

The background of the entire page is an aerial photograph of San Francisco taken during the "golden hour" of sunset. The warm, orange light bathes the scene, highlighting the dense urban landscape. A prominent feature is a winding, paved road that snakes through the middle of the frame, flanked by lush greenery and manicured flower beds. On either side of the road are multi-story residential buildings with varied architectural styles, including flat roofs and bay windows. A single car is visible on the winding road, and a palm tree stands out on the right side. The overall atmosphere is serene and picturesque.

STRATEGIC BUSINESS PLAN 2025



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MESSAGE FROM THE **PRESIDENT & CEO**



Having spent more than 20 years in San Francisco's tourism and hospitality industry, it is an honor and a thrill to now be leading the San Francisco Travel Association as its President and CEO. As we start a new year, I am filled with nothing but optimism.

We San Franciscans have once again proven our resilience and shown the world how our innovative spirit can turn challenges into opportunities. Night markets are popping up from Chinatown to the Sunset. Downtown storefronts vacated by global labels have become vital incubators for local brands. California's first-ever designated entertainment zones are bringing energy to the Financial District and other neighborhoods. Legendary landmarks like the Transamerica Pyramid are the site of fresh investment, giving these icons renewed cachet.

There's no sign of this excitement slowing down. Between now and 2026, San Francisco will host the Laver Cup, the Super Bowl, and part of the FIFA World Cup. These global sporting events represent a chance for us to welcome the world back to San Francisco and let people rediscover what they love about our City.

Within this strategic business plan, you'll read about how we intend to make the most of this moment. As an organization, one of our top priorities remains group business. A strong meetings and convention calendar is essential for a strong tourism economy. Conference attendees provide an essential boost to small businesses, restaurants, museums, bars, and attractions — all the institutions that fuel our industry and make San Francisco unique.

Another key task ahead of us is to correct the public perception of San Francisco. This is no small task and will require new and creative tactics, many of which are enumerated in this plan. These efforts, mostly aimed at our domestic audience, will complement our international marketing partnership with San Francisco International Airport to attract expanded service that makes our City more accessible to global travelers.

Our mission requires collaboration and teamwork. For that, I am grateful that San Francisco Travel maintains strong relationships with the City's elected and appointed leaders, who value our industry and are committed to improving the San Francisco visitor experience.

We know that San Francisco is safe, vibrant, and inviting. We know that creativity is our lifeblood, and you can find inspiration around every corner. It's our job to get that message out to the rest of the world. I hope you'll join us by getting loud and proud about San Francisco.

Sincerely,

Anna Marie Presutti
President & CEO
San Francisco Travel Association



California Street Cable Car



MESSAGE FROM THE **BOARD CHAIR**



Speaking of challenges: my challenge to all of you this year is to get out and explore. Visit a park you have never been to, find a new local shop or spend time in one of our incredible museums. Then share that experience with everyone you know. There has been enough negativity shared about San Francisco and it is time that our positive voices got louder.

Last year was a record travel year for me professionally, visiting current and potential customers to remind them of what the City has to offer: the world-class cuisine and entertainment; the wonderful hospitality of the professionals employed at our restaurants, hotels and attractions; and the uniqueness of the many neighborhoods contained within our 49 square miles. I would insist upon their honesty when I asked customers, “When was the last time you were in San Francisco?” and “Isn’t it about time you saw it again?”

San Francisco is a City like no other, and I am excited to share it with as many people as possible. I am extremely honored to chair the San Francisco Travel Board of Directors, and I look forward to shaping and supporting the work of the association’s dedicated team for years to come.

Sincerely,

John Anderson
Board Chair
San Francisco Travel Association

When I first joined the Board of Directors of the San Francisco Travel Association in 2016, one of my mentors sat me down and explained the importance of always keeping the mission of the organization in mind when performing my board responsibilities. Upon assuming my duties as Chair, this was the same message that I passed to our board as we head into what I see as a breakthrough year for our destination.

Our board is diverse, representing many different sectors of our local tourism industry. In many ways, we’re all competitors for business opportunities; however, as a group, we remain aligned in our mission to market San Francisco.

The strength of San Francisco lies within its culture of support and compassion; neighbors helping neighbors, all working toward shared success. The support for tourism from our City officials is noticeable. As a board, we will continue to collaborate and challenge our partners in City Hall to ensure that our visitors continue to experience progress.

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WHO WE ARE



The San Francisco Travel Association was **founded in 1909 by a group of hoteliers and merchants** in the wake of the devastating earthquake and fire just three years earlier to bring visitor business back to the City.

Since then, San Francisco Travel has become **the voice of the visitor for the hospitality and tourism industry** in San Francisco.

Acting as a **specialized economic development agency**, San Francisco Travel works to **promote the destination worldwide** while ensuring that tourism, the top generator of outside revenue into the City's economy, is kept in the forefront as Citywide decisions and policies are made. Governed by a Board of Directors made up of San Francisco Travel members, the Association operates as a 501(c)(6) private, not-for-profit, mutual benefit corporation.

OUR VISION

To be the **most compelling destination** in the world.

OUR MISSION

To promote the San Francisco region as a **top global destination** by leading the way in performance, innovation, and sustainability.

OUR VALUES

- Embrace **Change**
- Spirit of **Service**
- Be **Accountable**
- Empower & Champion **Talent**
- Drive **Excellence**

OUR REPUTATION STATEMENT

San Francisco Travel will **continue to lead the way**, being seen as:

- **Critical to San Francisco's success** as a City and destination.
- A **bold and visionary** organization with global reach and influence.
- An **essential and reliable** partner.
- A driver of **discovery**.
- A deeply **integrated and collaborative** organization.

OUR POSITIONING STATEMENT

San Francisco Travel is **the leader in driving visitation to the San Francisco region**. Our diverse team promotes the region globally, strengthens industry and community relationships, and pioneers the use of innovative data and technology to support the development of the destination's future.

OUR DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY STATEMENT

In San Francisco, all are welcome and differences are celebrated. The San Francisco Travel Association is **committed to diversity, equity, inclusion, and accessibility** to promote unique San Francisco experiences and elevate voices in the community that speak to travelers from around the world. We aim to be a thought leader in our industry, City and community.

ABOUT THE SAN FRANCISCO TRAVEL FOUNDATION

Formed in 2003, the San Francisco Travel Foundation **supports hospitality management programs at Bay Area colleges and universities**. The Foundation works with the Hotel and Restaurant Foundation, managed by the California Hotel & Lodging Association, to select the recipients of the annual **John A. Marks Leadership Scholarship** (named for San Francisco Travel's president from 1987 to 2006). The Foundation also awards the recently established **S. Dale Hess Excellence in Hospitality Scholarship** (named for San Francisco Travel's former Executive Vice President of Operations and Public Policy) and **Joe D'Alessandro Scholarship** (named for San Francisco Travel's former president from 2006 to 2023) to deserving local students who desire careers in our industry.

Fisherman's Wharf



EXECUTIVE OFFICE

San Francisco Travel's Executive Office is responsible for the oversight of the organization, as well as strategic planning and long-range priorities. Executive Office programs include Board of Directors management and Community and Stakeholder Engagement.

Staff Contact: Anna Marie Presutti, President & CEO

Board Oversight: Executive Committee



GLOBAL SALES & BUSINESS DEVELOPMENT

San Francisco Travel's Global Sales & Business Development division acts as the destination sales and services experts responsible for booking citywide conventions at The Moscone Center and self-contained meetings at hotels throughout the San Francisco region.

Staff Contact: Nicole Rogers, Executive Vice President & Chief Sales Officer

Board Oversight: Meetings & Convention Council

Industry Input: Citywide Convention Center Customer Advisory Council, Self-Contained Meetings Advisory Council



GLOBAL MARKETING DIVISION

San Francisco Travel's Global Marketing division is responsible for managing the San Francisco Travel brand and marketing the destination to visitors around the world. The Marketing division also includes the Global Public & Media Relations department, which provides resources for media and grows exposure domestically and abroad.

Staff Contact: Lynn Bruni-Perkins, Executive Vice President & Chief Marketing Officer

Board Oversight: Marketing Council



GLOBAL TOURISM DIVISION

San Francisco Travel's Global Tourism division markets the city and the region to the domestic and international travel industry. Global Tourism also now incorporates our MICE (Meeting, Incentive, Congress and Exhibition) sales efforts, as there is less organizational distinction between leisure and business travel in international markets.

Staff Contact: Hubertus Funke, Executive Vice President & Chief Tourism Development

Board Oversight: Tourism Council



EXTERNAL AFFAIRS & OPERATIONS DIVISION

The External Affairs team manages the Association's strategic partnerships and business memberships, the San Francisco Travel Board of Directors and various committees, the Tourism Improvement Management District Board of Directors and the San Francisco Travel Foundation Board of Directors. The team is responsible for directing public policy positions on behalf of the organization that impact the future of the city as a destination and working with representatives at all levels of government, potential developers, neighborhood and business groups, industry associations and various public and private agencies to ensure the continued enhancement of the San Francisco visitor experience.

