, employment, tourism taxes and overnight visitors on a monthly basis. GMCVB-sponsored research is conducted by an established independent research firm. Market research reports are available to partners of the GMCVB.
RESEARCH & STRATEGIC PLANNING
PROGRAM OF WORK

LOCAL EVENTS SURVEYS
The Research & Strategic Planning Division conducts intercept surveys at local events by sampling attendees to provide an insight into who attends, where they are from, the type of lodging used and their impressions of the event. This covers a diverse group of events that occur year-round and are located throughout Miami-Dade County.

OCTOBER 2019
10/5–10/6: Aqua Girl
10/13: Miami Carnival Parade and Concert
10/26–11/2: ITF Senior Tennis Circuit

NOVEMBER 2019
11/14–15: World Freestyle Football
11/16–17: Miami Book Fair International

DECEMBER 2019
12/4–8: Art of Black Miami

JANUARY 2020
1/17–19: Art Deco Weekend

FEBRUARY 2020
2/8–9: Life Time Miami Marathon & Half Marathon Weekend
2/15–16: Coconut Grove Arts Festival

MARCH 2020
3/7–8: Winter Party Festival
3/7–8: Carnival on the Mile
3/14–15: Jazz in the Gardens
3/15: Calle Ocho
3/30–3/31: eMerge Americas

APRIL 2020
4/4–5: Miami Beach Pride Festival & Expo
4/19: South Beach Triathlon
TBA: Miami International Agriculture, Horse & Cattle Show

JUNE 2020
TBA: American Black Film Festival
TBA: GMCVB Partner Marketing & Planning Workshop

JULY 2020
7/11–21: Jr. Optimist Golf Tournament
TBA: Overtown Music & Arts Festival
HOLIDAY/EVENTS HOTEL OCCUPANCY SURVEYS
The Research & Strategic Planning Division conducts online occupancy surveys of our hotel partners prior to special events and holidays. This information allows us to respond to questions from potential visitors, as well as media who inquire with the GMCVB regarding hotel room availability.

10/19: Columbus Day Weekend Hotel Occupancy Survey
11/19: Art Basel Hotel Occupancy Survey
12/19: Christmas, New Year’s Eve and Orange Bowl Hotel Occupancy Survey
2/20: President’s Weekend Hotel Occupancy Survey
3/20: Winter Music Conference & Ultra Music Festival Weekend Hotel Occupancy Survey
4/20: Easter Hotel Occupancy Survey
5/20: Memorial Day Weekend Hotel Occupancy Survey
6/20: Fourth of July Hotel Occupancy Survey
8/20: Labor Day Weekend Hotel Occupancy Survey

QUARTERLY OUTLOOK HOTEL SURVEYS
The Research & Strategic Planning Division updates Quarterly Hotel Industry Reports from CBRE and STR to determine the outlook for local hotels on a countywide basis. These updates include Occupancy, ADR, RevPAR, Demand and Inventory.

11/19: Release First Quarter Outlook Survey Results
2/20: Release Second Quarter Outlook Survey Results
5/20: Release Third Quarter Outlook Survey Results
8/20: Release Fourth Quarter Outlook Survey Results

MONTHLY VISITOR INDUSTRY SURVEYS
The Research & Strategic Planning Division conducts online surveys of our local Attractions and Visitor Centers to help us monitor their foot traffic and market trends.

Surveys of Miami-Dade attractions to collect the number of attendees at their facilities.

Survey of Miami-Dade visitor centers to collect the number of visitors to their facilities.

OVERNIGHT VISITOR RELEASE REPORT
The Research & Strategic Planning Division releases quarterly updates on the number of overnight visitors to Greater Miami. These reports indicate whether the market is increasing or decreasing versus the prior year. The reports from six months through the end of the year identify the Top 10 markets to Greater Miami among our domestic and international origin markets.

11/19: 2019 Top 10 Domestic and International Markets Nine-Month Visitor Count
2/20: 2019 Top 10 Domestic and International Markets Twelve-Month Visitor Count
5/20: 2020 Domestic and International Regional Markets Three-Month Visitor Count
5/20: 2019 Top 25 Domestic and International Markets 12-Month Visitor Count
8/20: 2020 Top 10 Domestic and International Markets 6-Month Visitor Count
ONGOING
VISITOR PROFILE SURVEY
The Research & Strategic Planning Division releases the Greater Miami and the Beaches Visitor Industry Overview Annual Report providing information about major characteristics of overnight and day visitors to Greater Miami.

The GMCVB’s research partner conducts surveys monthly at Miami International Airport, Fort Lauderdale-Hollywood International Airport, local visitor centers, attractions and shopping centers throughout Miami-Dade County as well as online.

MONTHLY STATISTICS RELEASE
These reports listed below are statistics gathered monthly from other sources that provide an outline of the Greater Miami Visitor Industry. Each one is a key component in determining the health of the local Visitor Industry.

AIRPORT PASSENGERS – DOMESTIC – INTERNATIONAL – TOTAL
Miami International Airport Arrivals
Fort Lauderdale-Hollywood International Airport Arrivals

TOTAL SEA PORT PASSENGERS
PortMiami – Monthly Release
Port Everglades – Monthly Release

HOTEL OCCUPANCY – ROOM RATE – REVENUE PER AVAILABLE ROOM
• Miami-Dade Hotel Markets
• Top 25 U.S. Hotel Markets
• Top Florida Cities Hotel Markets

HOTEL TAXES AND FOOD & BEVERAGE TAXES
• Miami-Dade County Hotel Room Taxes: 3% Convention Development Tax, 2% Tourist Development Tax and 1% Professional Sports Tax
• Miami-Dade Food & Beverage Taxes: 2% Hotel Tax, 1% Homeless Tax
• Miami Beach Resort Tax: 4% Room Tax, 2% Food & Beverage Tax
• Bal Harbour Resort Tax: 4% Room Tax, 2% Food & Beverage Tax

OVERNIGHT VISITORS – DOMESTIC, INTERNATIONAL AND FLORIDA RESIDENTS
11/19 – Release Q3 visitors
4/20 – Release Q4 visitors
5/20 – Release Q1 visitors
8/20 – Release Q2 visitors
11/20 – Release Q3 visitors

VISITOR INDUSTRY EMPLOYMENT
Employment in Accommodations and Food Services for Miami-Dade County is released on the third Friday of the month by the State of Florida.

NOTE: Program of Work reflects major scheduled activities based on planning process. Additional activities are considered throughout the year and others are subject to change.
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<th>Rank</th>
<th>City</th>
<th>Jan-Dec 2018</th>
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Source: STR
## TOP 25 HOTEL MARKETS

### ROOM RATE

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<th>Rank</th>
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Source: STR
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<th>% Change</th>
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Source: STR
### FLORIDA CITIES HOTEL MARKETS

#### ROOM RATE

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#### REVENUE PER AVAILABLE ROOM

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#### OCCUPANCY

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Source: STR
## GMCVB SELECTED GLOBAL HOTEL MARKETS
### ROOM RATE - US $

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### REVENUE PER AVAILABLE ROOM - US $

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<th>% Change 2018 vs 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Paris, France</td>
<td>$199.74</td>
<td>$168.38</td>
<td>18.6%</td>
</tr>
<tr>
<td>2</td>
<td>London, United Kingdom</td>
<td>$165.19</td>
<td>$157.39</td>
<td>5.0%</td>
</tr>
<tr>
<td>3</td>
<td>Miami-Dade</td>
<td>$152.81</td>
<td>$143.76</td>
<td>6.3%</td>
</tr>
<tr>
<td>4</td>
<td>Greater Sydney, Australia</td>
<td>$142.64</td>
<td>$150.18</td>
<td>-5.0%</td>
</tr>
<tr>
<td>5</td>
<td>Dubai, United Arab Emirates</td>
<td>$130.12</td>
<td>$141.86</td>
<td>-8.3%</td>
</tr>
<tr>
<td>6</td>
<td>Rome, Italy</td>
<td>$126.60</td>
<td>$117.24</td>
<td>8.0%</td>
</tr>
<tr>
<td>7</td>
<td>Toronto, Canada</td>
<td>$115.84</td>
<td>$108.37</td>
<td>6.9%</td>
</tr>
<tr>
<td>8</td>
<td>Madrid, Spain</td>
<td>$95.27</td>
<td>$88.16</td>
<td>8.1%</td>
</tr>
<tr>
<td>9</td>
<td>Berlin, Germany</td>
<td>$91.02</td>
<td>$85.11</td>
<td>6.9%</td>
</tr>
<tr>
<td>10</td>
<td>Buenos Aires, Argentina</td>
<td>$88.95</td>
<td>$87.37</td>
<td>1.8%</td>
</tr>
<tr>
<td>11</td>
<td>Mexico City, Mexico</td>
<td>$71.54</td>
<td>$64.34</td>
<td>11.2%</td>
</tr>
<tr>
<td>12</td>
<td>Beijing, China</td>
<td>$60.10</td>
<td>$61.53</td>
<td>-2.3%</td>
</tr>
<tr>
<td>13</td>
<td>Sao Paulo, Brazil</td>
<td>$93.17</td>
<td>$85.61</td>
<td>8.8%</td>
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</table>

### OCCUPANCY

<table>
<thead>
<tr>
<th>RANK</th>
<th>CITY</th>
<th>2018</th>
<th>2017</th>
<th>% Change 2018 vs 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Greater Sydney, Australia</td>
<td>84.1%</td>
<td>85.6%</td>
<td>-1.8%</td>
</tr>
<tr>
<td>2</td>
<td>London, United Kingdom</td>
<td>83.3%</td>
<td>81.8%</td>
<td>1.9%</td>
</tr>
<tr>
<td>3</td>
<td>Paris, France</td>
<td>78.3%</td>
<td>75.4%</td>
<td>3.7%</td>
</tr>
<tr>
<td>4</td>
<td>Berlin, Germany</td>
<td>78.3%</td>
<td>76.6%</td>
<td>2.1%</td>
</tr>
<tr>
<td>5</td>
<td>Toronto, Canada</td>
<td>77.1%</td>
<td>76.1%</td>
<td>1.4%</td>
</tr>
<tr>
<td>6</td>
<td>Beijing, China</td>
<td>76.8%</td>
<td>75.2%</td>
<td>2.2%</td>
</tr>
<tr>
<td>7</td>
<td>Miami-Dade</td>
<td>76.7%</td>
<td>76.5%</td>
<td>0.3%</td>
</tr>
<tr>
<td>8</td>
<td>Dubai, United Arab Emirates</td>
<td>75.4%</td>
<td>77.3%</td>
<td>-2.5%</td>
</tr>
<tr>
<td>9</td>
<td>Madrid, Spain</td>
<td>74.2%</td>
<td>72.5%</td>
<td>2.4%</td>
</tr>
<tr>
<td>10</td>
<td>Rome, Italy</td>
<td>71.8%</td>
<td>70.8%</td>
<td>1.4%</td>
</tr>
<tr>
<td>11</td>
<td>Buenos Aires, Argentina</td>
<td>69.7%</td>
<td>69.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>12</td>
<td>Mexico City, Mexico</td>
<td>69.2%</td>
<td>67.2%</td>
<td>3.0%</td>
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<tr>
<td>13</td>
<td>Sao Paulo, Brazil</td>
<td>62.6%</td>
<td>60.6%</td>
<td>3.3%</td>
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</table>

Source: STR
## GREATER MIAMI CONVENTION & VISITORS BUREAU

### Analysis of Miami-Dade Tourist Taxes Fiscal Year 2017/18

<table>
<thead>
<tr>
<th>Tax Rate</th>
<th>Tax Name</th>
<th>Where Tax is Collected</th>
<th>Who Collects</th>
<th>Amount Collected</th>
<th>GMCVB Allocation</th>
<th>GMCVB %</th>
</tr>
</thead>
<tbody>
<tr>
<td>3%</td>
<td>Convention Development Tax*</td>
<td>All of Miami-Dade except Bal Harbour and Surfside</td>
<td>Miami-Dade County</td>
<td>$90,570,368</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td>2%</td>
<td>Tourist Development Tax*</td>
<td>All of Miami-Dade except Bal Harbour, Miami Beach and Surfside</td>
<td>Miami-Dade County</td>
<td>$31,094,552</td>
<td>$16,537,782</td>
<td>53%</td>
</tr>
<tr>
<td>1%</td>
<td>Professional Sports Tax*</td>
<td>All of Miami-Dade except Bal Harbour, Miami Beach and Surfside</td>
<td>Miami-Dade County</td>
<td>$15,547,276</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td>2%</td>
<td>Hotel Food &amp; Beverage Tax: This tax is collected on all food and beverages sold in hotels.</td>
<td>All of Miami-Dade except Bal Harbour, Miami Beach and Surfside</td>
<td>Miami-Dade County</td>
<td>$8,286,628</td>
<td>$7,815,310</td>
<td>94%</td>
</tr>
<tr>
<td>1%</td>
<td>Non-Hotel Food &amp; Beverage Tax: This tax is collected on food and beverages sold in restaurants not in hotels, with full liquor license and gross sales of over $400,000 annually. (The Homeless Tax)</td>
<td>All of Miami-Dade except Bal Harbour, Miami Beach and Surfside</td>
<td>Miami-Dade County</td>
<td>$28,458,112</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td>4%</td>
<td>Resort Tax</td>
<td>Miami Beach</td>
<td>City of Miami Beach</td>
<td>$58,395,076</td>
<td>$6,707,046</td>
<td>11%</td>
</tr>
<tr>
<td>2%</td>
<td>Food &amp; Beverage Tax: This tax is collected on food and beverages sold in restaurants in and out of hotels. This includes fast food establishments.</td>
<td>Miami Beach</td>
<td>City of Miami Beach</td>
<td>$30,270,438</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td>4% Room Tax</td>
<td>2% F&amp;B Tax</td>
<td>Bal Harbour reports its Room Tax and F&amp;B Tax combined. Its Food &amp; Beverage Tax is collected on food and beverages sold in restaurants in and out of hotels. This includes fast food establishments.</td>
<td>Bal Harbour</td>
<td>Village of Bal Harbour</td>
<td>$3,442,900</td>
<td>$0</td>
</tr>
<tr>
<td>4% Room Tax</td>
<td>2% F&amp;B Tax</td>
<td>Surfside reports its Room Tax and F&amp;B Tax combined. Its Food &amp; Beverage Tax is collected on food and beverages sold in restaurants in and out of hotels. This includes fast food establishments.</td>
<td>Surfside</td>
<td>Town of Surfside</td>
<td>$3,054,717</td>
<td>$0</td>
</tr>
</tbody>
</table>

