



DISCOVER
Puerto Rico

**DISCOVER PUERTO RICO
AMERICAN RESCUE PLAN INVESTMENT STRATEGY**

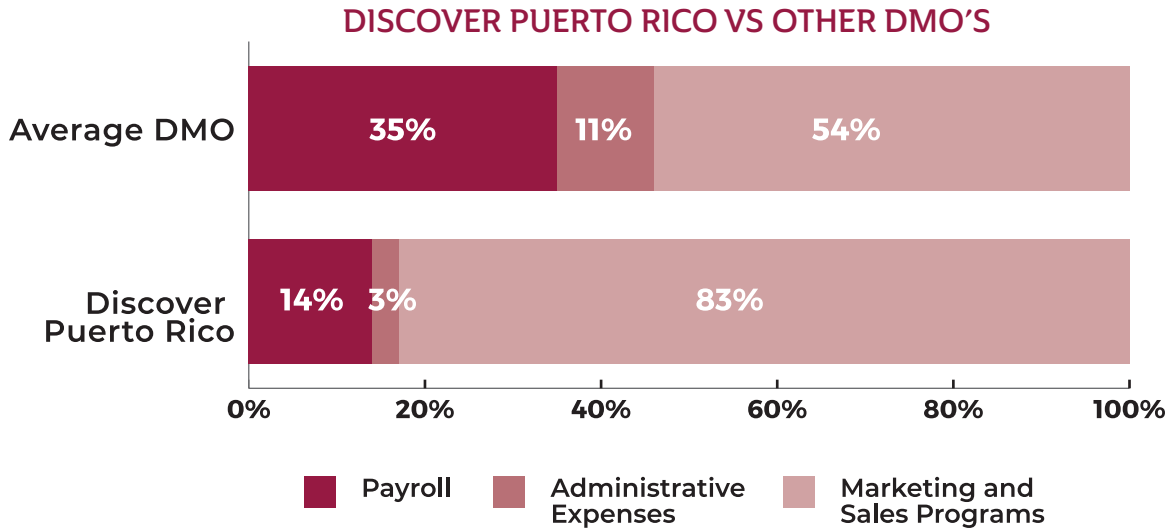
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A. INTRODUCTION

Growing the Island's visitor economy has been Discover Puerto Rico's mission since emerging from the wrath of hurricanes Irma and Maria in 2017. In the years that followed, the Island faced civil unrest and earthquakes, and remains in the midst of a global pandemic. Through it all, Discover Puerto Rico has remained steadfast in our commitment to growth, supporting local businesses, and marketing our destination to the world.

Discover Puerto Rico has established itself as a lean, efficient organization. To maximize impact, we allocate a smaller portion of our budget to salaries and administrative expenditures, enabling us to invest a larger portion of our budget in marketing, sales and publicity, in contrast with other DMOs.



Source: Based on the Destinations International platform for Destination Organization Performance

Discover Puerto Rico's investment of the American Rescue Plan (ARP) funds will not deviate from this approach. Applying these same principles, Discover Puerto Rico will apply ARP funds to programs and initiatives keenly designed to achieve the strategic objectives outlined in this document, without adding significant staff positions or growing overhead.

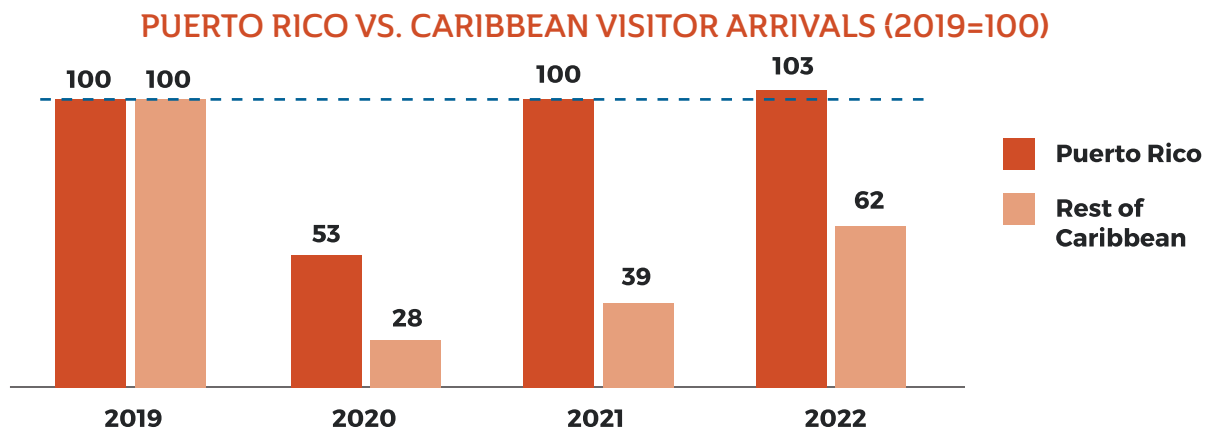
Our goal for 2021 is to help stabilize the Island's economy through tourism and drive visitor-powered employment and revenue to new records – this includes surpassing 2019 visitation numbers, increasing ADR, and attracting a more “conscientious traveler.”



Discover Puerto Rico has developed a Strategic Marketing Business Plan, that provides a situational analysis and competitive assessment for both the leisure and meeting sectors to contextualize the state of Puerto Rico’s visitor economy today. It also lays the foundation for yet another amazing success story. This plan focuses on three high-level strategic objectives:

1. **Economic Growth:** Discover Puerto Rico positively impacts the economy of Puerto Rico by increasing the number of visitors, as well as their length of stay, average daily spend, and visitation throughout the destination.
2. **Brand Health:** Discover Puerto Rico enhances and protects the brand health of Puerto Rico through highly effective marketing targeting key consumer segments, as well as generating positive earned media coverage.
3. **Organizational Excellence:** Discover Puerto Rico operates at a high level of efficiency and effectiveness. This can be measured by comparing resource allocation (to similar organizations), industry best practices, industry engagement and industry accreditation.

Discover Puerto Rico is all about results. Building upon the organization’s impressive results and consistent successes, we again delivered a strong performance in all areas, despite unprecedented challenges.



Source: Tourism Economics, July 2021

The sole purpose of the American Rescue Plan is to provide funds for economic recovery due to the COVID-19 pandemic, including economic injury because of job and gross domestic product losses. However, Discover Puerto Rico’s goal is much broader, elevating Puerto Rico, with the goal of capturing market share as a “takeover – not a comeback.” ARP investments will accelerate efforts in two and a half years versus the allowable five years to expedite and optimize recovery efforts. In receiving critically necessary ARP federal funds, Discover Puerto Rico will ensure that the Strategic Marketing Business Plan serves as the research-based foundation from which the marketing, communications and sales plans executed through ARP funds will be based. Additionally, it is expected that investments in key areas beyond marketing and sales will be explored and pursued in order to meet the aggressive goals outlined within this document. These areas may include, but are not limited to: research and data management, industry upskilling for Puerto Rico’s tourism workforce, professional development and training, and ongoing industry engagement.

This approach will inform the strategic priorities that will reignite tourism growth and position the Island’s tourism industry for future success. Using the Strategic Marketing Business Plan as the Destination Marketing Organization’s (DMO) “North Star” will ensure that the plans and strategies implemented with ARP funds will accelerate a full economic recovery post-COVID-19.

PUERTO RICO BY THE NUMBERS (FY 2020-2021)

5,323

Businesses/organizations promoted via DiscoverPuertoRico.com

78

Municipalities represented with customized content on DiscoverPuertoRico.com

527,740

Requested room nights from MICE sales leads

\$337.6M

Future MICE sales pipeline estimated economic impact

\$27.6M

Meetings and convention sales contracted (July 2020 - June 30, 2021)

\$227.9M

Leisure travel revenues directly attributable to advertising

9,263,861

Web sessions hosted

168,773

Instagram followers

1,044,663

Facebook followers

140,939

Twitter followers

182,409,774

Social media impressions (Facebook, Instagram and Twitter)

1,000+

Documents on our industry portal, DiscoverPuertoRico.com/industry, including contracts, RFPs, meeting minutes, financial statements, budgets, research, analysis and presentations

17,000

New images since the opening of the DMO and 2,000 new images for FY20-21

300+

Hours of video footage since the opening of the DMO and 150+ hours for FY20-21

300+

Short- and medium-length promotional videos and documentaries since the opening of the DMO and 75+ for FY20-21

623

Total meeting planners hosted for FAMs – 49 in person and 574 virtually – in three FAMs (Destination Experience, Convention Citywide, and Discover Puerto Rico and PRCC Hybrid)

10

Travel advisers hosted in two Leisure FAMs

\$63M

Tax revenue generated*

800+

In-person/virtual trade shows, presentations/webinar/networking events and sales missions

\$365M

Earned media value

20,481

Travel advisers enrolled in Puerto Rico Travel Expert Certification Program

60+

Local engagement meetings, roundtables and events held

81

Planners hosted for site visits - 78 in person and three virtually

B. STRATEGIC PRIORITIES

Discover Puerto Rico's strategic priorities are referenced in great detail in the Strategic Marketing Business Plan, and guide the specific goals and objectives set by the DMO, as well as the tactics used to achieve those objectives.

The investment of ARP funds will be instrumental in enhancing the efficiency and effectiveness with which we will meet and even exceed these goals – while at the same time expediting the timeline for full recovery.

STRATEGIC PRIORITY 1:

ENHANCE AND STRENGTHEN THE DESTINATION BRAND DOMESTICALLY AND GLOBALLY.

Upon the inception of the DMO, research into the perception of Puerto Rico found the destination to be undifferentiated from competitors, with little familiarity and interest in visiting, even in the Island's primary target markets. Research from Strategic Marketing Research and Insights, LLC, over the past three years shows growth in these primary markets. With targeted (although limited) investment, there has been growth in familiarity with Puerto Rico and increases in the likelihood to visit and improvement in the appeal of the destination.