On the operations side, the division oversees human resources and information technology. HR is focused on a talent management program that supports the acquisition, development, retention and evaluation of staff, while moving the Association toward a workplace environment and culture that is recognized as an industry model. IT remains focused on aligning technology with business goals by streamlining processes and reducing costs through automation and technology optimization, adapting to evolving technology and market trends, and protecting critical systems and infrastructure from cyber threats.

Staff Contact: Cassandra Costello, Executive Vice President, Public Policy & Executive Programs

Board Oversight: Public Policy Council, Equity Council



FINANCE & ADMINISTRATION DIVISION

San Francisco Travel's Finance & Administration division is responsible for the financial management of the association and oversees the accounting, budgeting and administrative functions. It provides fiduciary oversight for the Foundation's assets and ensures all financial operations conform to legal, regulatory and business norms.

Staff Contact: Janice Lee, Executive Vice President & Chief Financial Officer

Board Oversight: Finance Committee, Audit Committee

SAN FRANCISCO TRAVEL EXECUTIVE COMMITTEE 2025



John Anderson

Board Chair
General Manager,
San Francisco Marriott Marquis



Michael Baier

Chair, Public Policy Council
General Manager,
Hyatt Regency San Francisco Downtown SOMA



Gail Hunter

Vice Chair
Director of Events,
Apple



Markus Treppenhauer

Chair, Meetings & Conventions Council
General Manager,
Fairmont San Francisco



Christine Gaudenzi

Chair-Elect
Director of Marketing & Business Development,
Family Coppola Hideaways



Kathryn Inglin

Chair, Marketing Council
Vice President Marketing and Communications,
YMCA of Greater San Francisco



Sandra Fletcher

Secretary-Treasurer
President,
SIMCO Restaurants



Sheila Shin

Chair, Tourism Council
Chief Operating Officer,
SFMOMA



Randall Reynoso

Immediate Past Chair
Executive Vice President-Business Banking President,
Five Star Bank



Palace of Fine Arts

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WHAT
WE DO

San Francisco Travel promotes the City and the region through sales and marketing efforts to meeting and event planners, tour operators, travel industry professionals, journalists, and leisure travelers.

Beyond the Bay Area, San Francisco Travel has a network of **10 representation offices around the globe** that are responsible for direct contact and interaction with the travel trade and media, **promoting visitation to San Francisco and the Bay Area**. They also promote San Francisco International Airport (SFO) as the premier gateway to North America and help explore opportunities for enhanced air service from major markets.

As a membership-based organization with **hundreds of businesses** representing the

visitor industry in San Francisco and the surrounding region, San Francisco Travel works closely with local businesses, non-profit organizations, and City government to **ensure that visitors have an exceptional experience** in San Francisco, and that we **drive significant economic value** to businesses throughout the region.

In collaboration with our Board of Directors, we ensure that our **focus is on the most impactful market opportunities available**.



Fisherman's Wharf

OUR BRAND PILLARS

For some, San Francisco is defined by the Golden Gate Bridge and the cable cars. For all of us at San Francisco Travel, our City is so much more. We believe San Francisco's greatest strengths are embodied in these four brand pillars. As we interact with our various audiences, it is these brand pillars that inform our tactics.

ICONIC SAN FRANCISCO

What San Francisco has to offer visitors continues to change as our City grows. **Fresh perspectives and talent** combine to create new experiences and reimagine existing ones. **The City's innovative spirit** encourages progress, transformation, and creativity — all of which make San Francisco **an always-evolving destination**. We believe that no two visits to our City will ever be the same.

DIVERSITY

Throughout its history, San Francisco has attracted and welcomed **a multitude of communities** of diverse social, cultural, and ethnic backgrounds. It is evident in the City's **kaleidoscope of neighborhoods**, which attract visitors from around the world with a variety of different tastes, interests, and expectations. The City also has a proud history of supporting its various communities, most famously as a **leader in the fight for LGBTQ+ equality**. San Francisco Travel remains committed to welcoming all travelers to the City, no matter where they come from and no matter how attitudes elsewhere in the country may change.

ARTS & CULTURE

San Francisco is **world-renowned for its opera, symphony, ballet, museums, theater companies, and galleries**. As a City of innovation, San Francisco is building on its status as a destination for traditional arts and culture and blazing a trail toward the creative expression of tomorrow. With **cultural tourism being a driving force for tourism's overall economic impact**, San Francisco Travel remains committed to building partnerships with local cultural influencers to activate neighborhoods and encourage even more visitors to experience the creative side of our City.

CULINARY

Food is a part of the visitor experience that's **important to all travelers**. Culinary travelers, defined as those who travel primarily for unique and memorable eating or drinking experiences, have reshaped the way destinations market themselves. Compared to the average leisure traveler, culinary travelers are more affluent, better educated, and take part in more activities while traveling. San Francisco is **uniquely positioned to attract this audience** and San Francisco Travel markets the City and the region as a required destination for culinary travelers.



The Painted Ladies



HOW WE ARE **FUNDED**

THE SAN FRANCISCO TOURISM IMPROVEMENT DISTRICT

One hundred years after hoteliers collaborated to form what is now San Francisco Travel, the hotel industry once again came to the rescue to help reshape San Francisco's tourism industry.

To ensure adequate funding for tourism marketing and for the renovation and expansion of The Moscone Center, the local hotel community, City officials and San Francisco Travel worked together to create the San Francisco Tourism Improvement District Management Corporation (SFTIDMC), which began collections in 2009.

Proceeds from a 1% to 1.25% assessment (2% to 2.25% from November 1, 2024 to November 1, 2025) on hotel room and short-term-rental revenue are available exclusively for the sales, marketing, and operational programs of San Francisco Travel for the benefit of the industry and to keep The Moscone Center, a major demand generator, competitive.

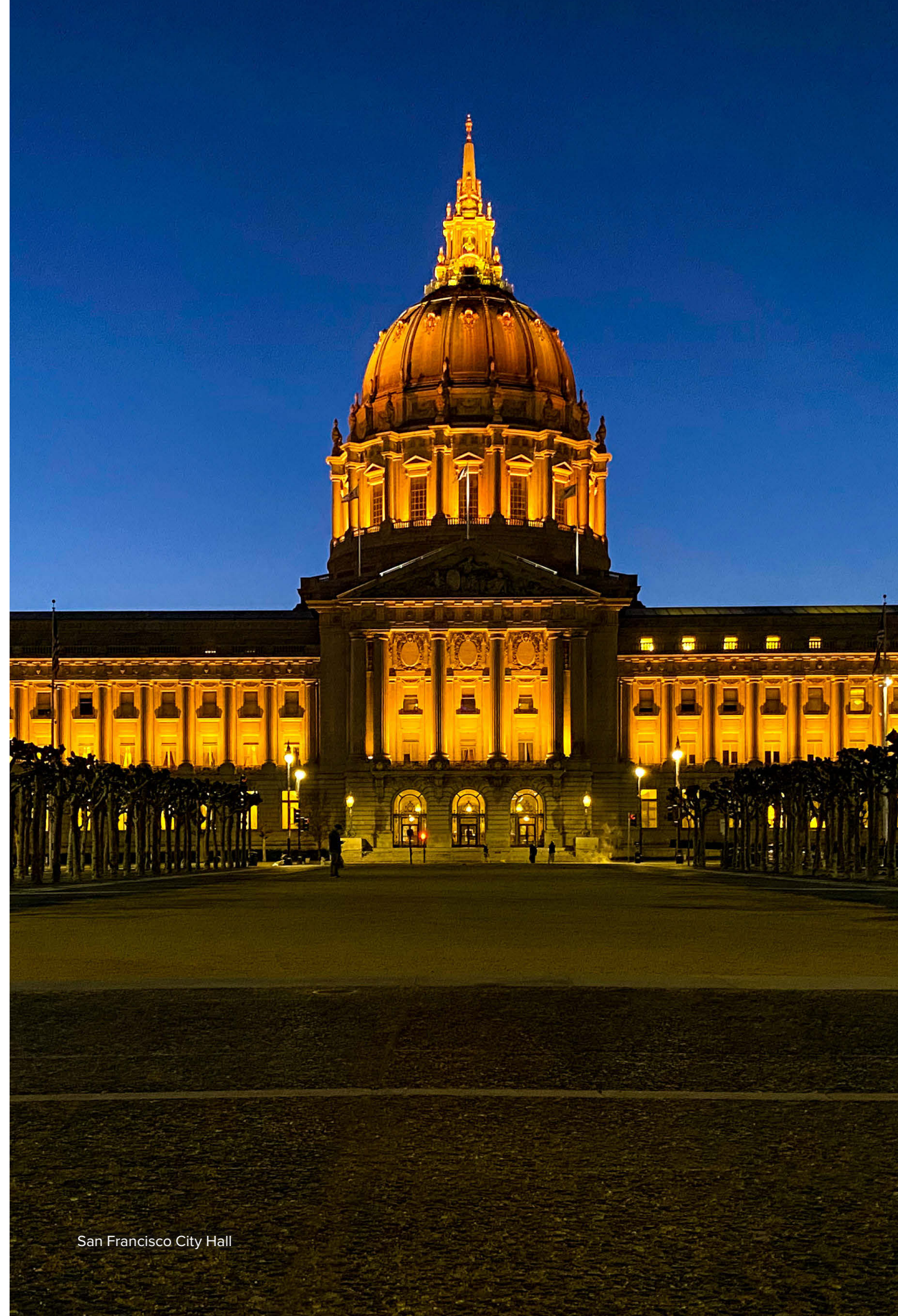
The SFTIDMC is governed by a separate board of directors from the San Francisco Travel Board of Directors and meetings are open to the public in accordance with the Brown Act.