### TOTAL TOURIST-RELATED TAXES COLLECTED

$269,120,067 | $31,060,138

### TOTAL LOCAL SALES TAXES COLLECTED

$142,650,010

### GMCVB % OF TOTAL TOURIST TAX COLLECTIONS

$31,060,138 | 12%

---

* Miami-Dade County room taxes includes revenue collected from AirBnB as of May 1, 2017

** Tourists represent 25% of Half Penny Sales Taxes collected by Miami-Dade County
## MIAMI-DADE COUNTY JOBS

<table>
<thead>
<tr>
<th></th>
<th>2017*</th>
<th>2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Non-Agricultural Employment</td>
<td>1,179,442</td>
<td>1,196,467</td>
<td>+1.4%</td>
</tr>
<tr>
<td>Total Leisure and Hospitality Employment</td>
<td>140,700</td>
<td>142,100</td>
<td>+0.9%</td>
</tr>
</tbody>
</table>

*Reflects annual revision by Florida Department of Economic Opportunity*
### MIAMI-DADE COUNTY
LEISURE AND HOSPITALITY EMPLOYMENT TRENDS

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>JANUARY</td>
<td>103.2</td>
<td>103.6</td>
<td>109.9</td>
<td>116.6</td>
<td>123.0</td>
<td>126.9</td>
<td>132.1</td>
<td>138.9</td>
<td>139.5</td>
<td>138.6</td>
<td>-0.6%</td>
</tr>
<tr>
<td>FEBRUARY</td>
<td>103.6</td>
<td>105.3</td>
<td>110.0</td>
<td>116.9</td>
<td>124.9</td>
<td>128.5</td>
<td>133.5</td>
<td>141.4</td>
<td>141.5</td>
<td>140.6</td>
<td>-0.6%</td>
</tr>
<tr>
<td>MARCH</td>
<td>104.3</td>
<td>106.9</td>
<td>111.3</td>
<td>119.6</td>
<td>127.0</td>
<td>131.0</td>
<td>135.5</td>
<td>143.5</td>
<td>143.3</td>
<td>143.2</td>
<td>-0.1%</td>
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<tr>
<td>APRIL</td>
<td>105.0</td>
<td>107.6</td>
<td>111.6</td>
<td>120.0</td>
<td>127.0</td>
<td>130.4</td>
<td>135.3</td>
<td>143.0</td>
<td>143.6</td>
<td>143.4</td>
<td>-0.1%</td>
</tr>
<tr>
<td>MAY</td>
<td>103.6</td>
<td>106.5</td>
<td>112.2</td>
<td>120.3</td>
<td>126.5</td>
<td>129.8</td>
<td>134.3</td>
<td>141.7</td>
<td>143.4</td>
<td>143.0</td>
<td>-0.3%</td>
</tr>
<tr>
<td>JUNE</td>
<td>103.3</td>
<td>106.3</td>
<td>112.6</td>
<td>119.7</td>
<td>125.5</td>
<td>129.4</td>
<td>133.5</td>
<td>139.6</td>
<td>143.4</td>
<td>142.4</td>
<td>-0.7%</td>
</tr>
<tr>
<td>JULY</td>
<td>101.1</td>
<td>104.5</td>
<td>110.1</td>
<td>118.7</td>
<td>123.5</td>
<td>127.3</td>
<td>132.6</td>
<td>138.5</td>
<td>140.7</td>
<td>140.8</td>
<td>0.1%</td>
</tr>
<tr>
<td>AUGUST</td>
<td>101.8</td>
<td>105.7</td>
<td>109.3</td>
<td>118.7</td>
<td>124.1</td>
<td>127.6</td>
<td>133.5</td>
<td>138.3</td>
<td>141.4</td>
<td>140.7</td>
<td>-0.5%</td>
</tr>
<tr>
<td>SEPTEMBER</td>
<td>102.1</td>
<td>105.2</td>
<td>109.3</td>
<td>119.1</td>
<td>124.0</td>
<td>128.7</td>
<td>132.9</td>
<td>139.7</td>
<td>133.3</td>
<td>140.9</td>
<td>5.7%</td>
</tr>
<tr>
<td>OCTOBER</td>
<td>104.0</td>
<td>106.8</td>
<td>111.5</td>
<td>120.0</td>
<td>125.3</td>
<td>130.1</td>
<td>133.5</td>
<td>141.2</td>
<td>137.7</td>
<td>142.0</td>
<td>3.1%</td>
</tr>
<tr>
<td>NOVEMBER</td>
<td>101.9</td>
<td>108.0</td>
<td>113.0</td>
<td>120.4</td>
<td>127.3</td>
<td>132.5</td>
<td>135.0</td>
<td>144.1</td>
<td>140.0</td>
<td>144.1</td>
<td>2.9%</td>
</tr>
<tr>
<td>DECEMBER</td>
<td>104.3</td>
<td>108.3</td>
<td>113.2</td>
<td>121.7</td>
<td>128.7</td>
<td>133.6</td>
<td>135.2</td>
<td>144.5</td>
<td>140.8</td>
<td>144.9</td>
<td>2.9%</td>
</tr>
</tbody>
</table>

YTD Total 105.2 103.2 106.2 111.2 119.3 125.6 129.7 133.9 140.7 142.1 0.9%

Source: Florida Agency for Workforce Innovation

---

**Note:** Reported figures are in thousands
MONTHLY DASHBOARD OF KEY VISITOR INDUSTRY INDICATORS

MIAMI AIRPORT INTERNATIONAL ARRIVALS

Source: Miami International Airport

<table>
<thead>
<tr>
<th>Month</th>
<th>2017/18</th>
<th>2016/17</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan-18</td>
<td>1,026,095</td>
<td>1,021,167</td>
<td>0.5%</td>
</tr>
<tr>
<td>Feb-18</td>
<td>843,837</td>
<td>787,786</td>
<td>7.1%</td>
</tr>
<tr>
<td>Mar-18</td>
<td>988,314</td>
<td>900,468</td>
<td>9.8%</td>
</tr>
<tr>
<td>Apr-18</td>
<td>917,276</td>
<td>864,761</td>
<td>-3.3%</td>
</tr>
<tr>
<td>May-18</td>
<td>910,425</td>
<td>959,519</td>
<td>-0.4%</td>
</tr>
<tr>
<td>Jun-18</td>
<td>1,042,825</td>
<td>1,046,323</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Jul-18</td>
<td>986,233</td>
<td>874,318</td>
<td>-5.7%</td>
</tr>
<tr>
<td>Aug-18</td>
<td>796,259</td>
<td>893,205</td>
<td>22.0%</td>
</tr>
<tr>
<td>Sep-18</td>
<td>831,668</td>
<td>974,177</td>
<td>-4.9%</td>
</tr>
<tr>
<td>Oct-18</td>
<td>925,114</td>
<td>10,991,429</td>
<td>3.6%</td>
</tr>
<tr>
<td>Nov-18</td>
<td>1,023,461</td>
<td>10,991,429</td>
<td>5.1%</td>
</tr>
<tr>
<td>Dec-18</td>
<td>11,160,131</td>
<td>11,160,131</td>
<td>1.5%</td>
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</tbody>
</table>

MIAMI AIRPORT DOMESTIC ARRIVALS

Source: Miami International Airport

<table>
<thead>
<tr>
<th>Month</th>
<th>2017/18</th>
<th>2016/17</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan-18</td>
<td>977,037</td>
<td>952,462</td>
<td>2.6%</td>
</tr>
<tr>
<td>Feb-18</td>
<td>934,549</td>
<td>887,937</td>
<td>5.2%</td>
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<tr>
<td>Mar-18</td>
<td>1,076,832</td>
<td>1,052,576</td>
<td>5.7%</td>
</tr>
<tr>
<td>Apr-18</td>
<td>934,549</td>
<td>973,521</td>
<td>-2.3%</td>
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<tr>
<td>May-18</td>
<td>1,004,332</td>
<td>992,408</td>
<td>1.2%</td>
</tr>
<tr>
<td>Jun-18</td>
<td>972,478</td>
<td>1,030,077</td>
<td>1.7%</td>
</tr>
<tr>
<td>Jul-18</td>
<td>986,832</td>
<td>942,467</td>
<td>-4.2%</td>
</tr>
<tr>
<td>Aug-18</td>
<td>939,244</td>
<td>602,356</td>
<td>-0.3%</td>
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<tr>
<td>Sep-18</td>
<td>866,830</td>
<td>922,537</td>
<td>33.1%</td>
</tr>
<tr>
<td>Oct-18</td>
<td>988,496</td>
<td>952,978</td>
<td>-5.9%</td>
</tr>
<tr>
<td>Nov-18</td>
<td>1,091,766</td>
<td>1,066,897</td>
<td>3.7%</td>
</tr>
<tr>
<td>Dec-18</td>
<td>11,602,705</td>
<td>11,332,695</td>
<td>2.4%</td>
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</table>

MIAMI AIRPORT TOTAL ARRIVALS

Source: Miami International Airport

<table>
<thead>
<tr>
<th>Month</th>
<th>2017/18</th>
<th>2016/17</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan-18</td>
<td>2,003,132</td>
<td>1,973,629</td>
<td>1.5%</td>
</tr>
<tr>
<td>Feb-18</td>
<td>1,778,386</td>
<td>1,675,723</td>
<td>6.1%</td>
</tr>
<tr>
<td>Mar-18</td>
<td>2,065,146</td>
<td>1,953,044</td>
<td>5.7%</td>
</tr>
<tr>
<td>Apr-18</td>
<td>1,878,398</td>
<td>1,822,536</td>
<td>-2.3%</td>
</tr>
<tr>
<td>May-18</td>
<td>1,872,903</td>
<td>1,857,169</td>
<td>-0.9%</td>
</tr>
<tr>
<td>Jun-18</td>
<td>1,822,093</td>
<td>1,915,998</td>
<td>-1.7%</td>
</tr>
<tr>
<td>Jul-18</td>
<td>1,925,477</td>
<td>1,988,790</td>
<td>-3.3%</td>
</tr>
<tr>
<td>Aug-18</td>
<td>1,597,896</td>
<td>1,255,077</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Sep-18</td>
<td>1,700,048</td>
<td>1,796,855</td>
<td>27.3%</td>
</tr>
<tr>
<td>Oct-18</td>
<td>1,913,610</td>
<td>1,846,183</td>
<td>-5.4%</td>
</tr>
<tr>
<td>Nov-18</td>
<td>2,115,227</td>
<td>2,041,074</td>
<td>3.7%</td>
</tr>
<tr>
<td>Dec-18</td>
<td>22,762,836</td>
<td>22,324,124</td>
<td>2.0%</td>
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</table>

Source: Miami International Airport
### GREATER MIAMI INTERNATIONAL VISITORS

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2017/18</td>
<td>477,000</td>
<td>355,000</td>
<td>447,000</td>
<td>403,000</td>
<td>419,000</td>
<td>512,000</td>
<td>594,000</td>
<td>616,000</td>
<td>481,000</td>
<td>498,000</td>
<td>561,000</td>
<td>416,000</td>
<td>5,779,000</td>
<td>1,475,000</td>
</tr>
<tr>
<td>2016/17</td>
<td>462,000</td>
<td>333,000</td>
<td>415,000</td>
<td>405,000</td>
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- Feb-18: 6.6%
- Mar-18: 7.7%
- Apr-18: -0.5%
- May-18: 4.0%
- Jun-18: -1.2%
- Jul-18: -0.3%
- Aug-18: 29.3%
- Sep-18: -1.2%
- Oct-18: 5.3%
- Nov-18: 5.1%
- Dec-18: 4.1%

### GREATER MIAMI DOMESTIC VISITORS

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- Mar-18: 7.0%
- Apr-18: 1.3%
- May-18: 4.9%
- Jun-18: -1.1%
- Jul-18: -2.9%
- Aug-18: -1.4%
- Sep-18: 27.7%
- Oct-18: -3.8%
- Nov-18: 4.4%
- Dec-18: 4.7%

### GREATER MIAMI FLORIDA RESIDENT VISITORS

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- Jan-18: 3.0%
- Feb-18: 3.1%
- Mar-18: 3.1%
- Apr-18: 2.8%
- May-18: 2.9%
- Jun-18: 2.9%
- Jul-18: 3.0%
- Aug-18: 3.1%
- Sep-18: 2.9%
- Oct-18: 3.1%
- Nov-18: 3.0%
- Dec-18: 3.0%
MIAMI BEACH CONVENTION CENTER
2018/2019 SALES & MARKETING GOALS & OBJECTIVES

With the investment that the City of Miami Beach has made to renovate and modernize the Miami Beach Convention Center (MBCC), with the support of the hospitality industry, Miami-Dade County and others, it is critical to develop new and innovative sales and marketing efforts to maximize this investment and further establish Miami Beach as a premier meetings and convention destination.