Specifically, the 2021 Brand Health Study shows that in the markets where there has been targeted investment, there has been significant growth in the attributes on which the Discover Puerto Rico brand was built. The five brand health attributes of colorful, authentic, beautiful, lively and vibrant have seen year-over-year growth in the primary markets where media investment has been targeted. Using industry-established benchmarks, consumers in these markets now consider Puerto Rico to be an excellent destination for these attributes.

The strategic and highly surgical investment of ARP funds will significantly strengthen the impact of Puerto Rico's brand, and the speed at which the brand influences travel decisions and spending.



Puente de Piedra
Cabo Rojo, Puerto Rico



		FY 17/18	FY 18/19	FY 19/20	FY 10/21
Primary	Colorful	3.91	3.90	4.02	4.10
	Authentic	3.81	3.83	3.99	4.08
	Beautiful	3.86	3.84	3.98	4.06
	Lively	3.82	3.82	3.97	4.05
	Vibrant	3.73	3.77	3.91	3.98

ARP funds will allow Discover Puerto Rico to invest in a national broadcast campaign for the first time in the DMO’s history, extending domestic exposure to many for the first time. The DMO will continue to target a “conscientious traveler,” consisting of consumers seeking more meaningful travel, inclusive of cultural encounters that broaden their horizons and create unique, unforgettable experiences that Puerto Rico can deliver. This segment includes consumers who have saved money during the pandemic, are ready to travel, and support the Island’s prioritization on the value of Puerto Rico’s unique beauty and cultural spirit.

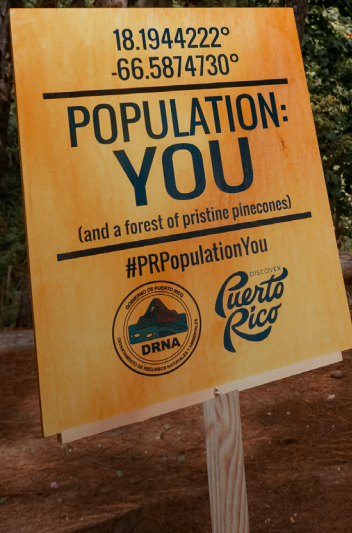
Discover Puerto Rico will implement a dual-track approach – one that delivers the Island to a much broader, national audience, while continuing to reach important audiences such as those who are currently in-market for travel, competitive conquering and the conscientious traveler.

Research confirms that these conscientious travelers’ needs align to the product offering, but they are not as familiar with Puerto Rico as other Caribbean destinations. Primed for consideration, our goal is to strengthen the destination brand through a national brand-awareness campaign. And, for those more familiar with the brand, we will work to promote additional product offerings beyond San Juan to support dispersion goals and broaden the consideration set to drive bookings.

Creative and messaging will leverage this unique moment, evolving from the “Have We Met Yet” campaign that first introduced the destination in 2019. From a once “surviving” destination to a now “thriving” destination, the messaging will focus on competitive advantages such as the Island’s vaccination rates, accessibility, product differentiation, culture and international appeal. Rooted in the brand essence, creative will further unveil the spirit of the Island and diversity of product, reintroducing the destination to an audience that looks different than it did two years ago.

Creative message development will be a key undertaking, utilizing primary and secondary research and traditional planning methodologies to explore strategic messaging territories. This will include understanding how potential creative territories resonate with key audiences and subgroups, including meetings, incentives, conferences and exhibitions(MICE). Messaging will be rooted in the brand platform and brand voice – building on equity established with 2019’s “Have We Met Yet” campaign and 2020/2021’s “It’s Time” campaign – evolving to reintroduce the destination to the new post-pandemic world. Research, established branding, and new audience intel will inform our creative development as the DMO crafts a refreshed brand campaign with assets to support the DMO’s paid, earned and owned approach. Delivering consistent, differentiated messaging through thoughtful, efficient media targeting will carry the bulk of the weight to keep Puerto Rico top of mind with consumers.

Beyond stereotypical Caribbean Island perceptions, Puerto Rico has a unique and inspiring culture, ancestral heritage, a shared history, and is accessible as a U.S. territory in a way that no other destination can be.



It also boasts one of the highest vaccination rates in the U.S., with more than three-quarters of the population having had at least one dose. These proof points serve as a competitive advantage that will be pursued during campaign development.

The product offering in Puerto Rico is highly varied – from luxury to budget and from conventional to adventure. Our unique gastronomy, culinary offerings and cocktails are inspired by the flavors of the Island, and our welcoming and inclusive culture is an open invitation to all. Creative considerations for adapting messaging and visuals to highlight the range of product offerings and address niche markets of opportunity will be critical.

Plans will be based on their adaptability and adjust as environmental and cultural conditions change, because Puerto Rico is uniquely positioned to pivot as needed. Our plans will allow for messaging flexibility, scaling of media up or down, and will be designed to evolve.

ARP funds also offer a chance to invest in groundbreaking brand-building initiatives that cut through an often-cluttered media landscape. Driven by the exponential increase of content consumption through connected TV services like Netflix, Hulu and Amazon over the course of the pandemic, one of the biggest opportunities Discover Puerto Rico is poised to take advantage of is the creation and

distribution of original episodic content. Considering that, on average, branded content is up to 22x more engaging than popular forms of digital advertising ([source](#)) and drives more brand recall, developing and distributing an episodic brand content series is an excellent way to drive top-of-the-funnel results. These series will be developed using local talent and local businesses telling compelling stories that reinforce Puerto Rico's unique brand positioning, while shining a light on the Island's lesser-known experiences and locales, helping spread the impact of future visitors across the Island.

Digital media tactics will lean heavily on rich targeting through our demand side platform (DSP) by leveraging a mix of actual consumer behaviors and underlying belief systems, including wellness-focused, cultural travelers who value health and safety in making their decision to travel. In addition, we'll focus on content partnerships that align with our conscientious traveler and could include Atlas Obscura, National Geographic, AFAR and Condé Nast Traveler.

DEEPENING AND BROADENING DOMESTIC BRAND REACH

Traditional media, in particular television, has proven to bring mass reach to Discover Puerto Rico, raising awareness of the Island. Television draws in millions of viewers in a cost-efficient way, and through sight, sound and motion, connects with

prospective visitors, showing the allure of the Island. With ARP funding, Discover Puerto Rico will have the monies necessary to afford a national cable television presence. This placement will not only strengthen awareness in current markets but will also open up new markets nationwide that have never been supported. Due to the investment level required to make an impact with national cable, this buy will be strategically flighted and pulsed. Using media research, specific cable networks are selected that most align with the target audience's viewing behaviors.

With over 73 million cable subscribers in the U.S., the upper funnel reach of national cable will deliver new and expanded audiences for Discover Puerto Rico. Networks that fall under ownership groups, such as NBCUniversal, ViacomCBS, Disney, WarnerMedia and Discovery networks, will be considered based on their alignment with Discover Puerto Rico's target audience. Blending premium sports and prime programming with more cost-efficient fringe programming will provide a strong mix of high reach with frequency throughout the flight.

Supplementing the national cable buy, Discover Puerto Rico will continue leveraging over-the-top (OTT) placements to deliver that living room viewing experience for viewers who may not be consuming television as much as their counterparts. OTT buying allows Discover Puerto Rico to run commercials within streaming apps such as Hulu, Tubi TV and Discovery+, creating incremental and highly targeted reach. OTT flighting will provide an "always on" layer to extend reach to highly targeted audiences when the national cable campaign is out of flight. The OTT buy will consist of a combination of 30-second units and creative OTT formats.

Supporting the national broadcast and OTT buys, Discover Puerto Rico will harness the digital learnings and placement successes of the last several years to continue refining the targeting strategy to reach and attract the next wave of Puerto Rico visitors with

supplemental digital tactics. These tactics include leveraging past YouTube learnings to expand into YouTubeTV; reaching our OTT audience cross-device with Samba Auto Content Recognition, aligning programmatic targeting across all TV, OTT and digital mediums, and an exclusive Amazon OTT partnership with DSP integrations.

As the data privacy landscape changes, we'll leverage first- and second-party data providers to further define and refine our "conscientious," high-value travelers and drive measurable visitation based on paid digital media exposure and engagement.

Beyond the mass reach of paid, Discover Puerto Rico will put the power of public relations on overdrive for the critical U.S. market that makes up 95% of current visitation. We'll leverage third-party stakeholders like the press, influencers, industry stakeholders and strategic partners to share our brand story in differentiating ways. As this adds tremendous credibility and helps build brand equity, we'll find unique ways to generate positive publicity via national media, prioritizing niche markets across the U.S. via media tours, local market activations, and other brand-building activations and partnerships.

The DMO will conduct a thorough audit of earned media coverage on a national level and across U.S. priority markets to identify how best to deepen and broaden coverage of Puerto Rico. We will engage directly with news reporters and editors across our top DMAs via media tours and unique press activations highlighting the Island's key points of differentiation.

In markets where there is already a strong presence of media coverage of Puerto Rico, we will approach industry partners to consider hosting local press events that bring forward what is appealing to the conscientious, high-value traveler to strengthen the connection to Puerto Rico and go deeper with key messages (as a complement to FAM trips). In markets where there is potential to increase awareness of Puerto Rico's offerings across earned

media and amplify the Island's share of voice, we will embark on a press roadshow to strengthen relationships with critical third-party stakeholders through both one-on-one meet and greets with editorial boards and interview opportunities at the destination and product levels.

We will explore additional earned media activations to dive deeper into local markets, such as satellite media tours with a Discover Puerto Rico spokesperson or in partnership with a general, well-known authority in travel; co-op tours with like-minded brands; audio news releases; and other paid and earned editorial activations.

Similarly, we will leverage target-right influencers (from micro to macro, and even big-name celebrities) to reach conscientious travelers and develop content that will generate conversation and drive buzz among the press, industry, partners and influencers.

We plan to activate the Island's first, ongoing influencer brand ambassador program where we will identify the top passion points of conscientious travelers, where they spend most of their time on social media, and who they follow/who they are influenced by. We will then intersect them by inserting Puerto Rico into these niche categories.