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SAN FRANCISCO
VISITOR

**ECONOMY
OUTLOOK**



San Francisco City Hall

A Note About Our Methodology

San Francisco Travel's research model uses internal data and curated research in conjunction with Tourism Economics to calculate and forecast total visitor volume and spending by visitor segments (domestic/international, leisure/business, overnight/day). San Francisco Travel also provides visitor segmentation detail for both the City and County of San Francisco and the broader Bay Area regional markets (including the East Bay markets of Oakland, Berkeley, and Hayward; Marin County; Napa and Sonoma counties; the Peninsula markets of San Mateo and Redwood City; and San Francisco International Airport).

Asian Art Museum of San Francisco



OVERVIEW

San Francisco has rebounded significantly from the low points of the pandemic. We have seen visitor volume and spending on the rise since the City began its reopening in 2021. San Francisco has continued to invest in projects that elevate the visitor experience, including hotel construction, major infrastructure improvements, and our Welcome Ambassador program. However, challenges remain. Some are resultant of the pandemic (a downtown in need of revitalization, travel restrictions in key Asian markets), while others predate it (undesirable street conditions, the high cost of hosting conventions and events in the City).

INVESTING IN THE FUTURE

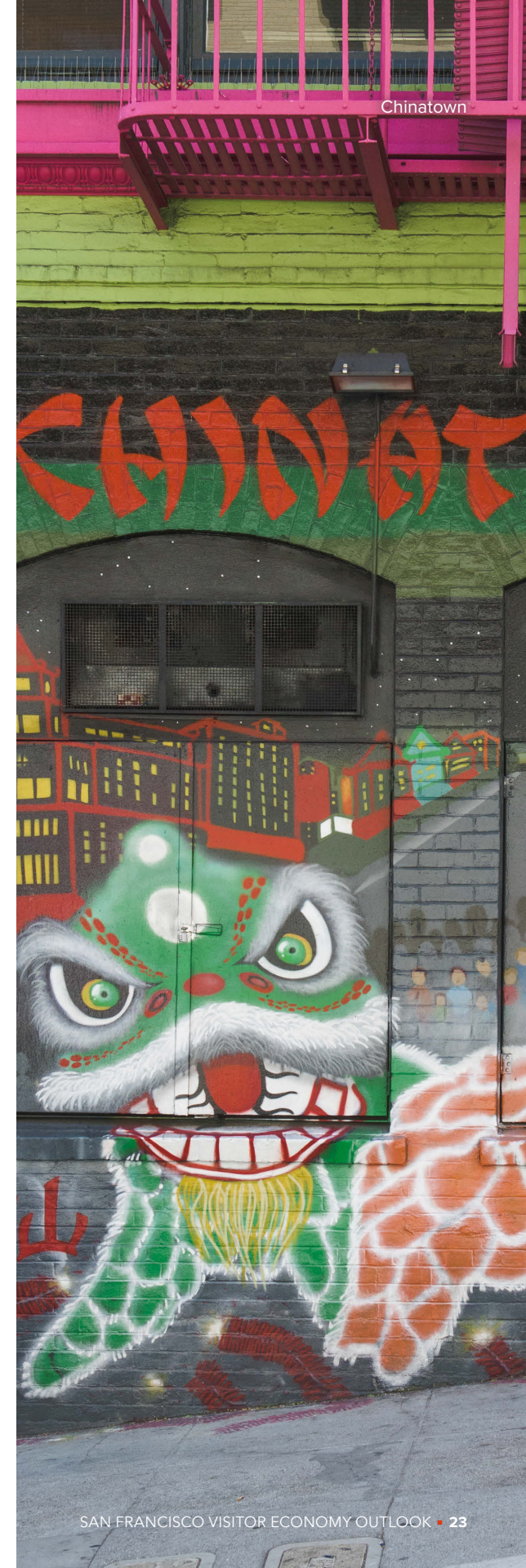
If there is a silver lining to the COVID-19 pandemic, it is that key stakeholders and decision-makers in our City and around the Bay Area came to understand the tremendous impact that tourism has on our local economy. Now, as our City prepares itself for the future, strategic choices are being made with the visitor experience in mind.

For instance, more hotel rooms are being built to accommodate demand. By the end of 2028, San Francisco's hotel inventory could grow by 1,800 rooms, if all planned projects are completed. The most recent openings include The Timbri Hotel on Market Street and The LUMA Hotel in Mission Bay.

City leaders in San Francisco have made it easier for visitors to move between neighborhoods, with the Central Subway now offering riders expedited connection between popular neighborhoods like Chinatown, Union Square, and SoMa. This new transit route runs directly beneath most of the City's largest hotels and key attractions, including The Moscone Center. It also encourages visitors to explore rapidly developing neighborhoods like Mission Bay and Dogpatch, site of the Chase Center that hosted the 2025 NBA All-Star Game in February and will host the Laver Cup in September.

International and domestic airlift continues to grow at San Francisco International Airport. SFO continues to renovate and expand its facilities and earn accolades for the visitor experience it provides.

Chinatown





CHALLENGES

San Francisco faces challenges similar to those in other major urban destinations. Chief among them are street conditions, the cost of doing business, and skewed public perception.

San Francisco Travel has robust plans and strong partnerships at its disposal to help address those issues. Our association leaders enjoy good working relationships with elected and appointed City officials and have impressed upon them the need for urgent action to keep our City clean; to ensure that visitors are safe when they explore our City; and to provide compassionate, permanent solutions for our unhoused neighbors.

The City has also responded to the economic pressures of the time by helping to finance our Moscone Recovery Fund. This fund allows us to welcome convention clients who would otherwise be priced out of San Francisco, thus filling hotel rooms and venues. The City has also been financially supportive of our Welcome Ambassador program, which has had an enormous impact in improving the visitor experience in some of our most visited neighborhoods.



AirTrain at SFO

Summary

With its combination of uniquely iconic experiences and innovative culture, San Francisco remains a destination like no other. The City's tourism industry has been on the upswing, and decisions made by San Francisco City officials reflect the need to continue providing visitors with a safe and singular experience. Our projections for the long-term future of the destination are positive.



THE POSITIVE
ECONOMIC IMPACT
OF TOURISM

63K **23M+** **\$9B+** **\$753**

INDUSTRY
INDIVIDUALS
EMPLOYED

VISITORS

SPENT IN
OUR LOCAL
ECONOMY

TAX
RELIEF PER
RESIDENT

\$609M+

TAX REVENUE WHICH WOULD PAY FOR:

6,405

SFPD OFFICERS

5,536

SFFD FIREFIGHTERS

8,120

SF TEACHERS

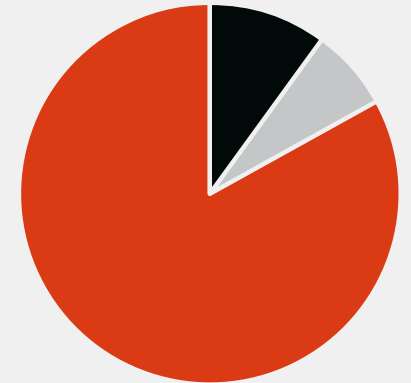
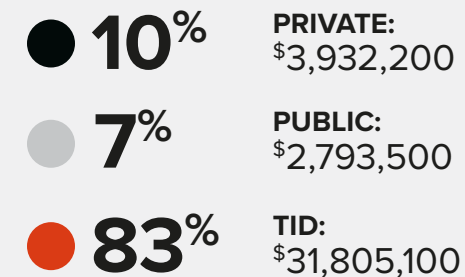
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SAN FRANCISCO TRAVEL 2025 BUDGET