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.

The MBCC is a national and international convention, trade show, and multipurpose facility owned by the City of Miami Beach. One of Spectra’s primary objectives at the MBCC is to secure, promote and facilitate events and activities within a 24-month window that have a significant impact in terms of Convention Development Tax generated. The GMCVB is charged with booking the MBCC 24 months and out with first priority business, which means it blocks at least 1,500 rooms on peak nights; and second priority business, which means the convention will utilize 1,500 to 3,999 room nights in total.

The GMCVB team will focus on marketing and selling the building to high-priority clients, including conventions within the medical and technology industries. Through close partnerships with Messe Schweiz and REED Exhibitions, Spectra and the GMCVB will attract more national and international citywide events that bring significant economic impact to Miami and Miami Beach comparable to JIS, FIME and Art Basel Miami Beach. The GMCVB will handle the hotel room component on these potential leads.

Marketing efforts at the Miami Beach Convention Center will be enhanced by the National Marketing Plan, while sales efforts will be enhanced by the Global Prospecting System (GPS) Database; two programs offered by Spectra Venue Management. The National Marketing Plan provides Spectra venues with discounted advertisement placements in key industry publications and free trade show registration for IMEX Americas, IAEE Expo! Expol, ASAE Springtime and more. The GPS Database houses 20,000+ contacts that have held or are interested in holding events at Spectra-managed venues. The close network of Spectra marketers and sales managers across the globe share revenue generating ideas and strategies to keep venues growing continuously with fresh strategies.
COMPETITIVE OVERVIEW

When looking at the Southeast for convention center space, these cities are in our competitive set:

FORT LAUDERDALE/BROWARD

600,000-square-foot facility with 31,900-square-foot ballroom. Close proximity to airport. Limited hotel inventory near the Center and more space needed to draw large conventions. Seeking to add 750-room convention center hotel, 70,000-square-foot ballroom, and expand square footage to 860,000.

NEW ORLEANS

1.1 million square feet of contiguous exhibit space and 96,700-square-foot ballroom. 2,513 headquarter hotel rooms and more than 9,000 rooms within ½ mile of the Center. A proposed $700 million Convention Center District Development Project includes substantial retail, entertainment, residential and lodging components.

ORLANDO

2,053,000-square-foot facility – second largest in the country, after Las Vegas – with a 62,200-square-foot ballroom. More than 5,000 rooms at headquarter hotels and 10,000 hotel rooms within ½ mile of Center. Five-year, $187 million capital improvement plan was completed in 2018.

TAMPA

600,000-square-foot waterfront convention center in downtown Tampa with 36,000-square-foot ballroom. Currently undergoing $14.6 million in improvements. In advance of 2012 RNC, more than $40 million in new fiber-optic cable, cellphone systems and Wi-Fi technology were installed.

WEST PALM BEACH

350,000-square-foot facility. New 400-room convention center hotel opened in 2017 allowing Center to better compete with second-tier cities for multi-day meetings that require housing entire group and exhibit space under one roof. Focus is on education, engineering, fashion and medical research groups.

Comparable Convention Centers

<table>
<thead>
<tr>
<th>Convention Center Destination</th>
<th>Total Sq. Footage</th>
<th>Total # of Hotel Rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orlando, FL</td>
<td>2.1 million sq. ft</td>
<td>1,417</td>
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<tr>
<td>New Orleans, LA</td>
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<td>Las Vegas, NV</td>
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Average = 2,111
Median = 1,315

* Broward County Convention Center plans to expand with Headquarter Hotel in 2020.
** MBCC’s existing square footage increased to 1.1 million square feet after renovations in 2018.

Note: Average and Median figures do not include MBCC.
Source: CVB and industry publications, 2016.
Further expansion of Global Network to include dedicated scope for MBCC business.

Provide MBCC toolkit and progress briefings, both in Miami and via regular Webex sales meeting.

Continue to target high-end international priority sectors, i.e. medical, tech, corporate, finance, media/entertainment.

Further identify major incentive houses in respective markets for leads and MBCC product updates.

Continue to educate/brief GSOs of major hotel brands.

Continued development of international MICE efforts to reach meeting planners and generate leads in support of sales efforts through sales missions.

Further identify the major international incentive houses for future prospecting, as well as brief clients on MBCC completion.

Continue identifying the key international publications or events for collaboration, with the aim of raising further awareness of the MBCC.
GMCVB ADVERTISING: MEDIA STRATEGY
The Advertising & Digital Marketing Division seeks to captivate potential Miami and Beaches meeting planners through clear and compelling digital and traditional media experiences. Programs are developed leveraging proprietary research and industry trends to deliver the information planners seek when choosing a destination.

The division focuses on leveraging the many unique cultural experiences that Miami and the Beaches offer, addressing recent trends on what meeting planners are looking for in a destination. Key performance indicators include: outbound clicks to partners, site traffic, click-through rates, engagement rates, Miami Beach Convention Center leads, RFPs and revenue.

GOAL
Continue to drive bookings for Greater Miami and Beaches convention center and meetings business, identifying associations and corporate meeting planners for qualified leads.

STRATEGY
Continue providing comprehensive reach to all segments of the business-to-business market with the ability to recommend and/or authorize a Miami Beach meeting.

TARGET MARKETS
- Meeting Planners
  - Association
  - Corporate
  - Specialty
- Vertical markets
- Biotech
- Medical devices
- Financial services
- Pharma
- Software
- Insurance
- Meeting Planners
- Sports
  - Professional
  - Collage
  - Amateur

GEOGRAPHY
- Primary:
  - United States
- Secondary:
  - Canada (IBAA Convention)
  - Europe (IMEX Germany)

TACTICS
- Provide multi-channel coverage of four key trade events: PCMA, IMEX – Germany, ASAE, IAEE.
- Deliver equitable impressions across the Miami Beach Convention Center and Miami Meetings, and reserve budget for promotion of MBCC Headquarter Hotel.
- Increase digital marketing efforts, including event coverage, strong targeting and direct response platforms.
- Increase use of video to drive awareness, along with continued use of targeted e-newsletters for lead gen/conversion opportunities.
- Continue to offer popular meeting planner co-op programs, such as Northstar and Cvent.
- Continue to utilize core publishing partners such as Smart Meetings, USAE, Corporate & Incentive Travel and Trade Show Executive.
- Increase paid search efforts by utilizing new Google Ad formats, as well immediacy-focused messaging.
WEBSITE STRATEGY
Provide digital tools and collaborate on new content to promote opportunities for the Miami Beach Convention Center and Miami Meetings.

- Enhance content on MiamiMeetings.com to promote Greater Miami and the Beaches as a premier meeting destination, as well as promote local business services to meeting planners.
- Continue to collaborate on new content for all Miami Beach Convention Center updates and related activities to increase interest and buzz for meetings at the MBCC.
- Enhance the meeting planners site section by highlighting meeting spaces and specialized venues, using high-res imagery, videos specific to the venues, 360-degree video and photo highlights of the spaces, and location mapping technology.

DIGITAL: SEARCH ENGINE MARKETING PROGRAM
Continue to purchase Miami Beach Convention Center, competitive destinations and meeting and convention keywords on Google to capture meeting planners who are conducting research.

DIGITAL: MEETING PLANNER JOURNEY (CRM)
Continue providing meeting planners with communications, sales and service tools to address their needs at all stages of the meeting planner experience — from sales through service — to encourage positive perceptions and encourage new and repeat bookings.
COMMUNICATIONS
The GMCVB’s Communications team works with journalists from around the world to generate positive news coverage for Greater Miami and the Beaches with the goal of increasing visitation for both leisure and meetings & conventions. The Communications team works with 14 global PR agencies to ensure the destination’s PR objectives are being communicated in a culturally sensitive manner and using native language in some of Miami’s key international feeder markets. The team persuades journalists and influencers from all over the world to write informative and captivating stories about Greater Miami and the Beaches, thereby providing the public with compelling reasons to travel to the destination and support the tourism industry – the number one economic engine for Miami-Dade County.

In addition to destination branding efforts, the team is tasked with Community Relations efforts and educating residents and stakeholders about the value of the travel and tourism industry for Miami-Dade County.

The Communications team will continue working on trade and consumer public relations campaigns to support the “Meetings in Miami” message, utilizing the new MBCC and future headquarter hotel 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, as well as world-renowned shopping and nightlife — all within walking distance to the Miami Beach Convention Center. The Communications team will expand on an awareness campaign with the goal of increasing long-term convention center bookings.

GOAL
Secure feature stories and earned placements for the Miami Beach Convention Center among the leading travel trade and meetings press.

STRATEGY 1
Leverage key spokespeople to tell the story of the MBCC.

TACTICS
• Create a special meetings-only editorial program during the New York City Media Mission and leverage the leadership team’s time in the market for press interviews with leading trades.
• Develop a parallel media desk-sider program during major meetings, conventions and trade shows such as PCMA, IMEX, etc.

STRATEGY 2
A “behind the scenes” strategy will be deployed as the headquarter hotel construction is underway.

TACTIC
• Invite key editors and writers from meetings publications to visit Miami to meet one-on-one with identified spokespeople and visit the soon-to-be completed Convention Center package.

GOAL
Increase the relevance of the MBCC among target press and meeting planners while developing a constant flow of positive news stories.

STRATEGY 1
Direct a News Bureau program to generate a consistent stream of digital and print coverage within the meetings and conventions media segment.
**TACTICS**

- Design an editorial calendar that supports key strategic messages for the MBCC along with the headquarter hotel, which includes a strong “bleisure” message.
- Continue to drive traffic to MiamiMeetings.com and support lead generation.
- Develop advertorials upon request for key meetings trade magazines to be used to leverage additional publicity from advertising initiatives.
- Continuously update the MBCC Fact Sheet, Press Kit and photo library to include renderings and construction progress of the new headquarter hotel.
- Messaging angles include:
  > Miami Beach Public Space & Veterans Park
  > Art in Public Spaces
  > Starchitect angle
  > Dining and chef engagement
  > Environmental efforts and LEED
  > New hotel inventory that will support MBCC business

**STRATEGY 2**
Leverage scheduled marquee events such as Art Basel, eMerge and others to ignite interest in creative use and citywide convention use of the MBCC.

**TACTICS**

- Photo captions and press release distribution.
- Invite key editors and writers from meetings publications to visit Miami and experience the MBCC.

**GOAL**
Highlight the importance of the “Meetings Means Business” angle among local media and stakeholders as a way to encourage the local business community to adopt the “Miami Magnet” program and bring convention business to the destination.

**STRATEGY**
- Gather economic impact from secured citywide convention business and relay through editorial pitches and local media interviews.
- Launch a paid and viral social media initiative to increase awareness of the economic impact meetings have in Miami.

**KEY MEDIA TARGETS FOR MEETINGS AND MBCC MESSAGING**

![Image of various media logos]
Examples of GMCVB-generated Earned Media with Meetings Trades
CONTENT DEVELOPMENT & SOCIAL MEDIA
The Content Development & Social Media Division is the driving force behind consumer-facing GMCVB social media accounts, website/digital editorial, print editorial and the year-long Miami Temptations programs. It also serves as the GMCVB’s in-house creative agency, developing custom, targeted publications, collateral and sales materials for each of its departments. This includes promoting the destination at visitor centers throughout Greater Miami and the Beaches, Miami International Airport and PortMiami.

GOAL
Support the sales and marketing efforts of the Miami Beach Convention Center.

STRATEGY
Develop, monitor and track creative services needs, print publications and other marketing materials for delegates, social media promotions and digital articles to promote the MBCC.