We will partner with influencers beyond the traditional travel influencer category and extend across other influencer verticals that appeal to our traveler, whether they be a yoga instructor, a well-known entrepreneur, an up-and-coming surfer, or a highly followed vegan foodie. Once identified, we will invite them to experience the Island and begin their journey as an ambassador.

We will also explore potential partnerships with the world's top travel influencers, many of whom do not simply do trade-out exchanges (via a FAM trip), but require an honorarium to partner with destinations, and collaborate on strong, compelling content.

The incremental funding will allow us to partner with bigger names in travel and extend our reach in this space.

Discover Puerto Rico will deepen and broaden earned outreach to more like-minded travelers and seek smart brand partnerships for activations that build an immediate association between what conscientious travelers are looking for and Puerto Rico's offerings.

We will conduct research to validate the top brands that the conscientious traveler is most loyal to and be surgical in seeking brand-right partnerships that tap into passion areas and allow us to bring forward the best of Puerto Rico. Other major brands that value niche interests, ranging from wellness, voluntourism, green living, environmental sustainability to eco-friendly travel, will be explored. Examples may include the following:

- A target-right wellness brand to partner with an activation that captures their loyalists and links back to all the offerings that make Puerto Rico a top destination for wellness seekers.
- Accessible luxury brands that can be strong partners, knowing the conscientious traveler is a higher end consumer who values and prioritizes the Island's natural and cultural beauty.
- Mass appeal brands that will bring forward the passion of Puerto Rico. Unique partnerships could include a popular relationship/dating brand bringing to life the "profile" of Puerto Rico as a destination, as well as a partnership with a well-known décor and design brand to capture and coin the color of Puerto Rico's sunshine.

INTERNATIONAL BRAND EXPANSION & AUDIENCE DEVELOPMENT

Discover Puerto Rico's current international efforts cover Spain, the U.K., Germany, Canada and Colombia. 2021 will present new opportunities for the DMO to venture into Mexico as an exploratory market. These markets were selected by Discover Puerto Rico using data and research as well as airlift into Puerto Rico and market potential. Discover Puerto Rico constantly monitors key factors contributing to what would be considered an "emerging market" for Puerto Rico. As other markets demonstrate synergistic traits or as new airline routes emerge, new markets will be considered and added to our plans as appropriate.

When expanding the Discover Puerto Rico brand internationally, streamlining content has been key. Additionally, having boots on the ground in each market has given us the capacity to translate and adapt content for international markets, always ensuring that the fit is right for media, trade and consumers in each. Discover Puerto Rico assets will be adapted to any nuances/requirements of specific international markets, which may include talent selection, voice-overs, image selections, music copyright, etc.

Partnerships have been a critical component to our strategy, and our relationship with Brand USA has never been more important as we grow and expand our footprint. The new ARP funding will allow Discover Puerto Rico to engage our international markets like never before. With a consistent drum beat of earned and paid messaging in key markets, we will be able to truly ascertain Puerto Rico's potential as a global destination.

As opposed to a costly presence at large international trade shows, with little or no ROI, there will continue to be a focus on thought leadership and networking opportunities at travel events, as well as attending specialist and niche shows to ensure a brand

presence in key sectors, e.g., luxury. The DMO will build an extensive trade show audit and strategy to ensure trade marketing needs are met, delivering a strong ROI.

As expanded international investment presents exciting, new territory for the DMO to build upon, and presents unprecedented opportunity, it is critical that we remain focused on the strategic priorities to provide the greatest ROI for the destination. The DMO's standards for quality and fit with strategy pertaining to marketing and sales activities will not be shaken or compromised.

Significant, positive results for our Island are at hand as we prudently and thoughtfully invest new funds. We must remain vigilant and rigid in our adherence to stated goals and objectives, using strategic research to guide our decisions and produce the results that Puerto Rico needs and deserves.

INTERNATIONAL RESEARCH

Discover Puerto Rico will commission further research to better understand international audiences and how to optimize marketing and brand strategies. The approach to gathering more in-depth research could vary from in-market focus groups to working with research companies to provide a suite of proprietary research and data for international markets and, more specifically, the conscientious traveler and underrepresented segments within each market.

Further research may also assist in more effectively positioning Puerto Rico as a "must visit" destination to future international travelers and help effectively communicate the value of the international traveler to local stakeholders.

IMPLEMENTATION AND AMPLIFICATION THROUGH DIGITAL AND OOH ADVERTISING

Discover Puerto Rico will launch a digital and OOH campaign to drive brand awareness internationally across core markets of Spain, U.K., Germany, Canada

and Colombia. As an exploratory market, Mexico may also be included. The content will put locals front and center to showcase the diversity, culture and authenticity of each of Puerto Rico's seven unique regions. It will be brought to life through a video-led content series featuring local personalities, inviting future travelers to explore the destination through interactive video experiences.

A fully integrated, programmatic hub will enable flexible, multimarket, multichannel distribution – as well as precision targeting, tracking, real-time optimization, reporting, insights and brand safety. The content hub will be fully tagged with tracking pixels, allowing us to capture a constantly growing and refreshed pool of data for users who interact, integrated with earned media driving engagement. The DMO will work with trusted travel brands, including airlines and travel companies, along with partners acting as a call to action on consumer marketing, allowing consumers to be inspired by the content and have a clear opportunity to book. We will also leverage this content through existing major consortia partners who have international reach including Virtuoso, Uniglobe, BCD, CWT and others. These partnerships include the added benefit of direct access to agents through educational webinars and in-person visits. This also provides the ability to capture and measure bookings during the period campaigns run.

ACTIVATIONS & PARTNERSHIPS

Alongside this, brand-building activations and partnerships with like-minded consumer brands will allow Discover Puerto Rico to tap in to new segments and build data internationally. Messaging will be amplified further through a series of year-round events, stunts and media partnerships to reach niche segments, aligning

with Puerto Rico's core pillars and brand. The Brand USA partnership will be leveraged to upweight digital and OOH media spend where possible.

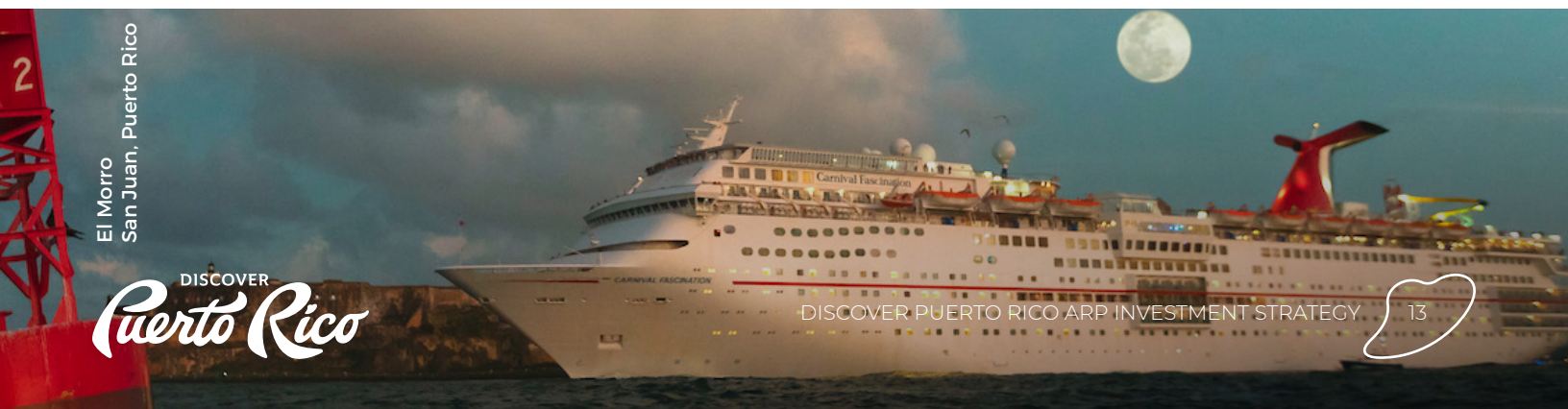
EARNED MEDIA & SOCIAL

Discover Puerto Rico will harness the power of earned media to strengthen Puerto Rico's voice in existing markets and introduce the wealth of stories from the Island to new markets. Through bespoke pitching, profile placement and thought leadership, the team will communicate Puerto Rico's key messages to leading media platforms from digital streaming services to traditional print outlets across the globe.

With the rise of the conscientious traveler, we will proactively engage with target editors and new outlets showcasing community-led tourism initiatives via securing robust visiting-journalist-programs, (VJP) experiences and profile placements. We will shine the spotlight on the talents of Puerto Rico's people, securing human-focused interview placements thereby raising the profile of the destination through the local voices that shape Puerto Rico's rich tourism landscape. This will be enhanced through one-to-one media interactions, allowing us to bring the destination to the journalists' doorstep.

We will host an international influencers trip, welcoming carefully selected talent who reflect the inclusivity and diversity of Puerto Rico, as well as the global traveler.

Consistent and clear messaging across all markets through working hand-in-glove with journalists and influencers will ensure that Puerto Rico remains top of mind for international travelers.



El Morro
San Juan, Puerto Rico

DISCOVER
Puerto Rico

STRATEGIC PRIORITY 2:

EXECUTE MARKETING AND COMMUNICATIONS ALIGNED WITH PUERTO RICO'S ORGANIC CULTURE OF INCLUSIVITY, DIVERSITY AND EQUITY.

Puerto Rico's culture is one that is inherently welcoming and inclusive. As an Island whose identity is rooted in Spanish, Taino Indian and African heritage, inclusivity is woven into our DNA. Likewise, Discover Puerto Rico has intertwined diversity, equity and inclusion (DE&I) into the Island's brand.

While Discover Puerto Rico has made significant strides in some areas, such as connecting with the LGBTQ+ community, we have much further to go in other areas. To achieve this, Discover Puerto Rico must begin with a set of strategic objectives that acknowledge the Island's strengths and weaknesses when it comes to embracing diversity in its visitor base.

Further, many of the key feeder markets (New York, Florida, Texas) are made up of diverse populations. This reinforces the need to be a welcoming destination with appropriate messaging.