FY25 REVENUE & EXPENSES

Revenue

TOTAL \$38,530,800



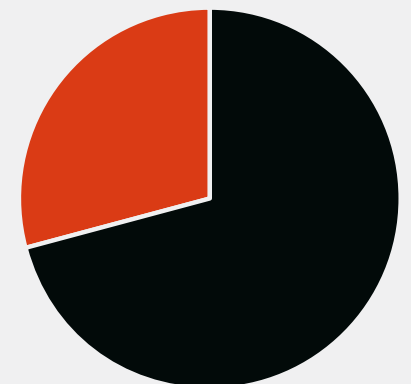
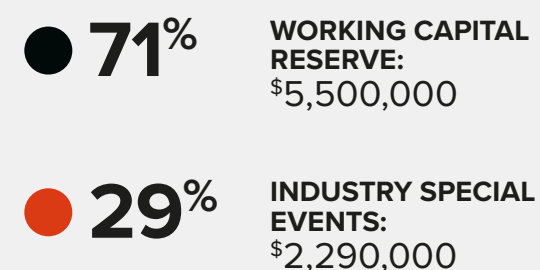
Expenses

TOTAL \$30,740,800



Allocation of Fund

TOTAL \$7,790,000



5 SAN FRANCISCO TRAVEL 2025 GOALS

FY25 GOALS



1,046,000

CONVENTION
ROOM NIGHTS



263,000

LEISURE
ROOM NIGHTS



64.1%

TOTAL HOTEL
OCCUPANCY



\$2,514,772

PRIVATE
REVENUE



100%

BALANCED
BUDGET

6

OBJECTIVES

- 1.** Generate visitor-related economic impact for the San Francisco region.
- 2.** Exceed customer expectations.
- 3.** Foster positive relationships with stakeholders.
- 4.** Run an effective business.
- 5.** Drive the long-term development of the destination and its brand.



Pier 39



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**DIVISIONAL
STRATEGIC
PRIORITIES**
&
**PROGRAMS
OF WORK**

Within this section of the business plan, readers will find a breakdown of recently completed achievements, long-term priorities, and upcoming tactics through the remainder of the calendar year. Each of our major divisions — global sales and business development, global marketing, global public and media relations, global tourism, and external affairs and operations — is represented here with a full program of work.

GLOBAL SALES & **BUSINESS DEVELOPMENT**

San Francisco Travel's Global Sales and Business Development division sells and services domestic and international groups coming to San Francisco. Our goal is to solicit, maintain, and grow group and event business within our hotels, The Moscone Center, and other venues throughout the City.

The sales staff generates room nights and leads by focusing on citywide and self-contained (in-house) meetings and events. The division also maintains in-market sales teams in our primary feeder cities to increase lead generation and bookings.

Our ability to bring outside events to San Francisco relies heavily on working in conjunction with all divisions of San Francisco Travel.



2024 Achievements

PACE PRODUCTION – CITYWIDE/SELF-CONTAINED

- Increased goals for 2025–2036 by 30%.
- Increased production over 2024 by 20%.

RETAINMENT OF AT-RISK GROUPS

- Continued focus on Chicago (at-risk medical industry market).
- Secured 3-year agreement hotel contract for Dreamforce.
- New Bookings – Microsoft Ignite, Hubspot, HumanX, and DECA.
- Returning Conferences – Winter Fancy Faire and Snowflake.
- JP Morgan Healthcare confirmed through 2027.

GROUP MARKETING

- Golden Ticket promotion to offer complimentary flights to meeting planners looking to site San Francisco.
 - Brought in 55+ meeting planners to San Francisco with over 40 opportunities.
 - Signed 16 programs with about 120,000 room nights.
- PCMA Convening Leaders - Sponsor for stage time and introduce keynote speaker.

- MPI WEC – Group video to introduce keynote speaker.
- USTA Board Meeting – Group video to open meeting.

INTERNATIONAL

- AIME – Partnered with United Airlines and DMOs of Los Angeles, Anaheim, and San Diego.
 - Client event in Melbourne with 75 clients and partners.
 - Lunch and Learn in Sydney with 20 clients.
- IMEX Frankfurt Sponsorship.
 - Hosted buyers (60+ appointments, 300+ scanned names).
- PCMA EMEA.

and suggestions to the San Francisco community and strengthen our ability to book medical conventions in San Francisco.

- Hired Digital Edge to focus on Group Business marketing and to prioritize conventions and meetings in our marketing materials and promotions.
- Contracted Hills Balfour for international group, targeting UK group leads and room nights.
- Participate in key events designed to promote San Francisco to increase opportunities for group industry.
- Redeploy self-contained team to focus on California feeder cities and Midwest markets.

- Retainment of At-Risk Groups
 - Partner with Visit California for Top City Roadshows.
 - CEO/CSO One-on-One Roadshows to DC, Chicago, New York.
 - Initiate a room block strategy for 200+ hotels for our repeat/rotational Citywide groups.
- Increase Midwest production by putting a director in-market
- Focus on Overall Lead Development
 - Hire Director, Citywide Business Development.
 - Increase team goal by an additional 5%.

2025 Strategic Priorities

KEY PRIORITIES 2025

- Continue to grow crossover years for 2026–2035.
- Increase sales production by redeploying self-contained managers to focus on groups with 100+ room nights on peak.
- Re-engage the medical association community by forming a Medical Customer Advisory Board. This board will provide feedback

CONVENTION/CITYWIDE

- Increase PACE/Production Citywide
 - Target Citywide Production to attain 750,000–800,000 per year.
 - Team PACE goals spanning 2026–2036.
 - Focus on need years.
 - Increase closure percentage on Citywide leads.
- Introduce Citywide Business Development Plans
 - Create Medical Customer Advisory Board (MCAB).
 - New business development role to fill funnels.
 - Increase Citywide leads by 5–10%.
- Group Marketing Plan – Digital Edge

SELF-CONTAINED GROUP

- New Parameters
 - 100+ rooms on peak focus.
 - Increase closure percentage on 100+ rooms on peak.
 - Return sports market to in-market sales managers.
- International Focus
 - Focus on at least one top international city for mission.
 - Continue top international trade shows for lead generation and marketing opportunities.
 - Re-introduce AIME and Australian customer event to strategy.



Moscone Center

- Develop and implement incentive plan to bring in short-term bookings and fill need years.
- Participation
 - Strategic partnerships with sister cities, Visit California group focus, and trade show engagement.

GLOBAL/STRATEGIC PARTNERSHIPS

- Prioritize partnerships through sponsorship opportunities with Maritz, MPI, PCMA, HelmsBriscoe and IMEX.
- Deeper Engagement With United Airlines.
 - Utilize trade for incentive program.
 - Premier sponsorship in key markets for joint marketing and sales events.
 - Offset travel costs for San Francisco Travel employees and customers through trade agreement.
- Big 4 Collaboration.
 - Continue shared expenses and sales events with DMOs in Los Angeles, Anaheim, and San Diego for signature events.

GROUP MARKETING

- Develop group collateral in conjunction with Digital Edge to use and promote at trade shows, events, and sales calls.
 - Focus on feeder cities like DC, NY, Chicago, and LA with targeted media events.
- Utilize San Francisco Travel campaigns to promote during major trade shows.

SPORTS/MAJOR EVENTS

- Develop and grow partnership with Bay Area Host Committee.
- Return sporting accounts to in-market managers for greater presence and production.
- Focus on booking at least one additional major sporting event a year.

2025 Tactics

- Implement new focus for Self-Contained Group.
- Increase 2025–2034 PACE.
- Re-evaluate and strategize The Moscone Center guidelines.
- Marketing Group Focus
 - Sizzle reel by Digital Edge.
 - Work with the Mayor's office and other community groups to align messaging.
- Customer Advisory Board
 - Develop a Medical Customer Advisory Board.
 - Continue Sales Mission, Trade Shows and At-Risk Groups Visits.
 - Maritz meeting with senior leadership.
 - Los Angeles mission.
 - IMEX America with 20 partners.
 - DC and New York mission.
 - Chicago road show/Visit California road show.

GLOBAL MARKETING

San Francisco Travel's Global Marketing division markets and promotes the City as a world-class convention and leisure destination, with an emphasis on producing significant incremental visitors who stay overnight at San Francisco hotels.

Working across all San Francisco Travel divisions, Global Marketing is the primary steward of the San Francisco destination brand. It serves as the internal agency for the organization, overseeing the sfttravel.com website, content, publications, advertising, social media, creative services, and public and media relations to reach each of our audience segments: meeting planners, individual travelers, member stakeholders, travel trade, and journalists.

2024 Achievements

COMPLETED EDA GRANT PROGRAM OF WORK

The federal EDA grant provided \$770K of relief to the SF Travel budget and was comprised of four primary programs: a domestic OTA campaign, an integrated campaign targeting meeting planners, the "Heart of the City" integrated program promoting seven neighborhoods and their diverse communities, and our Always On paid social content.

The domestic OTA campaign drove 149,514 room nights and \$31.9M in hotel revenue, with a \$294:1 return on ad spend. The meetings campaign generated 14 million impressions, and a CTR of .45%. The landing page had nearly 10,000 engaged visits and a 19% engagement rate on the page. Overall, the promotion generated 40+ client site visits. The Heart of the City program drove more than 6.5 million impressions, 62,000+ engaged sessions, and more than 2.5 million video reviews. It was very well received by our audiences, staff, and stakeholders. Our Always On social drove more than 1.1 million landing page views, 25 million impressions, an 8.6% CTR, and more than 6.2 million engagements.