TACTICS
• Produce customized, high-quality printed, competitive graphic solutions and collateral materials to assist in the marketing of the Miami Beach Convention Center.
• Produce print publications that provide meeting planners and convention attendees with information about Miami and the Beaches.
• Produce collateral materials to support MBCC before, during and after citywide meetings and conventions.
• Promote the Miami Beach Convention Center through various social media channels including our new corporate Twitter account.
• Create new and update existing content for our website, to assist in promoting the MBCC and the MBCC district.

GOAL
Sell Miami Beach as the ideal destination and the Miami Beach Convention Center as its focal point for meeting planners.

STRATEGY
Arm meeting planners with information about the Miami Beach Convention Center and the destination so they can promote to their attendees.

TACTICS
• Produce a comprehensive Greater Miami & the Beaches Pocket Guide to serve as a valuable local resource for attendees and their travel companions visiting Miami.
• Produce a user-friendly Greater Miami & the Beaches Meeting Planner featuring details about the Miami Beach Convention Center and business resources available to meeting planners.
• Support the Meetings & Convention Sales & Services Division at trade shows with high-quality creative booth designs showcasing the MBCC and the MBCC district.
• Produce HD videos featuring the GMCVB’s President & CEO welcoming upcoming meetings and conventions attendees to the destination.
• Produce HD videos showcasing the destination for individual meetings and conventions to entice future attendees to come to the MBCC.

GOAL
Position Miami Beach and the Miami Beach Convention Center as a year-round value proposition for meetings and conventions.

STRATEGY
Identify GMCVB partners such as restaurants, spas, retailers and attractions to obtain packages and offers.
TACTICS

- Develop and organize year-round marketing programs such as the money-saving Miami Temptations programs including Miami Spa Months and Miami Spice Months, which meeting planners can leverage and promote to their attendees and travel companions while in the destination.
- Design and periodically update marketing materials to promote savings at spas, restaurants and attractions for meetings and conventions attendees in and around the MBCC district.

CULTURAL TOURISM

Arts and Culture activities continue to be a strong driver for the decisions made by groups to hold meetings at the Miami Beach Convention Center. With world-renowned cultural institutions in walking proximity of the MBCC, Miami Beach offers a wealth of vibrant post-meeting activities for convention delegates.

The Miami Beach Convention Center has been home to our destination’s premier cultural tourism event from its inception – Art Basel Miami Beach. Each December, more than 250 leading galleries from North America, Europe, Asia and Africa show significant works by the masters of modern and contemporary art, as well as the new generations of emerging stars. Paintings, sculptures, installations, photographs, films and limited edition works of the highest quality are exhibited throughout the hall. In addition, lectures, discussions and meetings are held in the various meeting rooms – all drawing more than 80,000 visitors every year.

GOALS

- Attract arts industry conferences to the destination through recruitment and collaboration with local partners and the MBCC sales team.
- Build awareness and support of the internationally renowned public art installations at the MBCC.
- Promote the Miami Beach arts and culture offerings as a focal point for convening.
- Strengthen local partnerships with Art Basel Miami Beach to ensure long-standing commitments with the MBCC.

LGBTQ MARKETING

The LGBTQ Marketing Division will continue to showcase Greater Miami as a favored LGBTQ destination to visit and convene. It provides potential customers with information and resources with the purpose of highlighting the destination’s ability to effectively host conferences and groups. The division will continue reaching out to the local LGBTQ community for ideas and will incorporate results-oriented programs that will grow the division and expand reach. General focus on enhancing marketing will continue to be a focus of the overall mission.

GOAL

Work with Convention Sales to attract LGBTQ-centric meetings and conventions such as: National Association of LGBTQ Journalists and National LGBT Chamber of Commerce.
MULTICULTURAL TOURISM & DEVELOPMENT
The Multicultural Tourism & Development Department will continue creating platforms to celebrate the diversity of Miami from a multicultural perspective. The word multicultural is defined as the mix of diverse ethnicities and cultures within our society; showcasing the places, food, history and activities that represent the stories of the people in the present day and their diaspora. The purpose of these efforts is to increase the visibility of Miami’s multicultural neighborhoods and entice potential consumers to select Miami as a favored destination to visit and convene.

GOAL
Help secure multicultural conventions of all sizes, including small groups and leisure travel.

STRATEGY
Assist the Convention Sales & Services Department with sales-related initiatives.

TACTICS
• Work with the Convention Sales team to close business by promoting multicultural options to groups, offering staff support and providing additional convention incentives where needed.
• Attend industry shows with the Convention Sales team if applicable.
• Conduct local awareness programs in collaboration with the sales team for ethnic civic and service organizations located in Miami. Continue the Lunch & Learn awareness/education series, which is geared toward making community meeting influencers and stakeholders become Miami Magnets.
• Participate in or coordinate a Multicultural Convention Market FAM during a key event or multicultural program taking place in Miami.
• Participate in joint sales calls, FAM tours and convention promo trips.
PARTNERSHIP & BUSINESS DEVELOPMENT
The Partnership & Business Development Division will continue to expand GMCVB marketing platform opportunities during the 2019/2020 fiscal year, allowing for further creative expansion of private revenue opportunities using GMCVB collateral, digital platforms and communications tools to create customized partner and sponsor packages — while raising awareness of the GMCVB and the Miami brand.

GOAL
Establish and continue to increase a core base of GMCVB members/partners to provide visitors and convention attendees with a broad base of services and marketing tools. The GMCVB shares with its member institutions and our community, in general, the benefit and/or negative impact of the delivery of customer service and service employee attitude. To that end, the GMCVB will continue to engage with other partners as well as GMCVB staff to positively promote and support the continued commitment to excellence in customer service by expanding on the Miami Begins with Me initiative with further development of partner learning resources and training opportunities.

STRATEGY 1
Continue to grow the visibility of the Medical Tourism Program while attracting more medical meetings. Create more value and participation by existing Medical & Wellness partners. Increase number of partners while highlighting the MBCC as an ideal location to host Medical meetings and conferences.

TACTICS
• Have a presence at domestic medical trade shows, as well as regional health and medical related events.
• Increase the number of new and renewing Medical Tourism partner accounts by expanding target prospect lists to include more Wellness Category partners, while also expanding benefits and exposure opportunities online, in print, at medical industry trade shows and conferences and through social media.
• Continue to integrate medical tourism partner editorial into relevant GMCVB website articles.
• Continue to survey relevant hotel partners to provide their medical tourism amenities that can then be promoted through the medical tourism website, GMCVB official publications and medical tourism brochure.
• Work closely with the Convention Sales team to promote the medical and healthcare meeting message as part of the Miami Beach Convention Center offerings.
• Add a dedicated section to the monthly Partners e-Newsletter titled “Medical Minutes” to highlight our medical and healthcare partners and share newsworthy items.
• Execute a local annual Health & Wellness Expo to further showcase Miami’s health and wellness partners.

STRATEGY 2
Promote hosting events at the MBCC to our area GMCVB partners, including hotel partners, in order to help create strong local relationships, further growing meeting and event business at the MBCC.

TACTICS
• Continue to share regular updates on the MBCC along with sales tools resources with partners through partner newsletters, at networking events and at key GMCVB events.
• Highlight the MBCC in the Miami Begins with Me [MBWM] Customer Service Training program, including the economic impact of key events and conferences held, and its importance to ensure continued tourism and meetings growth for Miami.
• Work closely with consumer-facing shows taking place at the MBCC to promote sponsorship and attendance opportunities for GMCVB partners.

STRATEGY 3
Enhance MBCC staff training opportunities to ensure positive overall customer service experiences.

TACTICS
• Work closely with the Executive Team to provide MBWM training to all staff and in-house partners.
• Provide sensitivity training to all staff and in-house partners.
• Identify opportunities for potential visitor information kiosks or brochure rack areas to further service conference attendees.
SPORTS & ENTERTAINMENT TOURISM
The mission of the Sports & Entertainment Tourism Department is to attract, promote and retain sporting events, conferences, conventions and film and television productions for Miami-Dade County. As the premier destination for sporting events and leisure and entertainment, our goal is to foster positive growth and economic development for the local community through increased visitor stays and a more frequent visitor return rate. Additionally, promoting motion picture and television production in Miami-Dade County will further stimulate tourism by highlighting the community as a vibrant, seductive destination.

GOALS
- Attract new annual sporting events and conferences that can use the MBCC for offsite events (i.e. 2026 FIFA™ World Cup and the Super Bowl Media Center).
- Continue to work with Convention Sales to attract an increasing number of sports-related conferences and conventions.
- Join forces with Convention Sales on identifying and targeting selected entertainment industry conferences and conventions to bring these events to the destination.
- Continue to collaborate with our local film offices to educate the film/entertainment industry about local film incentives available to qualifying projects.

TRAVEL TRADE & INDUSTRY RELATIONSHIPS
Tourism is the number one activity in Miami-Dade County and the number one engine for the area’s economy. The GMCVB undertakes various activities to stay engaged and relevant with all sectors of the tourism industry while continuing to capitalize on the destination’s economic and hospitality related growth to generate increased room night sales.

GOAL
Contribute to the success of the MBCC by bringing leads from the travel industry.

STRATEGY
Build relationships with international meeting planners or conference organizers to support the GMCVB’s meetings and conventions group strategy with an emphasis on the Miami Beach Convention Center.

TACTICS
- On an ongoing basis, the local GMCVB in-market representative will undertake steps through sales calls and product updates to generate hotel leads and identify prospects for the Miami Beach Convention Center.
- Develop and organize Meeting Planner Sales Missions in key international markets including: Argentina, Brazil, Colombia, Germany, Mexico and the United Kingdom. These sales missions will create a week of networking where GMCVB members will have an opportunity to meet one-on-one with prospective clients, with the goal of generating group leads.
- Attend IBTM Barcelona, one of the leading global trade shows bringing together meeting planners, conference organizers and travel suppliers. This trade show will take place November 19-21, 2019 and the GMCVB will attend alongside a Miami Beach Convention Center sales representative and hotel partners. The Miami delegation will meet-one-on-one with more than 500 meeting planners and conference organizers during the three days of the show.
- Attend the GBTA (Global Business Travel Association) trade show to further build relationships with business and corporate travel buyers with the aim of generating group leads, enhancing destination knowledge and supporting our hotel partners.
- Attract new cruise industry meeting events to the MBCC such as Cruise360, Cruise World and others to help support cruise market growth in Greater Miami.
### GMCVB 2019/2020 Program of Work at a Glance

#### Travel Industry Sales

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<tr>
<th>OCTOBER 2019</th>
<th>NOVEMBER 2019</th>
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<td><strong>Sales Calls by In-market representatives MBCC</strong></td>
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<td>Visit USA UK Roadshows; Manchester, Birmingham, London (1-3) MBH</td>
<td>World Travel Market; London, England (2-7) MBH</td>
<td>World Travel Market; Toronto &amp; Montreal, Canada (4-8) MBH</td>
<td>World Travel Market; Stockholm, Sweden (7) MBH</td>
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<td>FIT American Latin Trade Show; Buenos Aires, Argentina (5-6)</td>
<td>International French Travel Market (ILTM); Paris, France (3-4)</td>
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<td>90's Fun Table Top Event at 230 Fifth; New York, NY (4)</td>
<td>90's Fun Table Top Event at 230 Fifth; New York, NY (4)</td>
<td>90's Fun Table Top Event at 230 Fifth; New York, NY (4)</td>
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**MBH** – Miami Boutique Hotels Integration
**Partner Participation**
**Brochure Distribution**
**MBCC** – Miami Beach Convention Center Showcase

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**Phone**: (305) 539-3081 | **Email**: TravelTrade@GMCVB.com

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**102** | Greater Miami Convention & Visitors Bureau
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<td>TravelLeaders EDGE Conference; Washington, D.C. (7-10)</td>
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<td>2020 TravelAgent Forum; Las Vegas, NV (3-7)</td>
<td>Travel Leaders EDGE Conference; Miami, FL (8-11)</td>
<td>Jamaica Sales Mission; Kingston (8-10)</td>
<td>FTI’s Freestyle Camp 2020; Offenburg, Germany (9-10)</td>
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<td>Alliance of Westchester Travel Agencies (AWTA); New York (TBA)</td>
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<td>Travel Leaders EDGE Conference; Miami, FL (8-11)</td>
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**Note:** Document updated biweekly. Latest version available at [GMCVBTools.com](http://GMCVBTools.com)
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<td>Miami Arts &amp; Heritage Months Press Releases</td>
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<td>Influencer Campaign (TBD)</td>
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<td>Miami Health &amp; Wellness Months (1-28)</td>
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<td>Florida Attractions Association Sales &amp; Marketing Workshop; Orlando, FL (9-12)</td>
<td>WTM London; London, UK (4-6)</td>
<td>Miami Art Week; Miami, FL (2-8)</td>
<td>Art Wynwood; Miami, FL (13-17)</td>
<td>Art Basel Hong Kong; Hong Kong, China (19-21)</td>
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<td>National Trust for Historic Preservation Conference; Denver, CO (10-12)</td>
<td>National Arts Marketing Project Annual Conference; Miami, FL (15-18)</td>
<td>Art Basel Miami Beach; Miami, FL (5-8)</td>
<td>Coconut Grove Arts Festival; Miami, FL (15-17)</td>
<td>WTM Latin Americas; Sao Paulo, Brazil (9/31-4/2)</td>
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<td>Miami Film Festival GEMS 2019; Miami, FL (10-4.3)</td>
<td>Miami Book Fair; Miami, FL (17-24)</td>
<td>Cultural Tourism Task Force; Miami, FL (TBD)</td>
<td>Miami Art Marketing Project Conference; Miami, FL (22-23)</td>
<td>National Arts Action Summit; Washington, DC (TBD)</td>
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<td>Art and Design Cross Market Press Tour; Miami, FL (TBD)</td>
<td>Art Deco Weekend; Miami Beach, FL (17-19)</td>
<td>Miami Art</td>
<td>NYC Media Reception; New York, NY (TBD)</td>
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**Communications**