Old San Juan
San Juan, Puerto Rico

To make sure that the DMO goes beyond “talking the talk” and truly “walks the walk,” Discover Puerto Rico will ensure marketing, communications and activities, both domestically and globally, are developed and executed through the lens of DE&I. In short, Discover Puerto Rico has four audiences at the heart of this strategic priority to set the destination apart as a best-in-class leading DMO in DE&I:

1. **Internal.** Be recognized as a leading DMO with established practices, protocols and standards.
2. **Industry.** Build upon success with Discover Puerto Rico’s already-established partnerships, associations and alliances (U.S. Travel Association, IGLTA, etc.) to showcase Discover Puerto Rico as a DE&I leader.
3. **Island.** Offer training, workshops and education among Island partners (Marketing & Sales Advisory Committee, Board of Directors, etc.)
4. **External.** Display best-in-class media planning and standards with diversity- and minority-owned media targeting and partners.

INTERNAL APPROACH

As a first and critical step, we will take an inside-out approach, starting with examination of where the organization stands in terms of its own diversity, equity and inclusion practices and promises.

Using subject matter experts, we will develop plans to ensure that our organization – at all levels – is representative of both the Island’s own diverse population, as well as our visitor demographics. Tactics may include:

- Internal DE&I survey and employee training with third-party experts
- Review of recruitment, hiring and retention practices
- Review of procurement and contracting practices
- Internal and external communications plan to share and train the Discover Puerto Rico staff and key Island stakeholders on updated DE&I practices
- Action plan with measurable objectives for improving organizational diversity over time

INDUSTRY

Discover Puerto Rico will take this same approach in examining representation across the advisory boards that help shape Discover Puerto Rico’s marketing efforts. Our goal will be to have a diverse set of perspectives at every table to ensure that we proactively (and meaningfully) reach historically underrepresented audiences in our target and growth markets for leisure and group visitation.



Los Morrillos Lighthouse
Cabo Rojo, Puerto Rico

Further, Discover Puerto Rico will work in collaboration with leading industry associations to help tourism-facing businesses better identify and understand the needs of various audiences, including those facing accessibility challenges.

Tactics may include:

- Research to understand existing visitor demographics, perceptions and opportunities among underrepresented travelers
- Presentations of research and best practices to industry associations and stakeholders
- Workshops with Discover Puerto Rico's Board of Directors and marketing and sales committees, coupled with other Island leaders, to educate and generate awareness
- Through the "Internal" and "Industry" phases, develop a training program to share with Island stakeholders
- Development of measurable objectives over time to ensure that Discover Puerto Rico's advisory groups and industry associations represent a diverse set of backgrounds and perspectives

ISLAND

Once Discover Puerto Rico has successfully updated their DE&I practices and action plan and has begun to strengthen supporting research and ally associations with industry leaders, it will be important to share and evangelize the plan with Island stakeholders, organizations and leaders.

While lodging and other sector partners will manage incoming and in-market visitor relationships and communications, a consistent DE&I training program set forth by Discover Puerto Rico will provide uniform protocol and best practices. This will supplement any existing individual partner training programs (many corporations will have established and enforced DE&I training protocol and hospitality best practices).

TACTICS

- Island-wide community presentations of Discover Puerto Rico's training program, including research and best practices
- Frequent workshops with Island-wide destination community partners, to reinforce education and the importance of DE&I best practices
- Development of measurable objectives to make certain Discover Puerto Rico's training program is creating an impact.

EXTERNAL

Through research and data, the DMO will assess and evaluate the opportunities to build on existing and natural strengths as a destination in this space, striving to ensure all visitors feel welcome on our Island.

The paths to disrupting the status quo in media planning and strategy include:

- Dismantling the concept of the "general audience"
- Examining the processes used in channel and vendor selection
- Reducing the biases that exist in martech and audience targeting
- Knowing past efforts may not work in favor of inclusivity
- Working with the experts

Digital and traditional media partners will be strategically pursued with diversity, equity and inclusion in mind as part of our overarching strategy for the Island. Discover Puerto Rico will reach its diverse array of audiences through partnerships with minority-targeted as well as minority-owned media partners. Having placements and partnerships with these media publishers will establish/reestablish the DMO's focus on various audience segments and will demonstrate that the Island values them, while staying true to the brand. Progress has been made

with existing media partners, including The Trade Desk, through specific diversity- and minority-owned CTV inventory, which can be replicated with other partners.

The DMO has identified a significant opportunity to leverage the U.S. diaspora as critical stakeholders to serve as destination advocates and the Island's most passionate ambassadors. Activating campaigns that specifically call upon diaspora to engage them as advocates of the destination will have a ripple effect in driving travel to the Island. Tactics will include, but are not limited to:

- Tap into the strong pride of the diaspora and their connections to the Island to engage them via an earned and digital/social media campaign that encourages them to share their stories of Puerto Rico and opens the doors to their favorite beaches, restaurants, shops, etc.
- Given most diaspora tourists make visits to more authentic, small, local places, a campaign of this nature will allow us to bring to life a wide array of experiences and itineraries to off-grid locations.
- Explore activating a "friends and family" campaign that incentivizes diaspora to be cultural ambassadors and encourage their circles to make Puerto Rico a top-choice destination.
- Increase outreach efforts to U.S. Hispanic

media and influencers who reach the diaspora audience through targeted story angles, FAM trips, unique partnerships around high-exposure events, and strengthening relationships via one-on-one meet & greets and interview opportunities.

- In addition to our earned media efforts across the top 10 diaspora states and reaching out to local USH media within them (Fla., N.Y., Penn., N.J., Mass., Conn., Texas, Calif., Ill., Ohio), we will also work to identify diaspora community partners to engage.

Pending forthcoming research, expanding to other U.S. Hispanic audiences may be considered. Given the size of the U.S. Hispanic audience across the U.S., and Puerto Rico's offerings that appeal to them (music, food, culture), there is an opportunity to grow this traveler base exponentially.

With additional funds and a long-term diaspora and Hispanic market development strategy in place, Discover Puerto Rico will complete the translation of the award-winning DiscoverPuertoRico.com website into Spanish. A dedicated Spanish-language email marketing program will be launched to nurture new consumer relationships and build awareness and intent.

This growth opportunity also applies to other DE&I audiences (for example Black travelers given the Island's Afro roots). Broadening our activations,

partnerships and even promotions, and amplification across earned media, influencer and brand integration efforts could be an exploratory area for Discover Puerto Rico in the year ahead.

The DMO will deepen relationships with DE&I partners (including the National Association of Black Journalists and the International Association of Black Travel Writers, among others) and formalize partnerships to ensure BIPOC writers share their perspective of the Island. While an internal analysis needs to come first, we plan to parallel path communications strategies to make certain that we share the story of all Puerto Rico has to offer via diverse storytellers who can share unique perspectives. This will be applied to all storytelling that happens not only across earned outreach, but also via digital and social channels.

In addition to digital and traditional media partners strategically pursued with diversity, equity and inclusion in mind, we will apply this same approach to earned media and influencer relations by confirming influencer partnership selection and engagement continues to disrupt the status quo. We will audit earned media content, including story angles/pitches, municipalities, regions, and even cultural festivals, to make sure we tell a deeper story that encompasses the Island's diverse roots.

Since the critical U.S. market is a melting pot in and of itself, we'll investigate unique activations targeted toward audiences that will generate positive publicity and watercooler conversation. Activities such as engaging with influencers who appeal to these audiences, hosting roundtables across priority markets with important stakeholders who

are representative of these audiences, and working closely with editorial boards/ journalists to tell authentic stories that resonate, will be considered.

This strategic priority includes a focus on the often-overlooked audiences with accessibility challenges. Research shows that consumers with accessibility issues travel longer and spend more than the average visitor. As part of the ARP investments, Discover Puerto Rico will conduct a real-time analysis of DiscoverPuertoRico.com's compliance with the industry recommended WCAG AA standards, ensuring that all visitors, regardless of accessibility challenges, have an opportunity to experience our Island.

TACTICS

- Review of all traditional and digital media planning partners to identify any implicit bias in audience modeling
- Proactive outreach for proposals from media partners specializing in reaching historically underrepresented audiences
- Development of creative assets that show a diversity of backgrounds and abilities
- Technology updates to improve accessibility of Discover Puerto Rico's owned channels (website, social, etc.)
- Development of a Spanish-language version of DiscoverPuertoRico.com
- Development of Spanish-language creative assets aimed at LatinX and/or diaspora markets
- Action plan with measurable objectives to quantify implemented strategies and tactics

INTERNATIONAL

Hosting an Island summit will bring together the most influential figures from the public and private sectors to address challenges and opportunities facing DE&I within travel and tourism. This would introduce the destination to the industry's key influencers and shapers, as well as provide a significant case study and assist in attracting major future events.

Following a thorough media and influencer audit, a stand-out Discover Puerto Rico ambassador program will be developed identifying key personalities in specialist media outlets to highlight Puerto Rico's long-term investment in DE&I; including celebrities, influencers, brand ambassadors and journalists who connect with underrepresented groups.

These ambassadors will be invited to participate in in-market events and on-Island FAM trips to experience Puerto Rico's welcoming and inclusive culture firsthand.

Key to the approach will be ensuring DE&I and the welcome message is incorporated into all marketing and communications strategies, campaigns and activations, and through data-targeting strategies, to confirm that all content is inclusive and engages

underrepresented audience segments both visually and editorially.

A series of "Puerto Rico at Pride" experiential event activations could be launched in cities across target international markets (Madrid, London, Frankfurt and Toronto) to drive brand awareness and highlight Puerto Rico's inclusive culture to LGBTQ+ communities.

EARNED MEDIA

The DMO will place a heightened emphasis on targeting media outlets and influencers across international markets who engage with a greater array of audiences, positively positioning Puerto Rico's culture as inclusive, diverse and welcoming. Increased outreach efforts will include building and nurturing media relationships creating a network of "Friends of Puerto Rico" via one-to-one media meetings, media events and VJPs.

We'll secure human-focused profile opportunities for Puerto Rican locals who embody the Island's welcoming and inclusive identity. We will shine the spotlight on the destination's local personalities, bringing their compelling stories to life and creating authentic narratives with which the traveler can emotionally connect.