LEISURE ROOM NIGHTS

Through multiple integrated domestic global and international campaigns, our more than 216,000 room nights far exceeded the 2024 annual goal of 165,000. Programs included Expedia domestic and global campaigns, a UK Integrated Marketing Program, and Golden Week China Integrated Marketing program.

WEBSITE ENGAGED SESSIONS

Through ongoing optimization, content development, and SEO, sfttravel.com generated 3,232,572 engaged sessions in 2024, 107% of the annual goal of 3,021,236.

INTERNATIONAL MICROSITES

Seven international microsites launched to support global marketing efforts in key international markets. Languages included French, German, Italian, Portuguese, Japanese, Korean, and Spanish.

ARTS & CULTURE PRINTED AND DIGITAL MAPS

Eight maps were curated to cover arts and culture institutions in 16 neighborhoods. Digital maps were promoted through social media, and printed versions were distributed through Welcome Ambassadors, at visitor information centers, and at events. Maps generated \$22K+ in private revenue, and 57K landing page views, with thousands of map downloads.

2025 Strategic Priorities

- Substantially enhance group marketing efforts to drive impact, increase occupancy and achieve tourism-revenue goals.
- Develop and launch a new brand platform to support communications efforts across the organization.
- Maximize San Francisco's visibility from high-profile sports events in 2025 and 2026 to promote the destination and attract visitors as well as other high-profile events.
- Secure expanded and increased positive earned media to overcome misperceptions, instill confidence, and drive demand by retaining a domestic PR agency.
- Develop integrated consumer, trade, and PR programs in key international markets.
- Leverage relationships with Visit California, U.S. Travel Association, and Brand USA to position San Francisco for increased domestic and international leisure travel.
- Continue the Always On brand and content strategy, using a content calendar to update messaging around the key brand pillars and major special events.
- Leverage digital and social media technology to drive sales and engagements, increase booking conversion globally, and provide strong metrics for evaluation.
- Increase private revenue through the development of co-op marketing programs designed to deliver awareness, intent to visit, and leisure room nights, both domestically and internationally.
- Provide marketing services and web support to internal customers to effectively reach stakeholders: meeting planners, travel trade, media, and members.



- Provide member businesses with paid marketing and promotional opportunities through sftravel.com, newsletters, publications, and co-op marketing programs to increase private revenue for the organization.

2025 Tactics

REFRESHED BRAND PLATFORM

Evolve the San Francisco destination brand to reflect the growing globalization and transformation of the City and develop consistent messaging across the organization within the umbrella of the destination brand.

Since 2014, our marketing communications utilized the brand platform “Never the Same, Always San Francisco,” which evolved to “Always San Francisco” in 2022. This has been the primary vehicle for consumer brand communications, with the exception of the “Our Gate is Open” platform immediately following the pandemic to promote the reopening of the City.

“Always San Francisco” was distilled through four primary brand pillars: Arts and Culture, Diversity, Culinary, and Iconic San Francisco.

Separate campaign themes have also been utilized to target meeting planners to attract meetings and events. Following the pandemic and during the launch of a major high reach campaign, “Always San Francisco” was the consistent brand message across all communications. The campaign has slowly been phased out since early 2024.

GROUP MARKETING

Digital Edge has been retained to develop a comprehensive B2B program of work to drive group business to San Francisco. Services provided will include development of a B2B campaign utilizing digital, print, and other media as recommended; content strategy recommendations; an audit of sftravel.com/meetings for content and UX; email marketing; video; and sales collateral.

GLOBAL SPORTS EVENTS PROMOTIONS

Leveraging the 2025 NBA All-Star Game and Laver Cup will showcase San Francisco and drive demand from visitors and other high-profile events. Working closely with the Golden State Warriors, Bay Area Host Committee, Giants Enterprises, the NBA, Laver Cup, the NFL, and FIFA, we will develop pre-event promotion to include event microsites on sftravel.com, hype videos, paid and organic social media, earned media, out of home, sweepstakes, and other opportunities.

GLOBAL OTA CAMPAIGN

Capitalizing on the success of our previous OTA campaigns, we’ll develop and leverage Visit California and Brand USA matching funds to develop and launch domestic and international campaigns on Expedia properties as a co-op opportunity for SF Travel members. From February through June, we’ll participate in VCA’s leveraged media co-op to receive 25% matching funds for each buy. Creative will utilize VCA’s “Ultimate Playground” campaign. The campaigns significantly contribute to the leisure room night goal and provide metrics at the hotel level.

The strategy involves a collaborative creation process, structured amplification, and monthly themed content, with success measured by key performance indicators such as web engagement, video views, email signups, and direct bookings.

SPRING ARTS CAMPAIGN

San Francisco’s arts and culture offerings continue to be a strong destination driver, with 27% of visitors reporting that our museums, theater, and the arts are motivating factors in reasons to visit. The campaign will include a high-energy video showcasing our arts offerings across multiple genres (art, dance, theater, etc.) throughout the City. The video will be hosted on the arts and culture landing page, with social ads driving visitation. Additionally, an OTA buy with arts messaging, targeted to travel intenders with interests in arts and culture, will run for the duration of the campaign. The campaign drives brand awareness for arts in the City, as well as room nights. Historically, ADRs for the arts campaign have exceeded general messaging and returned a high ROAS.

EUROPE INTEGRATED MARKETING PROGRAM

San Francisco’s high-value visitors from the UK, Ireland, and Germany are known for their extended stays and higher spending compared to other international markets. Our annual campaign targets these travelers with inspirational ads about San Francisco. As they interact with our content, we follow up with retargeted ads promoting travel packages through key media partners. The campaign’s success is measured through two key performance indicators: room nights booked and engaged website sessions generated.

MAJOR EVENT SPONSORSHIP

We aim to leverage high reach events and telecasts to showcase the San Francisco brand.

HEART OF THE CITY NEIGHBORHOOD INITIATIVE

Expanding on the popularity of the 2024 Heart of the City video series featuring seven neighborhoods and the communities that make them diverse, two additional neighborhood videos will be created and amplified through social channels. Haight-Ashbury will present a timely opportunity with the 60th anniversary of the Grateful Dead in 2025. The Richmond, a large and very diverse neighborhood on the west side of San Francisco, will showcase the kind of little-known and off-the-beaten-path experiences that our customers crave.

ALWAYS ON PAID SOCIAL MEDIA

San Francisco Travel’s Always On content strategy engages audiences by highlighting the City’s unique attributes across four pillars (Iconic San Francisco, Diversity, Culinary, and Arts & Culture), aiming to positively impact the visitor economy through trusted, diverse content.



GLOBAL PUBLIC & MEDIA RELATIONS

Since 2020, San Francisco has found its reputation at greater risk than it has been in many years. San Francisco Travel's Global Public and Media Relations team, part of the Global Marketing division, has expanded its efforts, which is why PR priorities, achievements, and tactics are enumerated within this plan.

2024 Achievements

- Secured 2,051 media placements. Earned media had a combined potential reach of 18.2 billion.
- Organized 143 media visits across all markets to San Francisco to generate coverage.
- Pitched media and influencers at events in New York, Dallas, San Francisco, Los Angeles, and Berlin and attended IPW and ITB.
- Organized media interviews and press events in Beijing, Shanghai, Shenzhen, and Guangzhou during the China sales mission and in Sydney.
- Issued 23 news releases.
- Launched the first Culinary PR Summit to foster greater collaboration and communications among leading F&B PRs to enhance coverage of San Francisco's culinary scene.
- Organized a Mid-Market and Civic Center Communications Meeting to explore ways to help increase visitation to those neighborhoods' businesses and cultural organizations.
- Conducted a competitive, successful search and evaluation process to retain a national PR agency for 2025.

2025 Strategic Priorities

- **Advance reputation recovery** in the consumer and event space by positioning the City as a compelling vibrant destination through earned media in domestic and international travel, lifestyle, news, trade, meeting, and business outlets.
- **Support convention sales efforts** by highlighting San Francisco Travel's Convention Sales and Services initiatives, the steps taken to improve the meeting experience in the City, and the advantageous reasons to meet in San Francisco.
- **Inspire leisure visitation** by securing coverage of the destination and its key assets (iconic attractions, natural beauty, cultural diversity, distinct neighborhoods, arts and culture, culinary scene, and innovative spirit) in domestic and key international source markets.
- **Elevate SFO in international markets** and position it as the West Coast's preferred gateway by promoting its premier assets.