**Phone:** (305) 393-3084 | **Email:** Media@GMCVB.com

**Cultural Tourism**

**Phone:** (305) 539-3083 | **Email:** CulturalTourism@GMCVB.com

**M3H** – Miami Boutique Hotels Integration | **P** - Partner Participation | **B** - Brochure Distribution | **MBC** – Miami Beach Convention Center Showcase
|-----------|----------|----------|----------|-------------|---------------|

**Promotional Prizes**

*Does not include significant amount of yet to be scheduled activities.*

**Note:** Document updated biweekly. Latest version available at GMCVBTools.com
**GMCVB 2019/2020 PROGRAM OF WORK AT A GLANCE**

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<td><strong>Miami Entertainment Months</strong></td>
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<td><strong>Miami Health &amp; Wellness Months</strong></td>
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<td>- Celebrate Orgullo Festival</td>
<td>- WeTrade 2019; Bogota, Colombia (10/31-11/1)</td>
<td>- Circuit Festival Miami Beach, FL (11/28-12/12)</td>
<td>- Aspen Gay Ski Week: Aspen, CO (12-19)</td>
<td>- Travel &amp; Adventure Show; Chicago, IL (8-9)</td>
<td>- ITB Berlin; Berlin, Germany (4-8)</td>
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<td>8th Annual Hispanic LGBT Pride Festival; Miami, FL (1-15)</td>
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<td>- Miami Beach, FL (11/28-12/2) Art Gayet Miami Beach, FL (1/12-1/22)</td>
<td>- Winter Party and Festival; Miami, FL (4-10)</td>
<td>- 4 Ward Americas Symposium; Miami Beach, FL (1/4-15)</td>
<td>- Miami Beach Pride Festival &amp; Expo; Miami Beach, FL (3/30-4/5)</td>
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<td>- Aqua Gift Miami, FL (3-8)</td>
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<td>- Boutique &amp; Lifestyle Hotels Quarterly Meeting; Miami Beach, FL (TBA)</td>
<td>- Gay &amp; Lesbian Festival; Miami, FL (1/8)</td>
<td>- Boutique &amp; Lifestyle Hotels Quarterly Meeting; Miami Beach, FL (TBA)</td>
<td>- GMCVB LGBTQ Tourism Advisory Committee Meeting; Miami, FL (TBA)</td>
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<td>- Hisleash Pride; Miami Beach, FL (13)</td>
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<td>- GMCVB LGBTQ Tourism Advisory Committee Meeting; Miami, FL (TBA)</td>
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<td>- National LGBTQ Task Force Gala; Miami Beach, FL (15)</td>
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**MULTICULTURAL TOURISM & DEVELOPMENT**

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<tr>
<td>- Art Talk curated by the GMCVB Creative Conversations (3)</td>
<td>- Travel Industry Sales and MTDC Collaboration - Sales Mission; DomRep (6-7)</td>
<td>- Art of Black Miami Kick Off Event (TBD)</td>
<td>- Lyric Live! All Stars (7) Coconut Grove Arts Festival (5-7)</td>
<td>- Tout-Monde Festival (5-8)</td>
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<tr>
<td>- HistoryMiami, In Class with Dr. Paul George “The History of Florida” (3-31)</td>
<td>- ANA Multicultural Marketing &amp; Diversity Conference; San Diego, CA (6-8)</td>
<td>- Art of Black Miami Art Basel Season (1-15)</td>
<td>- Annual Chinese New Year Festival, Miami Dade College, Kendall Campus; Miami, FL (16)</td>
<td>- Asian Cultural Festival Fruit and Spice Park; Homestead, FL (7)</td>
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<td>- Hispanic Heritage Community Tour (8)</td>
<td>- National Coalition of Black Meeting Planners (NCBMP); New Orleans, LA (13-16)</td>
<td>- Milwaukee Arts &amp; Crafts Festival (12/26-1/1)</td>
<td>- Black History Month Heritage Community Tour (TBA)</td>
<td>- GMCVB Multicultural FAM in Collaboration with Convention Sales (8-11)</td>
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<td>- Miami Carnival (13)</td>
<td>- Small Business Training Graduation (14)</td>
<td>- Temptations; Art &amp; Heritage Month Collaboration - Activations &amp; Programming (TBA)</td>
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<tr>
<td>- Tourism Business Development Program begins in collaboration with the Miami Beach Convention Center Foundation Spring Program (TBA)</td>
<td>- Art of Black Miami Kick Off Event (TBD)</td>
<td>- Marti Luther King Jr. Scholarship Breakfast (20)</td>
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<td>- Miami Beach Convention Center Foundation</td>
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**MBH - Miami Boutique Hotels Integration ➔ Partner Participation ➥ Brochure Distribution MBCC - Miami Beach Convention Center Showcase**
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<td>Miami Beach Pride Festival &amp; Expo; Miami Beach, FL (3/20-4/5)</td>
<td>LGBTIQ Cross-Market Press Trip; Miami, FL (2-5)</td>
<td>OUTinFILM Film Festival; Miami, FL (6-26)</td>
<td>Pride of the Americas; Fort Lauderdale, FL (21-28)</td>
<td>Fling Women's Weekend; Miami Beach, FL (BFA)</td>
<td>LGBTIQ Tourism Advisory Committee Meeting; Miami, FL (BFA)</td>
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<tr>
<td>IGLTA International LGBTIQ Travel Association Annual Global Convention; Miami, FL (5-9)</td>
<td>Sweet Heat Miami; Miami Beach, FL (13-18)</td>
<td>MDGLCC (Miami-Dade Gay &amp; Lesbian Chamber of Commerce) Annual Gala Awards Celebration; Miami, FL (BFA)</td>
<td>Gay Days Expo; Orlando, FL (2-6)</td>
<td>GNetwork360 (Latin American Conference on LGBT Marketing); Buenos Aires, Argentina (18-21)</td>
<td>Woman på Rest Key West; Key West, FL (BFA)</td>
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<tr>
<td>LGBTTQ family business leadership conference; Las Vegas, NV (BFA)</td>
<td>Out In the Tropics Festival Miami, FL (BFA)</td>
<td>Slack South Beach; Miami, FL (BFA)</td>
<td>St Pete Pride; FL (BFA)</td>
<td>Montréal Pride; Montréal, Canada (BFA)</td>
<td>Boutique &amp; Lifestyle Hotels Quarterly Meeting; Miami Beach, FL (BFA)</td>
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<td>TLGQTC (National LGBTIQ Chamber of Commerce) International Business Leadership Conference; Las Vegas, NV (BFA)</td>
<td>Gays &amp; Lesbians of Miami Pride In Wonderland; Miami, FL (BFA)</td>
<td>Stonewall Pride; Wilton Manors, FL (BFA)</td>
<td>Wynwood Pride; Miami, FL (BFA)</td>
<td>PrideLine Youth Services Gala; Miami, FL (BFA)</td>
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<td>Miami Beach Pride Festival &amp; Expo; Miami Beach, FL (3/20-4/5)</td>
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**TOPC - Travel Professionals of Color**
- 107 Travel Industry Sales Mission (Jamaica) and MTDC Collaboration (BFA)
- Temptations: Attractions & Museums - Activations & Programming (BFA)
- Holocaust Heritage Month Activations (BFA)
- IPA Members Award Scholarship Luncheon, Office of the Chair Miami-Dade Black Affairs Advisory Board (BFA)
- American Black Film Festival (ABFF); Miami, FL (1.2-18)
- Americans for the Arts Annual Convention; Minneapolis, MN (1.4-15)
- Taste of the Caribbean/Caribbean 305 coordinated by the Caribbean Hotel & Tourism Association (BFA)
- Art of Black Miami Creative Conversation Art Talk (BFA)
- Temptations: Attractions & Museums - Activations & Programming (BFA)
- Destination International Convention; St. Louis, MO (1.20-22)
- National Association of Black Hotel Owners, Operators & Developers (NABHOD); (22-24)
- International Multicultural Summit (24-26)
- TBA Professional Workshop (TBA)
- Tourism Business Development Program begins in collaboration with the Miami Bayside Foundation Summer Program (TBA)
- Historic Overtown Music and Arts Festival (BFA)
- Association of African American Museums Conference (1-6)
- Urban Film Festivals; Miami, FL (7-19)
- Temptations: Miami Spice - Activations & Programming (BFA)
- Lunch & Learn, Convention Sales and MTDC Collaboration (BFA)
- Small Business Training Graduation (BFA)
- Association of African American Museums Conference (1-6)
- Urban Film Festivals; Miami, FL (7-19)
- Temptations: Miami Spice - Activations & Programming (BFA)
- Lunch & Learn, Convention Sales and MTDC Collaboration (BFA)
- Small Business Training Graduation (BFA)
- Arts Launch (5)
- Congregational Black Caucus (10-12)
- 23rd Brazilian Film Festival of Miami (12-19)
- Africano Trade & Investment Conference (22-24)
- IABA Global Hall of Fame Weekend (24-27)
- Miccosukee Tribe of Indians of Florida celebrates American Indian Day (28)
- Film Locations RAM in collaboration with the Film & Entertainment Department (BFA)
- Temptations: Miami Spice - Activations & Programming (BFA)
- Hispanic Heritage Month Programming (BFA)
- Hispanic Heritage Community Tour (BFA)

**Promotional Prices**
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<td>Partnership Networking Luncheon, Serafinne / Aventura Mall; Aventura, FL (6)</td>
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<td>Partnership Networking Luncheon, The Wharf; Downtown Miami, FL (9)</td>
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<td></td>
<td>Miami Begins with Me Customer Service Champion Training, GMCVB Office; Miami, FL (11)</td>
</tr>
<tr>
<td></td>
<td>GMCVB Annual Meeting, Hilton Miami Airport Blue Lagoon; Miami, FL (17)</td>
</tr>
<tr>
<td></td>
<td>Partnership Networking Luncheon, SoBe, Ocean, Sunny Isles, FL (30)</td>
</tr>
</tbody>
</table>

| NOVEMBER 2019| Partnership Networking Luncheon, The Wharf; Downtown Miami, FL (6)                               |
|             | Miami Begins with Me Customer Service Champion Training, GMCVB Office; Miami, FL (13)            |
|             | Partnership Networking Mixer, Hyatt Centric SoBe (14)                                           |

| DECEMBER 2019| Partnership Holiday Luncheon, Brickell City Center; Miami, FL (4)                                |
|             | Holiday Partnership Networking Luncheon; PYL, Miami, FL (10)                                    |
|             | Miami Begins with Me Customer Service Champion Training, GMCVB Office; Miami, FL (11)           |
|             | New and Prospective Partner Breakfast; Dadeland Mall; Miami, FL (18)                            |

| JANUARY 2020| Miami Begins with Me Customer Service Champion Training, GMCVB Office; Miami, FL (8)             |
|            | New Partner Orientation; GMCVB Office; Miami, FL (10)                                           |
|            | Partnership Networking Luncheon, Gusto Ristobar; Doral, FL (18)                                 |
|            | Partnership Networking Breakfast; Dadeland Mall; Miami, FL (29)                                 |

| FEBRUARY 2020| Partnership Networking Luncheon; Courtyard Coral Gables, Coral Gables, FL (6)                    |
|             | Miami Begins with Me Customer Service Champion Training, GMCVB Office; Miami, FL (12)           |
|             | Partnership Networking Breakfast, TBA; FL (19)                                                 |
|             | Partnership Networking Breakfast, TBA; FL (25)                                                 |

| MARCH 2020  | Partnership Networking Luncheon, Upland; Miami Beach, FL (5)                                     |
|            | Miami Begins with Me Customer Service Champion Training, GMCVB Office; Miami, FL (11)           |
|            | New and Prospective Partner Breakfast; TBA Miami, FL (19)                                       |
|            | Partnership Networking Mixer, TBA; Miami Beach, FL (25)                                          |

**Research & Business Intelligence**

- Visitor Surveys: Dadeland Airport, Miami International Airport, Miami Beach
- Field Research: Miami Carnival (7), ITF Senior Tennis Circuit (21-28)
- Hotel Research: Columbus Day Weekend Hotel Occupancy Survey (18)
- Field Research: Art Basel (18)
- Special Event Surveys: Art Basel Survey
- Hotel Research: Field Research: Art Deco Weekend, Miami Beach (18-20), Miami Marathon (29)
- Field Research: Art of Black Miami (6-9)