STRATEGIC PRIORITY 3:

IMPLEMENT PROMOTIONAL STRATEGIES AND TACTICS TO FURTHER THE GROWTH AND ECONOMIC MOMENTUM SEEN IN 2019 AND COUNTERACT THE NEGATIVE IMPACT OF VARIOUS THREATS, SPECIFICALLY COVID-19.

The travel sector is an integral part of Puerto Rico's economy. Visitors spent \$6.5 billion in Puerto Rico in CY2019, generating an economic impact of \$9 billion. This spending supported 86,000 jobs and generated \$762 million in state and local taxes.

Tourism Economics reports that in calendar year 2019, there were a record 8.3 million total visitors to Puerto Rico, including 5.4 million visits by nonresidents.

As COVID-19 took center stage in 2020, many DMOs went dark. But Discover Puerto Rico's strategy paired proactive tactics with responsible, yet aggressive, actions to generate awareness and desire for the destination through a variety of earned, owned and paid tactics that evolved steadily based on changing conditions. These efforts are already demonstrating impact in the data showing Puerto Rico outpacing other Caribbean and mainland destinations in recovery.

Through the critically important investment of ARP funds, the DMO will build upon this success, further growing our integrated, comprehensive marketing and communications approach, leveraging Puerto Rico's key appeals to drive increased visitation. The strategies and tactics recommended encompass key opportunities for Puerto Rico's tourism industry, providing actionable tactics designed to deliver the highest level of success.



Old San Juan
San Juan, Puerto Rico

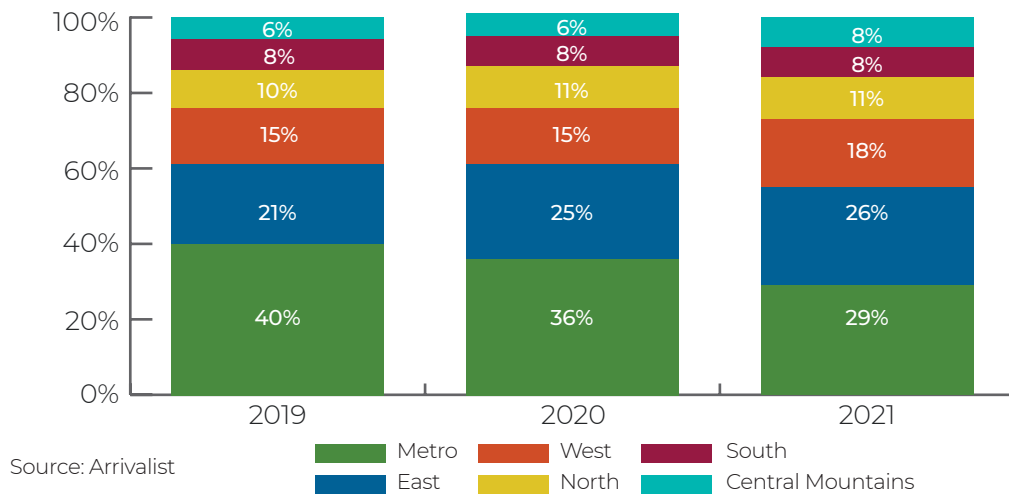
APPROACH

In order to maintain momentum and achieve the clearly understood objectives of supporting municipalities outside of San Juan through ARP-funded marketing efforts, Discover Puerto Rico will leverage dedicated content to promote these regions and municipalities, including a creative messaging strategy that reflects the diversity of the Island, as well as individual regional content hubs, landing pages and specific topic-based website articles.

Discover Puerto Rico has been dedicated to delivering visitors to areas beyond the San Juan Metro. Over the past three years, there has been marked increase in the percentage of visitors spending their trips in municipalities outside of San Juan.

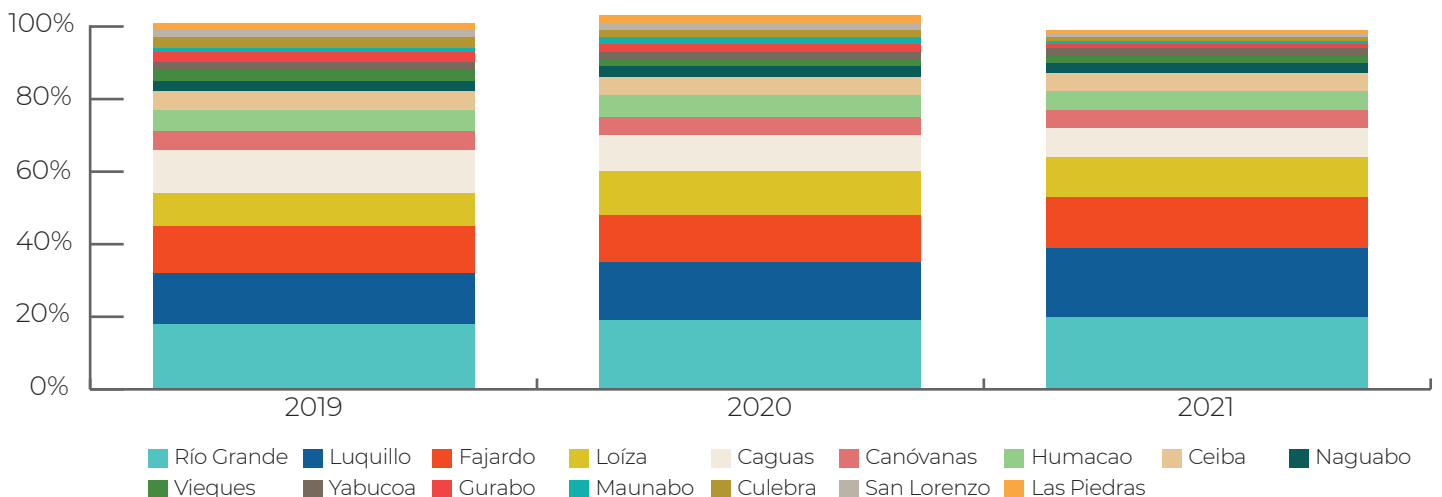
Data provider Arrivalist uses geo-tracking of mobile devices to monitor visitors as they move around the Island. In the first six months of the year, there have been considerably more visits to regions outside of the metro area. In 2019, nearly 40% of all trips were to the metro area.

REGIONAL DISTRIBUTION OF TRIPS (JANUARY-SEPTEMBER)



In addition to monitoring visitor distribution throughout the tourism regions of the Island, Discover Puerto Rico is able to monitor changes in travel to all 78 municipalities. For example, the East region has seen the most significant growth in the past three years. Drilling down to the municipal level allows for understanding which communities are most impacted by the work of Discover Puerto Rico.

MUNICIPAL DISTRIBUTION OF EAST REGION TRIPS (JANUARY-JULY)



The CDBG-DR funds that were awarded to Discover Puerto Rico were designed to lift up municipalities outside of San Juan that were still recovering from hurricanes and earthquakes in recent years. With this, Discover Puerto Rico leveraged dedicated content to promote these regions and municipalities, including a creative messaging strategy that reflects the diversity of the Island, a website content strategy with promotion on the website's homepage as well as individual regional content hubs, landing pages and specific topic-based website articles. Since the launch of CDBG-DR funded media in March, DiscoverPuertoRico.com has referred a total of 293,814 consumers to partner sites with 218,258 of those to businesses outside of San Juan (over 74% to businesses outside of San Juan).

Puerto Rico is a bucket-list destination that fulfills the needs of a new population of travelers seeking breathtaking escapes and rich, cultural experiences. Messaging will highlight the points of differentiation the Island offers, along with the breadth and depth of product accessible to travelers across various regions of the Island to promote visitation throughout the entire destination. By developing messaging that educates travelers on the wide range of experiences available – from the secluded beach in the East, to historical architecture and wondrous art available in the South and beyond – the destination will remain consistently fresh and always alluring. Alignment with the broader brand campaign and brand voice that is authentic to Discover Puerto Rico will be critical to build on the equity already established by the destination. Additionally, image and video asset library growth will be key to making sure that the DMO continues to highlight the Island's natural beauty and diversity of product and experiences visually.

From a communications perspective, Discover Puerto Rico will ensure messaging is constant and consistent to move the needle, keep the destination

relevant, enhance and differentiate the destination's brand amongst competitors, and make surround-sound impact.

The DMO will maintain a constant pulse of the prominence of the Island's messaging and share of voice among direct competitors and continue to make certain that all coverage featuring Puerto Rico has a strong representation of the diversity of regions and municipalities beyond San Juan. We will continue to audit media coverage to optimize each region's share of voice monthly and seek opportunities to balance messaging and themes to ensure an accurate reflection of the diversity of the Island.

The DMO will identify opportunities that reveal human-interest stories to help U.S. travelers connect with the destination, working to humanize the local tourism industry and continue to put forward the best of what Puerto Rico has to offer – its hospitable and passionate local community. As we continue to grow relationships with municipal tourism directors and the local tourism industry, we'll increase access to these types of stories that can be used as a driving force for promotional activities benefiting the destination and helping local businesses thrive.

The DMO will identify and partner with, through municipal tourism directors, small businesses across the tourism industry with impactful stories to amplify across all of our storytelling platforms – from earned media to social channels. Sharing the perspective of these diverse- and women-owned small businesses, amplifying their stories, and bringing out the human faces behind what drives tourism across the Island will create a strong link to tourism being a creator of jobs and a force of economic growth.

Given the conscientious travelers' interest in supporting local communities and being cognizant of their impact when they travel, they are looking to specifically help local economies and choosing

to stay in local accommodations, eat at local restaurants, and buy from small shops. Bringing the small-business stories to the forefront of our storytelling will move the needle for Puerto Rico's tourism industry.

We've been successful in past social executions, highlighting travel outside of San Juan. ARP funding will allow us to scale this opportunity and engage with an active audience. These tactics could include:

- Social – Increase social exposure to engage with an active audience, including new opportunities to boost organic messaging tied to health and safety. All of the Island's regions would be represented in the creative.
- SEM – Ability to increase share of voice aimed at those actively searching for information related to Puerto Rico's variety of experiences in all municipalities.
- Content distribution – A partner like Nativo would provide a platform to share our story in long-form content.