2025 Tactics

- Maximize investment in national PR agency retained for 2025 to increase positive coverage of San Francisco in the U.S. Execute a strategic earned media program, a robust media visitation plan, media events and activations, and influencer partnerships and campaigns.
- Leverage news drivers to secure expansive coverage globally, including:
 - High-profile sports events.
 - SF's vibrant cultural scene, including the return of the Bay Bridge Lights.
 - Tentpole events and festivals (e.g., Lunar New Year, Outside Lands, Fleet Week, etc.).
 - Culinary news and accolades.
 - Anniversaries, including the 60th anniversary of the Grateful Dead and the 35th of sea lions calling PIER 39 home.
- Vibrant neighborhoods with re-launched venues, new attractions, and openings.
- Green spaces and outdoor recreation, including the new Great Highway/Ocean Beach Park.
- San Francisco's convention comeback in 2025 and new event bookings.
- Host individual media and group press trips from key international and domestic markets.
- Leverage partnerships with Visit California and Brand USA to spotlight San Francisco in multi-destination California coverage.
- Collaborate with partners and other City stakeholders to coordinate and amplify key messages.





Pride Parade

GLOBAL TOURISM

San Francisco Travel's Global Tourism division markets and promotes the City and the region to both domestic and international travel industries. The division focuses on the education, development, and promotion of San Francisco as a premier travel destination for audiences worldwide. International visitors are vital to San Francisco's tourism economy. On average, they stay longer, spend more, and contribute significantly to the City's cultural vibrancy. However, the recovery from global markets has been uneven in the post-pandemic era. While some regions — such as Europe, India, and Latin America — have shown strong signs of recovery, others — including key Asia-Pacific markets, particularly China — continue to face obstacles, including limited air service, visa-processing backlogs, and broader economic uncertainty. Addressing these challenges through tailored sales and marketing efforts is crucial to restoring San Francisco's position as a leading global destination and ensuring the long-term health of the City's tourism economy. Building relationships with the global travel trade expands the destination's reach and provides us with access to key distribution channels. Developing strategic-marketing initiatives and providing training, familiarization trips, and marketing materials to these partners ensures they have the knowledge and tools to promote the destination effectively.



2024 Achievements

TRADE SHOWS & MISSIONS

■ Brand USA Travel Week (London, UK)

This annual event promotes tourism to the United States by connecting U.S. travel suppliers with buyers from the UK and other European markets. It provides a platform for networking and one-on-one business meetings, and includes a series of presentations, panel discussions, and networking events. Brand USA Travel Week is an important opportunity for U.S. destinations and suppliers to engage with key stakeholders from the European travel industry.

■ Go West Summit, Lake Tahoe, NV

Annual international B2B conference connecting suppliers from the American West with international buyers and media. The program featured business appointments, educational sessions, and networking opportunities.

■ IITA Summit & Marketplace, Memphis, TN

The International Inbound Travel Association (IITA) Summit is an annual event that brings together professionals from the U.S. inbound travel industry. It serves as a platform for networking, education, and collaboration among tour operators, suppliers, and destination marketing organizations.

■ China Mission

San Francisco Travel, in partnership with San Francisco International Airport (SFO), conducted a trade and media mission to Hong Kong and Mainland China for the first time in five years. The mission aimed to develop air service and reintroduce the San Francisco brand to this vital source market through strategic trade and media channels. The mission also coincided with a mayoral delegation to China through which we were able to amplify our visibility. The program included meetings with airlines, tour operators, destination seminars for agents, a MICE seminar, media interviews, and hosted functions in Shanghai, Hong Kong, Shenzhen, Guangzhou, and Beijing.

■ IPW Los Angeles

IPW, organized by the U.S. Travel Association, is the leading annual international inbound travel trade show in the United States. It serves as a marketplace for the travel industry, bringing together U.S. travel organizations with international and domestic buyers and media from more than 70 countries. Staff conducted over 120 one-on-one appointments with tour operators and met with media representatives in the Media Marketplace. San Francisco Travel was a premier sponsor of Visit California's "California Plaza" activation, an immersive experience designed to showcase the state's diverse destinations and attractions.

SFO & AIRLINE JOINT MARKETING CAMPAIGNS

■ Air Premia (South Korea)

Air Premia is a South Korean hybrid airline that seeks to provide high-quality service at more affordable prices compared to traditional full-service airlines. This approach fills a niche in the market, appealing to a broad range of travelers.

As a result of our 2023 sales and media mission to Korea with SFO, Air Premia started non-stop service from Seoul-Incheon to SFO. Funded by SFO, the team developed an integrated marketing program to support the new route. Key elements included:

- Digital and OOH Advertising: Mix of media types and channels, including various social media platforms, bus wraps, and digital banner ads.
- Influencer FAMs: Two programs, including a sports-cation theme featuring a former baseball player/influencer.
- Trade FAM: Representatives from five OTAs, aimed at developing new products and capturing content for subsequent online promotions to drive incremental room nights.
- Additional funding was secured from Visit California for FAMs and Brand USA for media buys.

■ Porter Airlines (Canada)

Porter Airlines is a regional airline based in Toronto, Canada, and is known for its premium service and convenient operations from Toronto's Billy Bishop Toronto City Airport (YTZ), located close to downtown Toronto. Well regarded for its emphasis on passenger comfort and convenience, Porter is a popular choice for travelers in the competitive Canadian market.

The airline launched new non-stop service from Toronto in February and from Montreal in June, leading to a two-phase campaign including:

- Paid digital, driving customers to a dedicated landing page on porter.com as well as print advertising.
- Promotion on Porter's owned channels and travel agent booking contest.
- Porter-led influencer FAM to build awareness in the Toronto market.

INTERNATIONAL FAM GROUPS

Familiarization (FAM) tours remain a critical part of our tourism-promotion efforts as they provide travel trade professionals with first-hand insights and experiences that are needed to actively market and sell the destination across key markets. During a time when negative perceptions of San Francisco persist, FAM



Sutro Baths

tours are an invaluable tool to influence and correct any misperceptions through this channel.

We hosted the following FAM trips:

- **Post-GoWest FAM**
 - Ten buyers representing business from nearly every region.
 - The itinerary included a hosted event in San Francisco to allow for San Francisco partners to network with buyers.
 - Visit California financially supported the program.
- **Pre- & Post-IPW FAM**
 - Twenty-five international buyers and journalists joined official program curated by Visit California, including two nights in San Francisco.
 - Fourteen additional buyers hosted or supported pre-IPW FAM arrangements.
- **Visit California & Air Premia Launch FAM (Korea, June 2024)**
 - Nine key Korean tour operators and airline representatives.
 - The itinerary featured San Francisco and other Northern California destinations, highlighting new connectivity from Korea and positioning San Francisco as a preferred gateway for Korean visitors.
 - Visit California supported the program.
- **Visit California Korea FAM (Korea, August 2024)**
 - Hosted six Visit California in-market representatives to highlight San Francisco and provide insights on how to best promote the destination in Korea.
- **Visit California Influencer FAM (Japan, August 2024)**
 - Hosted five Japanese travel influencers, leveraging their reach among Japanese consumers to highlight unique destination insights and generate intent to travel.
- **Fiji Airways FAM (Australia, September 2024)**
 - Hosted five Australian travel advisors and tour operators.
 - Given the maturity of the Australian visitor market, the itinerary focused on neighborhoods and lesser-known experiences.
- **Starlux Influencer FAM (Taiwan, September 2024)**
 - As part of Starlux's newly launched Taipei-SFO service, we hosted three Taiwanese influencers and one Starlux representative for an in-depth San Francisco experience. The generated content was shared across all platforms.
- **rtk International Trade FAM (Germany, October 2024)**
 - Hosted 13 agents/owners from the rtk International travel agency network, one of the most profitable agency networks in Germany.
 - The itinerary featured San Francisco from a local's perspective with off-the-beaten-path experiences that resonate well among German consumers.
- **Japan Airlines FAM (Japan, October 2024)**
 - In partnership with JAL, we hosted

five product managers and agents to stimulate new product development and itineraries for the Japanese market.

- **Agent FAM (France, November 2024)**
 - Hosted five travel agents (specialized in tailor-made travel arrangements) from across France. All five had negative perceptions of San Francisco prior to this trip but shared positive feedback upon completion.
- **Visit California & JATA FAM (Japan, December 2024)**
 - Hosted five agency members of the Japan Association of Travel Agents (JATA) to further stimulate visitation from Japan.

2025 Strategic Priorities

TRAVEL INDUSTRY ENGAGEMENT/ DEMAND GENERATION

- **Market the Destination:** Promote San Francisco through domestic and international travel trade channels. Leveraging the global travel trade network — including tour operators, wholesalers, travel advisors, inbound operators, and consortia — is essential for driving demand and creating sustained, year-round business.
- **Sales Missions & Client Events:** Organize targeted sales missions and events in key markets, offering partners valuable opportunities to engage directly with potential clients and expand their reach.

- **Co-Op Programs & Sales Initiatives:** Develop cooperative marketing programs, sales initiatives, and events that provide partners access to the global travel trade network, boosting visibility and market penetration in international markets, with the ultimate objective to drive conversion/visitation.