**GMCVB 2019/2020 Program of Work at a Glance**
|------------|----------|-----------|-----------|-------------|-----------------|

**Research & Business Development**

<table>
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<tr>
<th>Visitor Surveys:</th>
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<td>Field Research: Miami International Agriculture Horse &amp; Cattle Show (12-14)</td>
<td>Field Research: Miami International Agriculture Horse &amp; Cattle Show (12-14)</td>
<td>GMCVB Marketing Workshop (19)</td>
<td>GMCVB Marketing Workshop (19)</td>
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Promotional Prizes *Does not include significant amount of yet to be scheduled activities.*

**Note:** Document updated biweekly. Latest version available at GMCVBTools.com

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<tr>
<td><strong>Main Themes:</strong> Attraction</td>
<td><strong>Main Themes:</strong> Thanksgiving Black Friday History &amp; Heritage Native American Heritage Month Art Week Art Basel Events Holidays</td>
<td><strong>Main Themes:</strong> Weather Parks &amp; Recreation Arts &amp; Culture - art, dance, music, theater Art Week Art Basel Events Holidays</td>
<td><strong>Main Themes:</strong> Art &amp; Heritage New Year Resolutions Health &amp; Fitness Spas &amp; Wellness Events Holidays</td>
<td><strong>Main Themes:</strong> Health &amp; Wellness Sports Transportation Black History Month SoBe/WFF Events Holidays</td>
<td><strong>Main Themes:</strong> Health &amp; Wellness Attractions Family Fun Guides Spring Break 305 Day Daylight Saving Time Women's History Month Port Miami/Cruise Events Holidays</td>
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<td><strong>Templations Program:</strong> Miami Entertainment Months</td>
<td><strong>Templations Program:</strong> Miami Arts &amp; Heritage Months</td>
<td><strong>Templations Program:</strong> Miami Arts &amp; Heritage Months</td>
<td><strong>Templations Program:</strong> Miami Health &amp; Wellness Months</td>
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<td><strong>Templations Program:</strong> Cruise Miami Brochure 2020</td>
<td><strong>Creative:</strong> Outdoor Adventure Creative Campaign Video/Photo Shoot K.O.T. Challenge Sales Video Production Art Basel Miami Beach Collateral</td>
<td><strong>Editorial:</strong> 2020 Vacation Planner/Visitors Guide/Travel Planner City Sites &amp; Maps multilingual brochures</td>
<td><strong>Creative:</strong> Outdoor Adventure Creative Campaign Video/Photo Shoot ANATO 2020 Trade Booth &amp; Collateral</td>
<td><strong>Creatives:</strong> Arts &amp; Culture InSekler Spring/Summer issue Outdoor Adventure Creative Campaign Video/Recap Production Art Basel Miami Beach Collateral</td>
<td><strong>Social Media:</strong> Miami Health &amp; Wellness Months Miami Marathon &amp; Half Marathon Selling World Cup Miami Coconut Grove Arts Festival Art Wynwood Ground Up Music Festival Black History Month Community Day at the Lyric Theater SoBe Food &amp; Wine Super Bowl LIV 2020 Miami Dolphins Start Season</td>
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<tr>
<td><strong>Social Media:</strong> Miami Entertainment Months Aqua Girl Miami Carnival Hispanic Heritage Month Coral Gables Hispanic Cultural Festival Celebrate Orgullo Habana Pride Miami Heat Start Season</td>
<td><strong>Social Media:</strong> Miami Entertainment Months Miami Book Fair Art of Black Miami Kickoff</td>
<td><strong>Creative:</strong> Tax Chauffeur Brochure 2020 Outdoor Adventure Creative Campaign Video/Photo Shoot Art Basel Miami MBCC Video Recap Shot/Production</td>
<td><strong>Social Media:</strong> Arts &amp; Heritage Month NAPTE Art Deco Weekend South Beach Jazz Festival Winter Party MLK Parade and surrounding festivities Three Kings Day Art of Black Miami continued exhibits</td>
<td><strong>Social Media:</strong> Miami Health &amp; Wellness Months Miami Marathon &amp; Half Marathon Selling World Cup Miami Coconut Grove Arts Festival Art Wynwood Ground Up Music Festival Black History Month Community Day at the Lyric Theater SoBe Food &amp; Wine Super Bowl LIV 2020 Miami Dolphins Start Season</td>
<td><strong>Social Media:</strong> Miami Health &amp; Wellness Months Jazz in the Gardens Flamenco Festival Miami Film Festival Ultra Music Festival Miami Music Week 305 Half Marathon 305 Day - Miami Awards (Tentative) Calle Ocho Festival Carnival on the Mile Miami Open Miami Marlins Opening Day</td>
</tr>
</tbody>
</table>

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**Phone:** (305) 503-3255 | E-mail: Content@GMCVB.com

**MBS - Miami Boutique Hotels Integration** | **Partner Participation** | **Brochure Distribution** | **MBCC - Miami Beach Convention Center Showcase**

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<td>* Does not include significant amount of yet to be scheduled activities.</td>
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# GMCVB 2019/2020 Program of Work at a Glance

## Sports & Entertainment Tourism

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## Meetings & Convention Sales & Services

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<thead>
<tr>
<th>Event Name</th>
<th>Location</th>
<th>Dates</th>
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<tr>
<td>ASAE Annual Summit Awards Dinner</td>
<td>Washington, DC</td>
<td>Oct 2-3</td>
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<tr>
<td>PSE Education Expo</td>
<td>Tallahassee, FL</td>
<td>Oct 7-9</td>
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<tr>
<td>NFPA Global Partner Conference</td>
<td>Seattle, WA</td>
<td>Oct 9-11</td>
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<tr>
<td>Travel Events &amp; Management in Sports (TEAMS) Conference</td>
<td>Atlanta, GA</td>
<td>Oct 10-12</td>
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<td>Midwest Sales B2B Event</td>
<td>St. Louis, MO</td>
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<td>Full Venue Review</td>
<td>Miami, FL</td>
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<td>Life Insurance Marketing and Research Association (LIMRA) Annual Meeting</td>
<td>Boston, MA</td>
<td>Oct 27-29</td>
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<tr>
<td>PCMA/PMI Joint Boot Camp</td>
<td>Atlantic City, NJ</td>
<td>Oct 28-29</td>
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<td>SPINCON Annual Mfg</td>
<td>Monterey, CA</td>
<td>Nov 3-5</td>
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<tr>
<td>15th Annual Pharmaceutical Meeting Professional Summit (PMPS)</td>
<td>Atlanta, GA</td>
<td>Nov 6-7</td>
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<tr>
<td>Financial &amp; Insurance Conference Planners (FIPC) Annual Meeting</td>
<td>Austin, TX</td>
<td>Nov 10-13</td>
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<tr>
<td>National Coalition of Black Meeting Planners (NCBMP)</td>
<td>Washington, DC</td>
<td>Nov 13-16</td>
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<td>Global Pharmaceutical</td>
<td>San Francisco, CA</td>
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<td>Association Management</td>
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<td>Dec 3-5</td>
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<tr>
<td>Companies Institute (ACME) Winter Meeting</td>
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<td>Dec 3-5</td>
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<tr>
<td>Event Planning &amp; The Americas (EPA)</td>
<td>Tallahassee, FL</td>
<td>Dec 3-5</td>
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<tr>
<td>Life Insurance</td>
<td>Tampa, FL</td>
<td>Dec 3-5</td>
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<tr>
<td>Marketing and Research Association (LIMRA) Distribution Conference</td>
<td>Tampa, FL</td>
<td>Dec 3-5</td>
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<tr>
<td>MBCC - Miami Beach Convention Center Showcase</td>
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<td>Dec 3-5</td>
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## Meetings & Convention Sales & Services