As a destination that was truly first to implement health and safety measures to protect residents and visitors, the DMO will continue pursuing thought-leadership opportunities that elevate the destination as a leader in recovery and resiliency.

Elevating Puerto Rico as a leader in recovery post-COVID-19, among the U.S. and global tourism industry, through speaking opportunities, executive profiles, Q&As, case studies, awards, and simply sharing the success of Puerto Rico's tourism recovery amid back-to-back adversity, will generate continued opportunities for the Island, whether it be infrastructure investments, growth in hospitality developments, or new air lift. The DMO will build on its thought-leadership activities to-date and the Island's unique position as a leader in health and safety measures to establish continued dominance in share of voice across these important themes. Amplification through earned media and social media efforts of all major industry moments for the DMO will continue to be a priority.

MAINTAINING DIGITAL DOMINANCE AGAINST RISING COMPETITORS

In 2019, Discover Puerto Rico completed a comprehensive audit of top competitors to understand brand perception, awareness and consumer sentiment. From there, the DMO created its unique brand position and identified the digital audiences most likely to respond to Puerto Rico's differentiated products and experiences.

This work led to significant gain in market share, which was solidified through the pandemic by the aggressive approach outlined in the "Great Recovery Playbook," combined with a temporary infusion of surgically placed CARES and CDBG-DR funds. The result is that Puerto Rico is in the best competitive position in the Island's history and its digital campaigns are generating record returns.

To maintain and grow this market dominance in the face of increasingly well-funded competition, Discover Puerto Rico will use this investment of federal funds to build a future-proofed digital strategy that can withstand a changing consumer privacy landscape and a loss of third-party data. This means investing in the development of first-party consumer data owned by the DMO and leveraged continually to develop deeper consumer relationships and build collaborative models to identify new marketplace opportunities.

This starts by prioritizing and building our first-party audience through e-news sign-ups and owned website forms/quizzes, in addition to educating and planning for cookie-less media tactics such as:

- Universal identifiers – TradeDesk, LiveRamp, etc.
- DSP partnerships with first-party integrations – Distillery, Adara, etc.
- Direct Buys and PMPs that use publisher first-party data
- AI/machine learning
- Contextual targeting

BUILDING HIGH VALUE INTERNATIONAL MARKETS

International visitors consistently stay longer and spend more. Beyond that, creating a consistent base of international visitation will help reduce exposure tied to economic instability with core domestic markets.

Promotional strategies will focus on increasing load factors (through airline and airport partnerships); leveraging international audiences (through promoting point-to-point and multi-center trips); targeting new audiences (by promoting Puerto Rico as a year-round destination); and by targeting additional airlift (working closely with PRTC and Aerostar). Ultimately, increasing international visitation to every corner of Puerto Rico, ensuring that local communities benefit from the positive impact of high-spending and long-stay international tourism. Following COVID-19, the emphasis will be on showcasing the Island in real time through the lens of local people, using broadcast, journalists and influencers to tell Puerto Rico's story.

As we emerge from the pandemic, people are keen to hear authoritative and reassuring voices as they navigate the new travel landscape. This is the perfect opportunity to position Puerto Rico as a trailblazer in restarting and boosting the travel industry. Through a series of thought-leadership initiatives, Discover Puerto Rico will build brand awareness and the reputation of Puerto Rico across international markets. Earned media will be a focal point in positioning it as significantly advanced in terms of readiness and sharing Puerto Rico's competitive advantage following the pandemic (Island vaccination rates, access, product differentiation, international appeal, culture). Media and influencer trips will showcase the Island in real time through the lens of local people using broadcast, journalists and influencers.

All activities will have a sales-driving element to make certain that bookings are generated, driving incremental business, delivering true ROI and economic impact to Puerto Rico. The DMO has identified key strategic partners and trusted travel

brands to collaborate within each international market and will continue to develop these long-term partnerships to drive measurable results.

Discover Puerto Rico will be at the forefront of the conscientious traveler conversation internationally by facilitating speaker opportunities and seeking opportunities to host key events, including Leaders Forum, NYC Climate Week, and the National Geographic Awards. By securing thought-leadership opportunities, Discover Puerto Rico and its partners will be seen as leaders in sustainable tourism, which will further highlight the destination's social impact focus.

INTERNATIONAL

Airline and airport partnerships will be tied into international promotions and will complement immersive digital OOH activity in each market, delivering tactical mobile display and native campaigns that use mobile device ID data and location data to target high-value travel intender audiences at key departure points (i.e., those exposed to the OOH campaigns with tactical CTA messaging driving bookings via airlines and trade partners).

Working closely with trade and airlines to educate, Discover Puerto Rico will build and differentiate Puerto Rico product and experiences promoting point-to-point and multi-center trips and highlighting Puerto Rico as a year-round destination. In addition to targeting additional airlift, increasing existing capacity levels on direct routes will be a key focus, working closely with PRTC and Aerostar.

EARNED MEDIA

To increase brand awareness and Puerto Rico's reputation across international markets, we will drive a global thought-leadership program designed to position Discover Puerto Rico as an authoritative and trusted voice in the travel industry and beyond.

We will secure international broadcast interviews, comments, and panel and profile opportunities that demonstrate the destination's forward-thinking

approach and that cements its position as a trailblazer in restarting the travel industry. Placing Discover Puerto Rico's senior executives center stage will drive the conversation on destination recovery and sustainable tourism, and will further highlight travel's positive impact on local people and communities.



Casita de Rones
San Juan, Puerto Rico

STRATEGIC PRIORITY 4:

ACTIVATE MARKETING INITIATIVES DESIGNED TO ELEVATE PUERTO RICO'S COMPETITIVE POSITION AND ENSURE OPTIMAL USE OF AVAILABLE RESOURCES.

Discover Puerto Rico was built on a model of efficiency. With limited Core funds available for marketing and promotion, it's critical that each dollar be invested with a strong focus on ROI.

Recognizing the disparity in promotional budgets compared to competitive destinations, Discover Puerto Rico strives to be both efficient and effective. This includes sound procurement policies (e.g., RFPs, RFQs). It also relies upon input from experienced marketing and sales professionals to guide its strategies and investment allocations. Partners such as PRTC, PRHTA, and other key industry associations and private business are key in contributing to the prudent and proven investment of our funds.

And, Discover Puerto Rico uses industry-standard tools like Adara and Arrivalist to monitor its results. These measures help position the DMO as a good steward of public funds and the results generated by Discover Puerto Rico, as measured by independent sources, affirm this. Additionally, by using advertising competitive intelligence tools such as Kantar, Discover Puerto Rico will monitor competitors' share of voice, messaging and timing. Confirming a comprehensive overview of the total landscape in key markets will allow Discover Puerto Rico to potentially adjust overall strategy as needed.

As competitive destinations such as Aruba, Jamaica, Dominican Republic, and even Miami begin emerging from the pandemic, the ARP funds will allow Discover Puerto Rico to keep its foot on the gas, staying ahead of the competition, generating demand at a much faster clip. It will also allow Discover Puerto Rico to work with its industry partners to elevate their own brand presence online, enhancing the breadth and depth of Puerto Rico's product experiences for prospective consumers.

APPROACH

Discover Puerto Rico will leverage proven approaches, such as SEM, as well as new media strategies, including competitive conquering, and groundbreaking episodic content development and distribution to elevate its competitive position and ensure optimal use of resources but will also take advantage of this one-time investment in the Island's visitor economy to make a once-in-a-generation investment in the Island's digital infrastructure.

Specifically, Discover Puerto Rico will embark on a multiphase plan to provide hands-on upskilling and digital assistance to the Island's small businesses. Through the creation of the Island Digital Education Academy (la IDEA), digital ambassadors, trained and directed by the DMO, will visit every corner of the Island, working with local municipalities to help their community improve its global digital footprint across the world's largest online discovery platforms like Google, Facebook and Yelp.

Assisting individual industry members in enhancing and improving their own online presence, will drive measurable visitation to participating businesses and local communities. Additionally, these collective efforts will improve the overall brand health of the destination across major travel discovery platforms.

This effort is critical to delivering continued value and efficiency through our paid media efforts in an increasingly competitive environment. If Puerto Rico's businesses' online presence lacks the digital

depth and vibrancy to support the DMO's brand advertising, consumer confidence in the destination will suffer long term.

As other DMOs ramp up their marketing efforts and invest their own unprecedented funding, Discover Puerto Rico has a prime opportunity, leveraging ARP funds, to combat other destinations attempting to capture share of those considering and intending to visit the Island. In fact, Discover Puerto Rico can leverage this same approach. Through competitive conquest targeting on OTT, SEM, and other digital platforms, Discover Puerto Rico will actively reach prospective visitors to competitive destinations and (re)introduce the brand, increasing awareness and driving consideration. As part of the "Always On" campaign, Discover Puerto Rico's competitive set will be monitored as travel restrictions evolve and other DMOs increase their spending. This iterative process of refining the competitive set will be applied to targeting parameters across OTT partners.

Beyond merely marketing across OTT, Discover Puerto Rico will capitalize on the accelerated consumer transition into streaming entertainment by developing a groundbreaking episodic content series aimed at breaking through the competitive advertising landscape with compelling storytelling that connects viewers with the destination.

Using a combination of in-house creative talent, local production teams and experts in streaming distribution partnership development with providers like Amazon and Netflix, Discover Puerto Rico will develop and distribute character-driven stories that showcase the entirety of the Island and drive brand affinity. From a U.S. communications perspective, Discover Puerto Rico has an opportunity to exponentially dial up accessibility and convenience as a result of our connectivity to and relationship with the U.S. Messaging around no need for a passport, the U.S. dollar, and seamless phone plan integration, etc., are major competitive advantages for our Island. The DMO will double down on this communication

effort, reminding U.S. travelers how convenient it is to enjoy all that Puerto Rico has to offer.