PARTNERSHIP WITH SAN FRANCISCO INTERNATIONAL AIRPORT (SFO)

- **International Air Service Development:** Create and implement strategies to secure new international routes while supporting existing services, improving the destination's global connectivity.
- **Collaboration with Airlines & Airports:** Partner with airlines, international airports, and related stakeholders to enhance accessibility and visibility through joint marketing efforts and co-branding initiatives.
- **Maximizing Impact:** Leverage airport funding through collaborative marketing and sales programs to increase influence in priority international markets.

INTERNATIONAL MARKET DEVELOPMENT

- **Data-Driven Strategy:** Analyze market intelligence — visitor preferences, travel behaviors, and economic trends — to identify key markets and tailor marketing strategies accordingly.
- **Market-Specific Approach:** While key markets such as Europe and India show strong recovery, much of Asia — especially

China — continues to face growth challenges due to geopolitical factors. Despite this, marketing efforts will remain aligned with evolving opportunities across all markets.

- **Leverage Strategic Partnerships:** Capitalize on Brand USA and Visit California programs and funding to drive growth in key feeder and emerging markets.

2025 Tactics

TRADE SHOWS & MISSIONS

- **Travel Industry Engagement/ Demand Generation**
SF Travel plans to conduct a trade and media mission to the UK, France and Germany. The program will feature multiple tracks aimed at engaging with key trade partners, airlines, and media in all three markets.
 - UK, France, and Germany represent almost 20% of all international visitors to San Francisco, providing incremental business opportunities across the groups/ meetings and leisure segments.
 - Strong air connectivity from the region, surpassing 2019 capacities.
- **IPW Chicago (June 14–18, 2025)**
IPW, organized annually by the U.S. Travel Association, is the leading annual international inbound travel trade show in the United States. As such, IPW provides unmatched opportunities to connect with global travel buyers, media, and industry leaders. The event accelerates business development, generates future bookings, and enhances a destination's visibility in key international markets.
- **Brand USA Travel Week (London, UK, October 20–23, 2025)**
This annual event promotes tourism to the United States by connecting U.S. travel suppliers with buyers from the UK and other European markets. It provides a platform for networking, one-on-one business meetings, and includes a series of presentations, panel discussions, and networking events. Brand USA Travel Week is an important opportunity for U.S. destinations and suppliers to engage with key stakeholders from the European travel industry.
- **USTOA Annual Conference & Marketplace (National Harbor, MD, December 1–5, 2025)**

In anticipation of hosting the US Tour Operator Association's Annual Conference & Marketplace in San Francisco in 2026, SF Travel will attend the 2025 edition of this event, which provides a valuable platform for DMOs seeking to connect with top U.S. tour operators. With a total attendance of 700+ delegates, it offers networking opportunities and dialogue with decision-makers who package and promote travel experiences worldwide in an appointment-driven format.

SFO & AIRLINE JOINT MARKETING CAMPAIGNS

- **Integrated UK Campaign (Spring 2025)**
With investments from SFO and SF Travel, and additional support from Brand USA, this multi-channel campaign will generate awareness for SFO's new brand/enhanced amenities and destination through impressions, rich content, and a robust call to action (online/offline). The campaign will lean into additional air capacity between London and SFO, primarily driven by British Airways, and capitalize on shorter booking windows that will drive bookings for summer and fall.
- **United MTY – SFO Launch Campaign (February–April)**
In October 2024, United launched new non-stop service from Monterrey, Mexico, to SFO. Being a major business hub and industrial center in Mexico, the campaign will lean into the “bleisure” (business and leisure) segment, encouraging both business travelers as well as leisure travelers from the affluent state of Nuevo Leon to extend their stay. In collaboration with United, a suite of rich digital assets will be developed and pushed via a variety of channels.

TOUR OPERATOR CO-OPS

The Global Tourism team will execute a series of tour operator campaigns.

Co-Op Program With Marco Vasco (France, January–February 2025)

- **Background:** Marco Vasco, part of Le Figaro Group's travel division, specializes in creating 100% personalized travel experiences. Marco Vasco's experts design tailor-made itineraries for explorers seeking unique, immersive journeys.

With over 200,000 travelers served and a strong cross-channel presence, the brand leverages its engaged audience across newsletters, social media, and blogs to inspire travel.

- **Campaign Summary:** Program focuses on a multi-channel digital campaign to promote San Francisco as a top destination for French travelers and includes a combination of dedicated newsletters and social media promotion to engage a targeted audience of high-value travelers. Social media advertising on Facebook and Instagram will further amplify the message, driving traffic and leads through sponsored posts and video ads.
- **KPIs:**
 - **Targeted Audience:** Access to Marco Vasco's highly engaged community, including 64,000 newsletter subscribers and thousands of social media followers.
 - **Multi-Channel Exposure:** Content appears across newsletters, social media, and blogs, maximizing visibility for San Francisco.
 - **Strong ROI Potential:** The campaign is expected to achieve a 10–15% conversion rate in terms of reservations and overnight stays.

America Unlimited: Destination of the Year 2025 (Germany, Austria, Switzerland)

- **Background:** America Unlimited is one of Germany's leading travel specialists for the U.S. and Canada. It offers custom travel planning for high-value clients who are primarily well-educated, affluent travelers. America Unlimited is known for its curated travel offers and high engagement on social media, with a strong presence in Germany, Austria, and Switzerland.
- **Campaign Summary:** California has been designated as America Unlimited's Destination of the Year (DOTY) for 2025, providing extensive year-long exposure across multiple channels:
 - **Website Banner & Priority Placement:** Dedicated California microsite with curated itineraries, expected to generate 160,000 impressions per month.
 - **Consumer Show Booths:** Custom-wrapped booth at major travel shows, with a combined visitor count of 560,000+.

- **California Plaza:** California-themed experience at the Maschseefest festival, attracting 2.2 million visitors.
- **Social Media:** Paid Facebook and Instagram promotions with 340,000+ impressions on Facebook and 220,000+ on Instagram, highlighting destination content through ads and stories.
- **Newsletter:** Stand-alone email to over 150,000 subscribers, promoting exclusive destination travel offers.
- **Key Performance Indicators (KPIs):**
 - **Total Reach:** ~4.3 million impressions across digital, print, and in-person touchpoints.
 - **Microsite Traffic:** Estimated 50,000–60,000 unique visitors per month.
 - **Social Media Engagement:** Above-average engagement rates — 5.1% on Facebook and 4.1% on Instagram.
 - **Conversion:** Campaign is expected to drive incremental room nights for participating destinations.
- **Receptive Operator Events & Co-Ops**
 - Planned client events in Los Angeles, New York, and San Francisco in collaboration with the Convention Sales team.
 - Los Angeles program will feature a China Receptive Luncheon to engage key partners.
 - San Francisco receptive FAM will target high-producing clients from markets outside of California and New York.
 - Develop co-op marketing programs with leading inbound operators to:
 - Increase length of stay.
 - Introduce new destination products.
 - Drive incremental room nights.

EXTERNAL AFFAIRS & OPERATIONS

The External Affairs and Operations division works year-round on forming new and cultivating existing relationships with business associations, current and prospective members, elected officials, neighborhood associations, business partners, and City department staff and executive leadership. These relationships are key to the organization's success as we work collaboratively on continuing to better our City, communicate the value of tourism, and work on shared priorities. This department also oversees the work of the Tourism Improvement District Board of Directors, the Welcome Ambassador program, the San Francisco Travel Foundation Board of Directors, Human Resources and Information Technology.

2024 Achievements

■ 2024 San Francisco Mayoral Forum

In June 2024, San Francisco Travel and the City's leading business and hospitality organizations invited the five candidates competing in the San Francisco mayoral race for interviews moderated by renowned journalist and Executive Director of the Asia Society for Washington and California, Margaret Conley. Held at the Museum of the African Diaspora, host organizations Advance SF, San Francisco Travel, the San Francisco Chamber of Commerce, the Bay Area Council, BOMA, the Hotel Council, and the Golden Gate Restaurant Association heard from candidates on a set of predetermined questions focused on the economy, crime and safety, downtown vibrancy, and their vision for their first 100 days in office. Although we do not endorse candidates, these interviews were recorded and distributed to the public for voter-education purposes.

■ Brand USA 2024 U.S. – China Tourism Leadership Summit

In the spring of 2024, we were honored to participate in the Brand USA Tourism Leadership Summit in Xi'an. This event reunited government and industry leaders with a key visitor market to San Francisco. With the long-awaited return of Chinese visitors on the horizon, the continued collaboration fosters a better understanding of how to conduct business within this important market and to forge new relationships with key stakeholders and decision makers.