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<thead>
<tr>
<th>Event Name</th>
<th>Location</th>
<th>Dates</th>
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<tr>
<td>Info Connect</td>
<td>New York, NY</td>
<td>Dec 1-3</td>
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<tr>
<td>Expert Event</td>
<td>Los Angeles, CA</td>
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<tr>
<td>Asian Management</td>
<td>Companies Institute Annual Meeting</td>
<td>Long Beach, CA</td>
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<tr>
<td>Society of Independent Show Organizers (SISO)</td>
<td>CEO Summit</td>
<td>Irving, TX</td>
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**Notes:**
- TBD: To Be Determined
- Event details are subject to change.
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<tbody>
<tr>
<td>Miami Beach Production Industry Council Meeting Tribeca Film Festival; New York, NY (15-26)</td>
<td>Miami Beach Production Industry Council Meeting Florida Sports Foundation Annual Meeting; (TBD) GMCVB H.O.T. Challenge; Miami Beach, FL (TBD)</td>
<td>Miami Beach Production Industry Council Meeting International Association of Golf Tour Operators North American Conference; Reno, NV (7-10) Produced by Conference; Los Angeles, CA (TBD)</td>
<td>Miami Beach Production Industry Council Meeting MiamiDate Film &amp; Entertainment Advisory Board Meeting (TBD) Optimist International Junior Golf Championship; Delray, FL (TBD) NATPE Streaming; Los Angeles, CA (28)</td>
<td>Miami Beach Production Industry Council Meeting Connect Sports Marketplace; (TBD)</td>
<td>Miami Beach Production Industry Council Meeting Toronto International Film Festival (TIFF); Toronto, Ontario (TBD) Independent Filmmakers Project (IFP); New York, NY (TBD) S.P.O.R.T.S Relationship Conference (TBD)</td>
</tr>
<tr>
<td>Washington, DC/ Virginia Sales Mission 4/20/20 (week of 3/20/20-backup date) Northeast Sales Blitz NY, NJ, PA (28-29)</td>
<td>Chicago Sales Blitz; Chicago, IL (3-7) Conference Direct Annual Partners Summit; Las Vegas, NV (3-7) Holms Briscoe Annual Business Conference; Las Vegas Caesar’s Forum (17-19) Xperience Design Project; Natl Harbor, MD (19-20) Society of Govt Meeting Prof (SOGMP) NEC &amp; Expo; St. Louis, MO (19-21) The 26th Annual RF Educational Invitational Cap Cana, DR (20-24) Fraternity Executives Assn (FEA); Norfolk, VA (5/27-6/1)</td>
<td>Meeting Professionals International (MPI) WBC; Grapevine, TX (6-9) Association Forum Association Week &amp; Honors Gala; Chicago, IL (18) Financial &amp; Insurance Conference Planners (FICP) Education Forum; Pasadena, CA (24-26)</td>
<td>Florida Society of Association Executives (FSAE); TBD (9-12) Connecticut Sales Blitz; Hartford &amp; Stamford, CT (15-17) Council of Engineering and Scientific Society Executives (CESSSE); Detroit, MI (21-23)</td>
<td>American Society of Association Executives (ASAE); Annual Meeting &amp; Exposition; Las Vegas, NV; (8-11) Connect Marketplace; New Orleans, LA (17-19)</td>
<td>IMEX America’s Worldwide Exhibition for Incentive Travel Meetings &amp; Events; Las Vegas, NV (15-17)</td>
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<th>Major Events</th>
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<tr>
<td>Miami Entertainment Months</td>
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<tr>
<td>Consumers: Nicaraguan &amp; Latino Heritage Month (9/15-10/15)</td>
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<tr>
<td>Celebrate Orlando (1-15)</td>
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<tr>
<td>Aida Group (3-8)</td>
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<tr>
<td>Grovestoberfest (12)</td>
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<tr>
<td>Miami Carnival Parade and Concert (13)</td>
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<tr>
<td>FED USA (16-20)</td>
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<td>South Beach Seafood Week (22-26)</td>
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<td><strong>NOVEMBER 2019</strong></td>
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<tr>
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<td>Consumers: Miami International Auto Show (1-10)</td>
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<tr>
<td>The Seed Food &amp; Wine Festival (7-10)</td>
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<tr>
<td>Miami Beach Pop Festival (8-10)</td>
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<td>Miami Smooth Jazz Festival (9-10)</td>
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<td>Sunny Isles Beach Jazz Fest (13-17)</td>
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<tr>
<td>NASCAR's Ford Championship Weekend (15-17)</td>
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<tr>
<td>Miami Book Fair (17-24)</td>
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<tr>
<td>The White Party (TBA)</td>
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<tr>
<td><strong>DECEMBER 2019</strong></td>
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<td>Miami Arts &amp; Heritage Months</td>
</tr>
<tr>
<td>Consumers: Prizm Art Fair (2-8)</td>
</tr>
<tr>
<td>Design Miami (3-8)</td>
</tr>
<tr>
<td>Art Basel Miami Beach (5-8)</td>
</tr>
<tr>
<td>Mipecoskee Indian Arts &amp; Crafts Festival (12/25-1/1)</td>
</tr>
<tr>
<td>South Beach Jazz Festival (4-6)</td>
</tr>
<tr>
<td>The Original Miami Beach Antique Show (12/28-1/1)</td>
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<tr>
<td>Capital One Orange Bowl Football Game (30)</td>
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<tr>
<td><strong>JANUARY 2020</strong></td>
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<tr>
<td>Consumers: Mipecoskee History Month (1-28)</td>
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<td>Super Bowl LV (2)</td>
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<td>Miami Yacht Show (17-27)</td>
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<td>Progressive Miami International Boat Show (13-27)</td>
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<td>Ground Up Music Festival (1-4)</td>
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<td>Consumers: African-American History Month (1-28)</td>
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<td>Miami Film Festival (6-15)</td>
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<td>Asian Culture Festival (7-8)</td>
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<tr>
<td>Carnival on the Mile (7-8)</td>
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<tr>
<td>The Young Fair (3/12-4/5)</td>
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<tr>
<td>Jazz in the Gardens Music Festival (4-15)</td>
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<tr>
<td>Calle Ocho Music Festival (15)</td>
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<tr>
<td>Ultra Music Festival (20-22)</td>
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<tr>
<td>Flamenco Festival Miami (21-29)</td>
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<tr>
<td>Miami Open (3/23-4/5)</td>
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<td>Miami Beach Pride (3/30-4/5)</td>
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<td>Winter Music Conference (TBA)</td>
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<td>Consumers: Miami Sailing Week (2-8)</td>
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<tr>
<td>Winter Party Festival (4-10)</td>
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<tr>
<td>Miami Film Festival (6-15)</td>
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<td>Asian Culture Festival (7-8)</td>
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<td>Carnival on the Mile (7-8)</td>
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<td>The Young Fair (3/12-4/5)</td>
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<tr>
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<td>Winter Music Conference (TBA)</td>
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<table>
<thead>
<tr>
<th>Miami Beach Convention Center Events</th>
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<tbody>
<tr>
<td><strong>Jeweler’s International Showcase</strong> (9/30-10/8)</td>
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<tr>
<td>CMIB Health &amp; Wellness Fair (9-10)</td>
</tr>
<tr>
<td>South Florida Condo &amp; HOA Expo (9-10)</td>
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<tr>
<td>Burger King Restaurant Owners Conference (11-12)</td>
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<tr>
<td>FED USA (15-20)</td>
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<tr>
<td>Tim Hortons Restaurant Owners Conference (19-25)</td>
</tr>
<tr>
<td>Popeyes Restaurant Owners Conference (21-26)</td>
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<td>49th Annual South Florida International Auto Show (10/27-11/13)</td>
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<td><strong>49th Annual South Florida International Auto Show</strong> (10/27-11/13)</td>
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<tr>
<td>Art Basel in Miami Beach (11/17-12/13)</td>
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<td>America’s Got Talent Season 15 Castings (11-17)</td>
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<td>Original Miami Beach Antique Show (O MBA) (12/29-1/10)</td>
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<td><strong>Original Miami Beach Antique Show (O MBA)</strong> (12/29-1/10)</td>
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<td>Future of Education Technology (FETC) Conference (12-17)</td>
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<tr>
<td><strong>Jeweler’s International Showcase</strong> (6-12)</td>
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<tr>
<td>Franchise Expo South (18-22)</td>
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<tr>
<td>Travelers’ Experience Conference (15-19)</td>
</tr>
<tr>
<td>Zions Bank / Marriott International (30-3)</td>
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<tr>
<td><strong>Franchise Expo South (18-22)</strong></td>
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<tr>
<td>Travelers’ Experience Conference (15-19)</td>
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<tr>
<td>Zions Bank / Marriott International (30-3)</td>
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<td><strong>Zions Bank / Marriott International (30-3)</strong></td>
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Phone: (305) 538-3096 | Email: Robert@GMCVB.com |
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<thead>
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<td><strong>Consumer</strong></td>
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<td>The Youth Fair (3/12-4/5)</td>
<td>Seadrome Cruise Global (20-23)</td>
<td>Miami Heritage Month (1-31)</td>
<td>Gay and Lesbian Pride Month (1-30)</td>
<td>International Mango Festival (11-12)</td>
<td>Hispanic Heritage Month (9/15-10/15)</td>
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<td>Miami Open (3/23-4/5)</td>
<td>Cruise Industry News Miami Expo (18-17)</td>
<td>All Kids Included Festival (2)</td>
<td>Redland Summer Fruit Festival (20-21)</td>
<td>Florida Supercon (TBA)</td>
<td>ArtsLaunch (TBA)</td>
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<tr>
<td>Miami Beach Pride (3/30-4/5)</td>
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<td>American Black Film Festival (TBA)</td>
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<td>Brazilian Film Festival (TBA)</td>
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<tr>
<td>Redland Blues &amp; Barbecue Festival (4-5)</td>
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<td>Coral Gables Restaurant Week (TBA)</td>
<td>International Ballet Festival of Miami (TBA)</td>
<td>Miccosukee Tribe</td>
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<tr>
<td>OUTshine Film Festival (10-20)</td>
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<td></td>
<td>Lychee Summer Celebration (TBA)</td>
<td>International Hispanic Theatre Festival of Miami (TBA)</td>
<td>Celebrates American Indian Day (TBA)</td>
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<td>South Beach Triathlon (15)</td>
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<td>Miami Fashion Week (TBA)</td>
<td>Overtown Musap and Arts Festival (TBA)</td>
<td>South Florida Craft Beer Run (TBA)</td>
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<td>Miami Beach Polo World Cup (TBA)</td>
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<td>Rolling Loud Festival (TBA)</td>
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<td>Miami International Agriculture, Horse &amp; Cattle Show (TBA)</td>
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<td>South Florida’s Taste of the Nation (TBA)</td>
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<td>Miami Riverday Festival (TBA)</td>
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<td>Sprung! Spring Beer Festival (TBA)</td>
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</tbody>
</table>

**Notes:**
- Promotional Prices
- * Does not include significant amount of yet to be scheduled activities.

**Major Events**
- Miami Beach Convention Center Events

**Note:** Document updated biweekly. Latest version available at GMCVBTools.com.
### GMCVB 2019/2020 Program of Work at a Glance

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<thead>
<tr>
<th>FY2019/20 - GMCVB</th>
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<tbody>
<tr>
<td><strong>Month</strong></td>
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<tr>
<td><strong>Paid Search</strong></td>
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<tr>
<td><strong>Always on Retargeting</strong></td>
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<tr>
<td><strong>Found in Miami</strong></td>
</tr>
<tr>
<td><strong>FIM Outdoor Adventure</strong></td>
</tr>
<tr>
<td><strong>Drive Market Program</strong></td>
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<tr>
<td><strong>Cruise Program</strong></td>
</tr>
<tr>
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</tr>
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<tr>
<td><strong>Int’l Social Media</strong></td>
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<tr>
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<td><strong>Destination-wide Co-op</strong></td>
</tr>
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<td><strong>Meetings &amp; Conventions</strong></td>
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</tbody>
</table>

- **FIM Summer**
- **FIM Outdoor Adventurer**
- **Orlando, WPB, Jacksonville, Tampa**
- **FIM Summer Plus Memorial Day/American Black Film Festival**
- **Always on with key events (TBD)**
- **Brazil, Argentina, Colombia; UK, Germany; China; Includes American Airlines partnership**
- **Always on**
- **Timing: TBD pending Partner needs**
- **50/50 mix MBCC/Meetings, Support behind key event**

**Note:** Document updated biweekly. Latest version available at [GMCVBTools.com](http://GMCVBTools.com)
The GMCVB Visitors Guide is an efficient, highly targeted vehicle for reaching visitors while they’re in the process of deciding where to shop, dine and sightsee.

**Quantity Printed:** 52,000  
**Readership:** 2,675,786

**Distribution:** In-room guide at 226 participating hotels and more than 42,000 hotel rooms. Digital Version Available.

**Publication Date:** Annually (December)

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**ADVERTISING COST**

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<td>$7,725</td>
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<td>1/4 Page</td>
<td>$5,665</td>
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<td>1/6 Page</td>
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**PREMIUM POSITIONS**

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</tr>
</tbody>
</table>

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**Publications advertising inquiries:**
MARISA BEAZEL  
HCP Media  
305/376-2686 • MBeazel@hcpmedia.com
Visitors request a copy of the GMCVB Vacation Planner by calling the toll-free number listed in the GMCVB’s multimillion-dollar ad campaign, or by visiting its popular website, MiamiandBeaches.com. This publication includes an accommodations section.

**Quantity Printed:** 10,000
**Readership:** 86,400
**Distribution:** Mailed to prospective visitors upon request. Digital Version Available.

**Publication Date:** Annually (December)
DESCRIPTION

The GMCVB Travel Planner is the travel professional’s go-to guide for planning a client’s trip. It covers arts, culture, dining, shopping, sports, attractions and more.

Quantity Printed: 7,500
Readership: 66,000
Distribution: Travel and tourism trade shows, educational workshops, GMCVB offices worldwide and at familiarization (FAM) trips throughout Greater Miami and the Beaches. Digital Version Available.

Publication Date: Annually (December)

ADVERTISING COST

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<td>Two-Page Spread</td>
<td>$25,340</td>
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</table>

Publications advertising inquiries:
MARISA BEAZEL
HCP Media
305/376-2686 • MBeazel@hcpmedia.com
DESCRIPTION

The GMCVB Pocket Guide is a convenient softcover, pocketbook-sized version of the Visitors Guide that reaches more than 225,000 travelers to Miami. The guide is packed with vital information for visitors: arts, activities, shopping, dining, sporting events, spa treatments and transportation. The Pocket Guide offers advertisers an efficient, highly targeted vehicle for reaching visitors while they are in the process of deciding where to spend their time and money.

Quantity Printed: 100,000
Readership: 225,000
Distribution: Miami International Airport information counters and approximately 175 visitor centers and hotel lobbies. Also included in welcome kits for meeting attendees and convention delegates. Digital Version Available.
Publication Date: Annually (August)

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Publications advertising inquiries:
MARISA BEAZEL
HCP Media
305/376-2686 • MBeazel@hcpmedia.com
Conventions and meetings bring more than 1.5 million visitors to Greater Miami and the Beaches each year. The GMCVB Meeting Planner is designed specifically for the meeting, convention and incentive travel planners who send these visitors to our area. The GMCVB Meeting Planner is a helpful guide for corporate travel professionals, providing an overview of local hotels and resorts, plus business services, dining, nightlife, attractions, shopping and more.

Your ad in the Meeting Planner will be seen by 31,500 meeting and convention planners, who share their knowledge of our area with Miami convention and meeting attendees.

Quantity Printed: 5,000
Readership: 31,500
Distribution: Mailed to meeting and convention planners who are considering hosting events in Miami, and distributed at important industry events such as CVENT, ASAE, MPI and IMEX. Digital Version Available.
Publication Date: Annually [March]
DESCRIPTION

The *GMCVB Family Fun Guide* targets families and focuses on child-oriented activities and attractions throughout Greater Miami and the Beaches. The publication is an easy-to-use softcover guide, making it convenient for parents to take along and consult on the go.

Your ad in the Family Fun Guide will be seen by 64,400 readers looking to find fun things to do and to make memories with their kids.

PUBLICATION

GREATER MIAMI & THE BEACHES TRAVEL PLANNER

ADVERTISING COST

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<td>$11,330</td>
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Quantity Printed: 20,000
Readership: 64,400
Distribution: GMCVB visitor centers, Convention Center, mailed to prospective visitors upon request and inserted in the Miami Herald for select zip codes. Digital Version Available.
Publication Date: Annually (June)
Also placed inside an edition of the Miami Herald for select zip codes.

DESCRIPTION

The *GMCVB Miami Spice Restaurant Guide* provides listings of all participating Miami Spice restaurants, as well as interviews with top chefs.

PUBLICATION

MIAMI SPICE RESTAURANT GUIDE

ADVERTISING COST

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Quantity Printed: 78,000
Readership: 169,747
Distribution: Inserted in the weekend edition of the Miami Herald at the beginning of August and again at the beginning of September.
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<td>The GMCVB City Sites &amp; Map is a 4” x 9” fold-out guide and map with attractions and shopping listings, produced in the following languages: English, Spanish, Chinese, French, German, Italian, Portuguese, Russian.</td>
<td>Back Cover $15,000</td>
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|                             | **Quantity Printed:** 118,700  
**Distribution:** Miami International Airport information counters, select area hotels and GMCVB visitor centers. Also distributed globally at trade shows and included in welcome kits for meeting attendees and convention delegates. Digital Version Available.  
**Publication Date:** Annually (December) | (all languages)    |

For all GMCVB Advertising Opportunities:  
MADELEINE PAREDES  
Senior Associate Vice President, Business Development  
305/539-3066 • Madeleine@GMCVB.com
GMCVB MULTICULTURAL GUIDE

PUBLICATION
GREATER MIAMI & THE BEACHES MULTICULTURAL GUIDE

DESCRIPTION
The GMCVB Multicultural Guide is a special GMCVB publication that strives to elevate the awareness of Miami’s diverse attractions, events, meeting venues, businesses and multicultural neighborhoods for cultural seekers and visitors in general.