From an earned and influencer relations perspective, while this competitive advantage is a table stake across existing messaging, the DMO will explore activating specific efforts that dial up the added convenience that this accessibility offers without losing Puerto Rico's international flair. According to a recent Economist/YouGov poll (April 2021), only a third of American adults say they have a valid and unexpired U.S. passport (37%). With interest from travelers in staying more "local" given the continued uncertainty of the variants resurging, Puerto Rico is in a unique position post-COVID-19 to highlight the accessibility paired with the rich history and culture of the Island, in addition to its vast beaches and other natural offerings.

In addition, with major companies across the U.S. pushing back their return to office (RTO) plans significantly, and 90% of them adopting hybrid RTO models (according to CNBC), remote work is here to stay. According to Glassdoor, the share of online job searches for remote positions was up 460% from 2019 through June 2021, and employee burnout is at an all-time high. The DMO will explore how we continue to position the Island as a top choice for remote work and "workcations." With major companies testing companywide shutdowns to provide employees wellness time and prioritize mental health, the DMO will explore creative opportunities and partnerships where we can put Puerto Rico at the forefront of consideration.

Additionally, the government of Puerto Rico took an aggressive approach to safeguarding the Island at the beginning of and throughout the pandemic. Our rigorous health standards, in addition to Puerto Rico's strong vaccination rates (compared to most states), provide ample advantages to promote the destination as a gold standard in key areas that are extremely important to travelers today – wellness and safety. Discover Puerto Rico will leverage this in our

messaging to build confidence in those considering vacations, reassuring them (as well as our residents) that health and safety remain a priority.

Accessibility, convenience, health and safety will remain imperative to messaging strategy development. So much so that the DMO will take a note from the previous challenges brought on by the pandemic and will certify that creative and messaging allow for the ability to pivot and flex as needed should the Island need to dial-up messaging to remain competitive and continue to generate visitation during key need periods. These points of differentiation as noted above (no passport requirements, English spoken on Island, Island-wide vaccination rates, and many more) will be sprinkled throughout all communication channels – from paid advertising to organic channels – building this intel into the mindset of our audience and potential visitors.

With health and safety here to stay and part of the new normal in travel, we'll continue to remain competitive against other destinations related to what the press, influencers and other stakeholders are saying about the destination by conducting share-of-voice analysis – and optimizing marketing communications strategies and tactics against those results.

Further, we will leverage influencer relationships in unique ways and work closely with on-Island partners to offer trade-out opportunities and unique experiences that provide new and exciting paths to maximize exposure. Likewise, the DMO will continue to explore trade-out opportunities with major broadcast entities where the Island can be part of the backdrop and setting, in addition to unique opportunities within niche broadcast productions (wellness, eco-tourism, etc.) that appeal to the conscientious traveler where the Island can be a central part of the storytelling.

Internationally Puerto Rico holds a unique position as both a U.S. territory and a Caribbean island (emphasizing the U.S. safety infrastructure/stability with Caribbean flair). Puerto Rico international campaigns will focus on leveraging this unique offering, as well as increasing product and sales opportunities through U.S. multicenter and twin-center itineraries.

Broadcast opportunities will be key to amplifying the message internationally, leveraging already commissioned broadcast programs to further promote international campaigns, as well as working with streaming services (Netflix, Amazon Prime and Disney+) to commission new opportunities for the Island.

TACTICS

Discover Puerto Rico will elevate Puerto Rico's position and differentiate the destination offering from competitors through a series of experiential activations at key music and food festivals in crucial international markets to celebrate the music, culture and gastronomy of Puerto Rico. Activities will include a global culinary tour and pop-up activations at music events and food festivals. We'll spotlight local stakeholders, musicians and chefs at these events to promote Puerto Rico's unique and vibrant culture through music, dance, culinary and cocktails.

Brand partnerships with like-minded brands will support in elevating the activations further, ensuring that Puerto Rico's campaigns reach consumers in-market through digital touchpoints at the live events to encourage engagement and a clear call to action via unique, bookable itineraries.

EARNED MEDIA

We will leverage current and future broadcast and filming opportunities to make sure we're capturing interest around prescheduled shows, and we'll work in partnership with a top streaming service to commission filming in Puerto Rico.

Using the power of radio, we'll facilitate a radio takeover in which the most well-known morning show hosts from each international market broadcast live from Puerto Rico for one week, meeting local characters and experiencing local culture.

Discover Puerto Rico will provide outreach and hands-on training to assist Puerto Rico's tourism-facing businesses improve their digital presence across the world's most heavily used travel planning platforms. This initiative will involve creating a "digital report card" for all Island businesses currently on DiscoverPuertoRico.com. The team of on-Island digital ambassadors will be responsible for reaching out to more than 5,000 Island businesses and working with municipalities to promote educational training sessions and one-on-one consulting appointments. Working directly with local businesses, digital ambassadors will assist in building out profiles on Google My Business, Yelp and Facebook, and assist businesses with best practices. Businesses will also be enrolled in an online learning academy to provide continued training and to be able to do regular "check-ups" of their digital presence.

- **Create and implement the Island Digital Education Academy**
 - Provide a comprehensive digital footprint audit of tourism-facing businesses.
 - Hire on-Island digital ambassadors to work with local municipalities and one-on-one with local businesses to improve their online profiles.
 - Provide photo and rich media asset creation for businesses and DiscoverPuertoRico.com to improve their visibility online.
 - Create an online digital learning system accessible to all Island businesses.

- **Analyze and improve DiscoverPuertoRico.com to maintain its industry-leading status and continue to position itself as an invaluable tool for current and future consumers.**
 - Create a Spanish-translated version of the site for international users and U.S.-based diaspora and LatinX markets.
 - Conduct third-party usability study to identify opportunities for improvement with the existing site. Implement enhancements and optimizations.
 - Update the look and feel of the current site to reflect Discover Puerto Rico's current brand and optimize the front end for user experience to increase engagement.
 - Add additional content, including critical business information collected through La IDEA, to provide consumers a more complete experience reflecting the entire Island.
- **Develop first-of-its-kind episodic destination storytelling.**
 - Develop documentary, docutainment and scripted concepts showcasing the culture, beauty and entirety of Puerto Rico.
 - Create economic impact by using local production crews, talent and support businesses for production.
 - Develop strategic content and distribution partnerships with major streaming services such as Netflix, Amazon, Hulu and Discovery+

STRATEGIC PRIORITY 5:

EXECUTE TARGETED MARKETING TO ATTRACT NEW VISITORS THROUGH NEW GEOGRAPHIC MARKET DEVELOPMENT, NICHE MARKET DEVELOPMENT AND VERTICAL INTEGRATION.

Pre-pandemic, Discover Puerto Rico's paid strategy primarily targeted a more traditional audience base focused on females as the key decision makers and influencers in the vacation planning process. However, throughout the pandemic, the strategy evolved to meet the changing environmental conditions.

Using research to guide our approach, the DMO implemented a "responsible traveler" target, adapting and evolving to grow our audience base of those visitors most likely to follow health and safety guidelines as well as demonstrate respectable behavior.

We will continue monitoring and adjusting the existing target markets and audiences based on a proprietary selection formula that maximizes our potential to reach the right people at the right time.

However, with the infusion of ARP funds, the DMO will, for the first time, take a bold, powerful step forward in how we share our message with the world. Armed with industry-leading research and data, we are identifying new geographical markets as well as new audiences that demonstrate a strong potential for visiting our Island. This investment of ARP funds will allow the DMO to use paid media in a strategic, aggressive approach to reach more consumers than ever before.



APPROACH

The successful activation of the responsible traveler target as part of the pandemic recovery strategy laid the groundwork for the development of the new conscientious traveler target. This traveler, in addition to being a perfect target for the culture-rich experiences offered by Puerto Rico, also spends more, stays longer, and is generally willing to travel a longer distance to experience the type of travel they seek.

The shift from the responsible traveler to conscientious traveler is a reflection of emerging travel trends and the changing needs in destination management. While health and safety compliance were driving needs early in the pandemic, the availability of vaccines and timing of mask mandates allowed us to look beyond the current crisis to build back a better tourism program with a focus on those who would appreciate all the Island has to offer and reciprocate with respect and care.

During and through lockdowns, we identified four emerging trends that helped shape the conscientious traveler profile:

- **Appreciation for nature**
 - Lockdowns created a new or greater appreciation for outdoors.
 - Possess a craving for open spaces.
 - Not satisfied with just visiting nature.
 - Want to experience the natural environment.
- **Intellectual curiosity**
 - At-home learning and hobbies expanded.
 - Desire for a more intellectually fulfilling travel experience.
 - Want activities designed to educate on history, language and culture.
 - Seek authentic interactions that inspire more questions than they answer.
- **Seeking connection**
 - Making up for lost time and life events.
 - Strong desire to connect with family and create meaningful memories.



- Looking for enriching opportunities to connect.
- Desiring a more intimate experience to enjoy and truly appreciate the people and places around them.
- **Regeneration**
 - Beyond “do no harm” to improving the environment.
 - Feel a personal responsibility to act now to save the planet.
 - Deciding how they want to do things differently going forward.
 - Thoughtful in where they go, what they do, and how they might impact a destination’s environment.

Based on a wealth of data from research and media partners, we understand where these consumers

are concentrated. Overlaying that data with ongoing route development and airline connectivity efforts, we are able to zero in on target DMAs beyond Puerto Rico’s traditional Northeast, Midwest and Southeast source markets.

Discover Puerto Rico will lead with TV and OTT penetration in these new markets, with integrated whole-home digital helping move consumers from consideration to conversion. Traditional media will be leveraged to support niche markets such as luxury, LGBTQ+ and golf. Print publications will be selected based on their alignment to these niche markets and through full-page and high-impact placements that capture the reader’s eye. By leveraging the voice of the publisher, advertorial adjacencies will draw the reader in to learn more about the Island, as a complement to the brand advertisement.

CONSCIENTIOUS TRAVELER



MEANINGFUL

View travel as the antidote to isolation and disconnection; looking for enrichment; building meaningful connections to people and culture.