■ Yerba Buena, Union Square & Welcome Ambassador Investments

In spring of 2024, the City announced sweeping investments in the revitalization of the Yerba Buena and Union Square districts — the retail, culture, and hospitality heartbeat of San Francisco. These investments are a reflection of years of advocacy from various groups, including San Francisco Travel, as to the needs of the downtown core. As home to half of San Francisco's hotel rooms and iconic tourist destinations, these neighborhoods are key to the vibrancy of our City. The action plan aims to create bustling public spaces like



Cupid's Span

Hallidie Plaza, fill storefronts on Powell Street through the successful Vacant to Vibrant program, and launch 24/7 clean and safe initiatives to secure our streets, among other key goals. These investments also included a continuation of the very successful Welcome Ambassador program that is run through the Tourism Improvement District. The Ambassadors continue to be an essential selling tool for group business, as well as a welcoming and informative presence that make visitors feel safe.

■ Public Policy Council

Speakers at council meetings last year included Seamless Bay Area, a transportation advocacy group; the City's Department of Homelessness and Supportive Housing; Together SF; the office of State Assemblymember Matt Haney; State Senator Scott Wiener, who discussed his recent Entertainment Zone, car break-in and retail-theft legislation; the SF Chamber of Commerce; representatives of the General Obligation Fund campaign; Assistant Chief David Lazar of the SFPD; Supervisor Matt Dorsey and Alex Clemens of Progress Public Affairs.

■ Advocacy

Initiatives we engaged on in 2024 included the naming of San Francisco Airport's International Terminal in honor of the late Senator Dianne Feinstein; Jerry Day 2024; moving the SkyStar Wheel to Fisherman's Wharf; the redevelopment of Harvey Milk Plaza; Senate Bill 969-Entertainment Zones; Senate Bill 905-Crack Down on Car Break-Ins; Assembly Bill 3195-The "4 a.m. Bill"; San Francisco ferry electrification; a waiver for community activation event fees; airline advocacy with United Airlines; Pier 30-31 development projects; signing an amicus brief to support our efforts to shelter unhoused people; the Beacon Grand Hotel's event permits;

the Greater Downtown Activation Program; BART's Powell Street TPSS replacement project; support for the Pier 45 and Seawall Lots 300/301 (Fisherman's Wharf) term sheet; opposition to cutting cable car and F Line services; support for the Welcome Ambassador program; as well as leading regional DMO opposition to the renaming of the Oakland International Airport.

In 2024 the Council recommended, and the San Francisco Travel Board endorsed, the following Citywide initiatives:

- **Proposition B:** \$390M Community Health and Medical Facilities, Street Safety, Public Spaces, and Shelter to Reduce Homelessness Bond
- **Proposition F:** Police Staffing and Deferred Retirement
- **Proposition M:** Changes to business taxes

The Council recommended opposition to, and the San Francisco Travel Board endorsed opposing, the following Citywide initiative:

- **Proposition L:** Additional Business Tax on Transportation Network Companies and Autonomous Vehicle Businesses to Fund Public Transportation
- **Membership**
In 2025, San Francisco Travel launched a new membership model and a pioneering Events Fund that enables the organization to provide streamlined membership benefits and execute key events to increase meeting and events business in San Francisco.
- **Tourism Improvement District Management Corporation Board of Directors (TIDMC Board)**
The TIDMC Board brought on new leadership this year and took the bold move of temporarily

increasing the TID assessment to make San Francisco more competitive. The TID also continues to manage the successful Welcome Ambassador program that has been in existence since 2021. Future funding for the Welcome Ambassador program past June 30, 2025, has not been identified. SF Travel staff is actively working to identify and secure a new funding source so that the program can continue to deliver results as a key sales tool for convention business, as well as a welcoming and helpful resource for visitors and residents alike.

■ **San Francisco Travel Foundation Board of Directors**

The External Affairs and Operations Division updated the Foundation Board of Directors with new board members and a regular meeting cadence. SF Travel staff will work to fundraise for new revenues to go toward educational scholarships that the Foundation provides.

■ **HR & IT**

San Francisco Travel has recently hired a new Human Resources Manager. The focus of this position will be to support the existing team, organize staff activities, invest in staff culture, and organize a staff retreat. This position will also be responsible for the launch of a new internship program, thanks to the support from the SF Travel Board of Directors. This program will cultivate the next generation of leaders in our industry and deepen our connections with local educational institutions.

The Information Technology achievements last year focused on gaining additional efficiencies in our systems to allow for staff to better focus on driving business, and completing the necessary work for a successful office move from One Front Street to our new offices at One Post Street.

2025 Strategic Priorities

■ **San Francisco Travel Board of Directors**

This division oversees the San Francisco Travel Board of Directors, which consists of 40 members from various sectors such as hotels, restaurants, technology, attractions, and the arts. San Francisco Travel actively involves these key stakeholders through quarterly board meetings, committees, and councils.

As we move into 2025, a primary focus will be strengthening and optimizing our board through initiatives that emphasize diversity and effective leadership development, as well as strengthening our brand position in the conventions market. Our Board Development Committee, comprised of current and former

board members, has committed to form a subcommittee to help to bring in a diversity of perspective, background, and industry on the SF Travel Board of Directors. Lastly, in the spring of 2025, we will convene our annual Board retreat, where strategic initiatives will be crafted to guide our direction in the coming year.

■ **Public Policy Council**

The San Francisco Travel Association convenes a member-driven Public Policy Council once a month whose primary function is to promote the association's mission with respect to issues of public policy that affect visitors. Comprised of board members and community partners, our engaged Public Policy Council will continue to welcome multiple speakers this year to provide insight to our membership on topics that directly affect visitors, business attraction, and retention.

The policy focus of the department this year is to educate new and established public officials about the value of tourism in San Francisco. This year presents a great opportunity for education with five new members of the Board of Supervisors, a newly elected Mayor, and turnover in key City department leadership.

■ **Advocacy**

Our advocacy work takes many forms, as our team prioritizes community and business issues that impact the visitor experience. These include ensuring San Francisco is clean and safe, while also supporting destination development, tourism infrastructure, and transportation.

The Public Policy Council also analyzes ballot initiatives for each general election. The Council recommends positions to the SF Travel Board of Directors on issues that have a direct impact on the visitor.

Additionally, the Public Policy team expands their advocacy work on behalf of SF Travel through their participation on the following boards and committees:

- Hotel Council of San Francisco
- SF Chamber of Commerce
- East Cut Community Benefit District
- Downtown SF Partnership
- San Francisco Benefit District Alliance
- CalTravel
- US Travel

The team also serves on many working groups, councils, and task forces to ensure that the voice of the visitor is at the table when decisions about the City's development and future are being discussed.

■ **Tourism Improvement District Management Corporation**

Last year, the Tourism Improvement District Board of Directors unanimously approved

an increase to the TID assessment for the duration of one year beginning on November 1, 2024. The increased assessment was deemed necessary due to critical need to build back the SF Travel reserves, hire a public relations firm to help shape San Francisco's narrative in a more positive light, and increase SF Travel's participation in important activities that help drive leisure and business travel. The TIDMC Board of Directors will be tasked with discussing the future of this increased assessment in Q2 of 2025.

■ **Business Development**

Our team works collaboratively with the Global Sales and Business Development team on consistently updating policy information for inclusion in business attraction and retention strategies. This includes presentations led by internal staff, as well as bringing in City officials such as the Chief of Police and the Mayor's office to speak to real-time developments, highlighting the depth of work undertaken daily to make San Francisco welcoming to visitors and residents alike.

■ **Partnership**

We are focused on generating revenue and value for the organization through strategic partnerships, sponsorships, co-ops, and trades. Partnerships with various corporations, organizations, brands, and events allow San Francisco Travel to increase our media presence globally, achieve priority objectives, and hit key private-revenue benchmarks.

2025 Tactics

■ **Partnerships**

Generate revenue through the renewal and development of new strategic partnerships with innovative companies and products.

■ **Board Development**

Work with the Board Development Committee to continue bringing in diverse perspectives and strong voices, while achieving a smaller Board size through attrition.

■ **Public Policy**

Continue to educate our organization and members about pressing issues facing our industry and the value of tourism, and take positions on initiatives that impact visitors to San Francisco.

■ **Ambassadors**

Identify a sustainable funding source to continue the successful Welcome Ambassador program.

■ **San Francisco Travel Board of Directors**

Execute a successful board retreat, helping to set the strategy for San Francisco Travel for 2026.

■ **Membership**

San Francisco Travel maintains an active community of hundreds of members, generating \$1.3M in annual membership dues. This includes more than 40 new memberships in 2024 with a projection to bring on 50 new members in 2025. Last year, SF Travel gained unanimous support from the Board of Directors to launch a new membership model. SF Travel staff will focus in 2025 on continuing to roll out the new membership plan.

Japanese Tea Garden



An aerial photograph of San Francisco at sunset. The city's dense urban landscape is visible, with numerous buildings and houses. In the background, the San Francisco skyline is prominent, featuring several tall skyscrapers, including the Transamerica Pyramid and the Salesforce Tower. The Golden Gate Bridge is visible on the left side of the image, spanning the water. The sky is a mix of orange and blue, indicating the time is either sunrise or sunset.

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