Quantity Printed: 40,000
Distribution: Miami International Airport information counters and approximately 175 visitor centers and hotels. Also distributed globally at trade shows and included in welcome kits for meeting attendees and convention delegates.
Digital Version Available.
Publication Date: Annually

ADVERTISING COST
Full Page $5,000
Back Cover $10,000
Opening Spread $12,500
Inside Back Cover $7,500

For all GMCVB Advertising Opportunities:
MADELEINE PAREDES
Senior Associate Vice President, Business Development
305/539-3066 • Madeleine@GMCVB.com
**GMCVB DIGITAL MARKETING OPPORTUNITIES**

**MIAMIANDBEACHES.COM**

Visitors to MiamiandBeaches.com viewed close to 16 million pages in 2019 while planning trips. Website ads allow you to target your message. Our impressions-based over-time model, along with our monthly reporting, allow you to control your exposure and return.

### 2019 SITE VISITOR DEMOGRAPHICS*

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<th>Gender</th>
<th>Age</th>
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<tr>
<td>Male</td>
<td>25-34: 32%</td>
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<td>35-44: 24%</td>
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<td>45-54: 17%</td>
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<td>55-64: 12%</td>
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<tr>
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<td>65+: 7%</td>
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**2019 ONLINE VISITORS OVERVIEW**

- Website Sessions: 6,063,778
- Page Views: 15,992,659
- Average Time on Site: 1:53 minutes

### VISITOR PROFILE**

- **Nights Spent**: 16.5 million visitors spent at least one night in Miami with an average stay of 4.6 nights
- **Dollars Spent**: $17.9 billion were spent by tourists on lodging, food, shopping, transportation and entertainment
- **Purpose of Visit**: Top reasons were leisure and vacation followed by business/convention travel
- **Activities**: Top Miami activities for tourists were the beaches, sightseeing, attractions, dining and nightlife

**2019 TOP SITE VISITOR MARKETS***

<table>
<thead>
<tr>
<th>Top 3 Domestic Markets</th>
<th>Top 3 International Markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Florida</td>
<td>1. Germany</td>
</tr>
<tr>
<td>2. New York</td>
<td>2. Brazil</td>
</tr>
<tr>
<td>3. California</td>
<td>3. Canada</td>
</tr>
</tbody>
</table>

Sources: *Google Analytics; **GMCVB’s Visitor Profile Study

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**For all GMCVB Advertising Opportunities:**

MADELEINE PAREDES
Senior Associate Vice President, Business Development
305/539-3066 • Madeleine@GMCVB.com
The Greater Miami Convention & Visitors Bureau executes a robust paid and earned media strategy on a national scale to drive brand awareness and consideration of Miami as a vacation destination.

Your brand will be featured in this highly visible hero image on the homepage of our leisure and meeting site — MiamiMeetings.com, affording you exclusive share of voice for the timeframe selected.

**GMCVB Partner Rates**

<table>
<thead>
<tr>
<th>Impressions</th>
<th>CPM</th>
<th>Net Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>50,000</td>
<td>$14</td>
<td>$700</td>
</tr>
<tr>
<td>150,000</td>
<td>$12</td>
<td>$1,800</td>
</tr>
<tr>
<td>250,000</td>
<td>$10</td>
<td>$2,500</td>
</tr>
<tr>
<td>500,000</td>
<td>$8</td>
<td>$4,000</td>
</tr>
<tr>
<td>1,000,000</td>
<td>$6</td>
<td>$6,000</td>
</tr>
</tbody>
</table>

*Based on availability. Non-partners, add 30% to net rates

For all GMCVB Advertising Opportunities:
MADELEINE PAREDES
Senior Associate Vice President, Business Development
305/539-3066 • Madeleine@GMCVB.com
LANDING PAGE FEATURE

Target your message by site content by promoting your business on category-specific landing pages. Landing pages available: Hotels, Things To Do, Events and Homepage.

Sold on a guaranteed impression-over-timeframe basis, this unit allows you highly visible exposure to an active travel-planning audience.

Limited inventory available.

<table>
<thead>
<tr>
<th>Impressions</th>
<th>CPM</th>
<th>Net Rate</th>
</tr>
</thead>
<tbody>
<tr>
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<td>$14</td>
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<tr>
<td>250,000</td>
<td>$10</td>
<td>$2,500</td>
</tr>
</tbody>
</table>

*Based on availability. Non-partners, add 30% to net rates

SEARCH RESULT FEATURED BUSINESSES

MiamiandBeaches.com is a trusted source for comprehensive business listings that visitors depend on to plan their trip. Our featured business listing program gives you priority exposure to site visitors searching within your business category.

Featured Business Listings are sold on a 90-day basis and served in a lateral fashion, giving paid listings priority positioning.

<table>
<thead>
<tr>
<th>GMCVB Partner Rates*</th>
</tr>
</thead>
<tbody>
<tr>
<td>$750 per 90 Days</td>
</tr>
</tbody>
</table>

*Based on availability. Non-partners, add 30% to net rates

For all GMCVB Advertising Opportunities:

MADELEINE PAREDES
Senior Associate Vice President, Business Development
305/539-3066 • Madeleine@GMCVB.com
**HOMEPAGE:**
**WHAT’S HOT**
**SPONSORSHIP**
**NATIVE AD**

Connect with people researching their next great Miami vacation.
Feature your business among the latest content being promoted through the site. Sold on a guaranteed impression-over-timeframe basis, this unit allows you highly visible exposure to an active travel-planning audience.

**GMCVB Partner Rates**

<table>
<thead>
<tr>
<th>Impressions</th>
<th>CPM</th>
<th>Net Rate</th>
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<tr>
<td>250,000</td>
<td>$10</td>
<td>$2,500</td>
</tr>
</tbody>
</table>

*Based on availability. Non-partners, add 30% to net rates

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**HOMEPAGE:**
**WHAT’S HOT**
**LOGO**
**SPONSORSHIP**

A trusted source for online travel planning information, MiamiandBeaches.com is the go-to resource for articles, business listings, maps and events in Miami.
Align your business with the latest content being promoted through the site. Featured prominently on the homepage of the site, this section is a highly visible branding opportunity sold on an exclusive basis for your selected timeframe.

**GMCVB Partner Rates**

<table>
<thead>
<tr>
<th>Bi-Annual Rate</th>
<th>Quarterly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$8,000</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

*Based on availability. Non-partners, add 30% to net rates

---

For all GMCVB Advertising Opportunities:
MADELEINE PAREDES
Senior Associate Vice President, Business Development
305/539-3066 • Madeleine@GMCVB.com
WEBCAM FEATURED VIDEO

As one of the most highly trafficked spots on MiamiandBeaches.com, the Miami Webcam section is an ideal position to promote your video.

<table>
<thead>
<tr>
<th>GMCVB Partner Rates*</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bi-Annual Rate</td>
<td>Monthly Rate</td>
</tr>
<tr>
<td>$10,000</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

*Based on availability. Non-partners, add 30% to net rates

MIAMIANDBEACHES.COM

MID-ARTICLE AD

Advertise your business in absolute context by aligning it with relevant content for an entire year. Mid-article ads are sold on an annual basis as an exclusive opportunity per article.

<table>
<thead>
<tr>
<th>GMCVB Partner Rates*</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate determined by Article</td>
<td></td>
</tr>
</tbody>
</table>

*Based on availability. Non-partners, add 30% to net rates

For all GMCVB Advertising Opportunities:
MADELEINE PAREDES
Senior Associate Vice President, Business Development
305/539-3066 • Madeleine@GMCVB.com
CUSTOM CONTENT

Promote your business to close to 16 million qualified visitors annually on MiamiandBeaches.com. Leverage the expertise of our editorial team to develop content for distribution on MiamiandBeaches.com, as well as your own site.

To boost traffic to your article page, we’ll promote the article through run-of-site banner ads, with a minimum guarantee of 25,000 impressions.

<table>
<thead>
<tr>
<th>GMCVB Partner Rates*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual Rate</strong></td>
</tr>
<tr>
<td>$4,000</td>
</tr>
<tr>
<td>Article Page + 25,000 House Ad Impressions</td>
</tr>
</tbody>
</table>

*Based on availability. Non-partners, add 30% to net rates

MIAMI INSIDER

The Miami Insider e-newsletter is sent monthly to more than 25,000 subscribers interested in Miami travel stories, updates, events and special offers. Sponsor the entire e-newsletter, place a banner ad, or promote your hotel, attraction, event or special offer through integrated content advertising within the e-newsletter itself.

<table>
<thead>
<tr>
<th>GMCVB Partner Rates*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Item Rate</strong></td>
</tr>
<tr>
<td>Primary Sponsor (e-Mail Header)</td>
</tr>
<tr>
<td>Article Card</td>
</tr>
<tr>
<td>Events — Featured Event</td>
</tr>
<tr>
<td>Events — Event Card</td>
</tr>
<tr>
<td>Hotel Partners — Featured Hotel</td>
</tr>
<tr>
<td>Hotel Partners — Hotel Card</td>
</tr>
<tr>
<td>Banner Ad (300px x 250px)</td>
</tr>
</tbody>
</table>

*Based on availability. Non-partners, add 30% to net rates

For all GMCVB Advertising Opportunities:
MADELEINE PAREDES
Senior Associate Vice President, Business Development
305/539-3066 • Madeleine@GMCVB.com
REGIONAL MARKETING

New for Fiscal Year 2019–2020, the GMCVB is taking a more regional approach to co-op marketing efforts. This will enable each region to promote the individual areas of Miami, conveying all the unique attributes of each region.

This new program will allow regional partners to select from four potential partners: Expedia, Travelzoo, Northstar and CVENT. Regional partners may select up to two media partners based on the program goals, as well as the regional partner’s contributions.

<table>
<thead>
<tr>
<th>Leisure Bookings</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expedia</td>
<td>Drive leisure bookings at scale. All bookings on Expedia with full ROI reporting.</td>
</tr>
<tr>
<td>Travelzoo</td>
<td>Drive leisure bookings, requires all participants to offer most competitive deals. Option of driving to Travelzoo booking engine or your property to book.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Meetings</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Northstar</td>
<td>Increase awareness for your properties’ meetings offerings among qualified meeting planners.</td>
</tr>
<tr>
<td>CVENT</td>
<td>Drive increased leads on a platform with meeting planners actively in the planning process.</td>
</tr>
</tbody>
</table>

As in past years, the GMCVB will engage business improvement districts, governmental partners, chambers of commerce and other organizations to support these co-operative advertising marketing efforts.

For all GMCVB Advertising Opportunities:
MADELEINE PAREDES
Senior Associate Vice President, Business Development
305/539-3066 • Madeleine@GMCVB.com
The Travelzoo Destination-wide Co-op program is open to all partners outside of the Regional Co-op areas, or partners that have committed to their regional program and would like to participate in the Destination-wide program.

The GMCVB will be offering an approximately 2-to-1 match on partner investments. The final match is dependent on total participants.

Media program will include:
- Destination of the Week — 14 million U.S. members
- Stand-alone e-Mails — with a mix of prime markets (NYC, Chicago and Boston) and other cities
- Two-week Homepage Placement
- Featured Miami Destination Webpage with corresponding hotel offers for 8 weeks

The Fiscal Year 2018–2019 Travelzoo program delivered more than 11.9 million impressions and more than $400,000 in revenue.

<table>
<thead>
<tr>
<th>GMCVB Partner Rates *</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,500 per partner</td>
</tr>
</tbody>
</table>

*Only available to partners. One offer per partner.

The GMCVB Partner of the Week will be prominently featured in the What’s Happening e-newsletter and receive a dedicated Partner e-blast.

The GMCVB Featured Partner of the Week package includes one dedicated e-blast that is sent to more than 3,000 active contacts within the GMCVB Partner Database.

The GMCVB’s weekly What’s Happening e-newsletter provides the latest information on the GMCVB’s sales and marketing efforts, initiatives and activities to promote Greater Miami and the Beaches worldwide for conventions, leisure and business travel. This e-newsletter is distributed to more than 12,000 GMCVB Partners, Travel & Tourism Industry partners, civic and community leaders, media and more.

The Partner of the Week listing within What’s Happening will include a short paragraph and link or call to action.

<table>
<thead>
<tr>
<th>GMCVB Partner Rates *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>Per Week</td>
</tr>
</tbody>
</table>

*Only available to partners.
The 2018/2019 Year in Review features a summary of GMCVB sales and marketing activities during the fiscal year that ended September 30, 2019. The 2019/2020 Program of Work Calendars outline the GMCVB’s sales and marketing activities including sales missions, trade shows, press trips and familiarization tours, as well as partner participation opportunities. To view these resources and many others online, please visit GMCVBTools.com.

For all GMCVB Advertising Opportunities:
MADELEINE PAREDES
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305/539-3066 • Madeleine@GMCVB.com
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.

Visit us online at ZooMiami.org