RECREATIONAL

Have a renewed appreciation for the outdoors; want to be off the beaten path and to ‘be one with nature’.



INTELLECTUAL

View travel as a means of academic fulfillment; want an educational experience; to gain knowledge and perspective.



SUSTAINABLE

Want to limit their impact on the local environment; to leave a destination better than they found it.

From a public relations perspective, the DMO will activate targeted campaigns that will make noise with key U.S. stakeholders (press, influencers, etc.) in new and niche markets. Strategic events and partnership opportunities with brands that reach niche audiences like LGBTQ+ and passion areas like wellness, green living, accessible luxury and golf will be elevated to make an even bigger impact across publicity efforts. Prioritizing niche media titles will be a part of our continued, surgical earned media outreach efforts. Expanding the niche verticals of our influencers will be a focus, as well. And, as expanded upon earlier, we will identify target and brand-right strategic partnerships that will gain the attention of new visitor audiences.

International marketing strategies will be underpinned by research and data to drive results. All campaigns will be fully tagged with audience capture and tracking pixels, allowing us to acquire a constantly growing and refreshed pool of data. Using proprietary data, we will identify and create audience segments based on signals of intent (those searching for long-haul travel and competitor destinations), and target audiences who have been directly exposed to OOH placements with sequential messaging on their mobile phones, driving engagement and sales. Campaigns will capture and collate data on consumer segmentation in international markets, providing narratives for Discover Puerto Rico from which to lead.

All live-event activations will include targeted digital marketing, tactical out-of-home advertising, and geofencing to target specific audiences to drive footfall and engagement – confirming everything is tracked, measured and ROI demonstrated.

The conscientious traveler will be targeted through all campaign elements and activations by working with select media and influencer partners currently owning this space. Conscientious travel will be woven into our fully trackable digital campaigns, allowing Discover Puerto Rico to segment and target consumers who engage in the idea of “preserving paradise.”

INTERNATIONAL

Strategic partnerships, sponsorships and activations will further elevate Puerto Rico’s brand, allowing Discover Puerto Rico to showcase the Island’s diverse draws to niche segments, from luxury, green living and golf, to adventure and family, sponsoring key events across Europe and Canada, and partnering with brands to reach high-value travelers.

Through international leisure trade strategies, Discover Puerto Rico international offices will target online and traditional volume-driving tour operator partners and niche specialists; boutique, luxury travel agents; and travel consultants to reach and drive sales from all key audience segments. This will establish that Puerto Rico’s diverse product, experience and accommodation offerings are well represented across all product portfolios.

These key partners will be integrated into consumer campaigns across all international markets. Using a clear call to action, the fully integrated campaign will be directed to a digital hub that will drive sales via bookable itineraries inspired by consumers’ interests.

Media partners will rely heavily on targeting capabilities, using only the most advanced partners that are nimble in their approaches to adjust to changing conditions, markets and behaviors. We’ve identified behaviors such as:

1. Wellness focused
2. Volunteers
3. Green-living enthusiasts
4. Environmental sustainability advocates
5. Eco-friendly travel

Platforms to achieve this could include:

- Programmatic across all channels
- SEM/paid search
- Social channels such as Facebook and Instagram

STRATEGIC PRIORITY 6:

DEPLOY SALES AND SERVICE INITIATIVES THAT PROPEL THE RECENT GROWTH IN MICE AND LEISURE TRAVEL TRADE SALES.

Puerto Rico has the product and infrastructure to attract more MICE that deliver substantial economic growth and job creation. This segment of tourism (e.g., groups) provides a necessary complement to the Island's core base of leisure travel; delivers high yields in lodging properties; attracts first-time visitors to the Island; and enhances the overall health of the lodging industry through compression created by advance bookings.

The Zika virus and hurricanes Irma and Maria negatively impacted the Island's base of group business, but much progress was made in 2019. Unfortunately, the global pandemic caused unprecedented numbers of cancellations of groups and events, and planners are now facing the challenge of replacing in-person meetings with virtual or hybrid meetings. This new reality, paired with Discover Puerto Rico's efforts to strengthen the Island's tourism brand and build the future sales pipeline of group business, presents an unprecedented opportunity to positively impact the local economy in the short term while positioning Puerto Rico as a premier destination for MICE business in the long term.

APPROACH

For the first time in the Island's history, the DMO's world-class sales team will have the opportunity, through ARP funds, to put Puerto Rico front and center on the global stage in meetings and conventions, going head-to-head with first- and second-tier destinations like never before. Elevating Puerto Rico's reputation in the critical MICE space and solidifying our position as a powerhouse meetings and conventions destination will build long-term credibility for the entire Island that will have ripple effects into leisure visitation, along with additional economic sectors beyond the tourism industry. Discover Puerto Rico will build upon its recent success by using ARP funds to implement these strategic objectives in a phased approach to ensure both short and long-term economic impact. The sales team will leverage the impact of our consumer campaigns in targeted geographic regions by identifying active buyers in both the corporate and association sectors. Ongoing research using our CRM as well as via strategic partnerships allows us to further identify segments (e.g., sports, pharmaceutical, hi-tech, financial and incentives) with the ability to support the growth of both overall hotel occupancy and ADR.

1. **Elevate Puerto Rico's image as a world-class destination for meetings, convention, incentive travel and events through expanded national/international promotion, publicity and high-impact activations.** Since the inception of Discover Puerto Rico in 2018, perception of Puerto Rico as a MICE destination among professional planners has steadily improved. With the largest, most technologically advanced convention center in the Caribbean, many refurbished/rebuilt hotel properties and the new Distrito T-Mobile complex, the Island is well-positioned to elevate its status and attract more MICE business. This objective will entail a collaborative effort with the Department of Economic Development, the Puerto Rico Manufacturers Association, Puerto

Rico Convention Center District Authority (PRCDA) and Invest Puerto Rico to explore opportunities for co-targeting of business within key industry sectors. We have already proven that Puerto Rico can attract such momentous industry events as the PCMA Partners Summit, U.S. Travel's Annual Board Meeting, Meeting Planners International's (MPI) World Education Congress (proposed), the Ninth Annual Summit of the Americas (proposed), Connect Marketplace and Conference Directs CEO summit. Discover Puerto Rico proposes investing ARP funds to accomplish this objective to impact using proven tactics, including:

- National/international advertising, promotion and publicity targeting qualified professional planners who have not regularly considered Puerto Rico as a destination for their groups/ events.
- Attracting high-impact industry trade events that will showcase Puerto Rico's tremendous potential as a premier MICE destination.
- Attending/hosting events and activations with high-potential clients to position Puerto Rico for more MICE events.
- Using enhanced marketing of Puerto Rico's MICE segment through expanded digital promotion, strategic partnerships and digital tools for planners (e.g., Cvent).
- Employing targeted lead generation based upon strategic considerations and qualified research/analysis.
- Capitalizing on business intelligence that supports development and implementation of strategies and tactics specified herein.
- Applying expanded earned media efforts targeted to MICE-specific media to continue to dominate share of voice, especially building upon the momentum created around Distrito T-Mobile and the Puerto Rico Convention Center District into 2022

2. **Enhance Puerto Rico's competitiveness via expanded lead generation, penetration of key vertical sectors and increased conversion rates.** Discover Puerto Rico's marketing and sales efforts throughout the global pandemic have successfully kept the Island's tourism brand top of mind with both planners and consumers. Discover Puerto Rico used virtual FAM tours, site visits and trade shows, and other impactful sales efforts to attract attention from planners with changing needs and interests. These, combined with increased awareness driven by a highly successful leisure advertising campaign, have resulted in an extraordinary 81% increase in the future sales pipeline, representing \$401M of potential economic impact for Puerto Rico. Eighty-four percent of this business can be converted in the next two years, presenting a significant short-term economic opportunity. This objective will entail close collaboration with the Puerto Rico Convention Center and several private sector partners, including Distrito T-Mobile and local hotels. Discover Puerto Rico will accomplish this objective using proven tactics, including:

- FAM tours for highly qualified professional planners
- Sales presentations and activations in targeted markets with highly qualified professional planners
- MICE lead generation using research and industry-standard analysis to target high-potential clients
- Enhanced/expanded presence at top-tier industry trade events
- Targeted publicity and promotion
- Cost allowance (where necessary) to enable Puerto Rico to capture market share within select MICE segments with no-risk guarantee of economic return on investment (typically these investments generate an ROI of \$15:1 to \$30:1)
- Business intelligence and competitive

analysis to reach niche segments of high-potential planners

- On-Island site visits to convert existing or future leads.

3. **Expand Puerto Rico's reach and client engagement through advanced selling, expanded promotion and strategic client targeting to increase the number of meetings/conventions/events hosted and drive increased attendance.** Puerto Rico can expand its reach into segments of MICE business by targeting vertical sectors and increasing promotional efforts directed at high-potential segments of business, such as associations, corporate, incentive groups, amateur sports events, social groups, military groups, and other group business opportunities. This effort will entail collaboration with partners such as Invest Puerto Rico and the Department of Economic Development to explore opportunities in key economic sectors of industry recruitment. Discover Puerto Rico proposes investing ARP funds to accomplish this objective using proven tactics, to produce both short and long-term economic impact:

- Target high-potential vertical sectors whose meeting/event specs are aligned with the destination's products and services.
- Target key niche segments of meetings and events with promotions, activations or other sales-related activities that present short-term potential, including association, corporate, incentive, social/government, amateur sports events, and incentive groups.
- Deploy targeted advertising and promotional tactics designed to convert professional planners considering (or likely to consider) Puerto Rico as a destination for their meeting or event.
- Target citywide meetings that align with occupancy gaps at Puerto Rico Convention Center and local hotels.
- Offset cost of transitioning events from convention center to other facilities to

allow for net gain in economic results by contracting high-impact conventions, including but not limited to citywide events.

4. **Grow leisure visitation through enhanced presence and expanded reach throughout the global distribution system (GDS); wholesale distribution; international travel packagers; and other high-potential, revenue-producing channels.** Historically, Puerto Rico has underperformed in maximizing GDS sales. Discover Puerto Rico has implemented an aggressive strategy that includes reaching a record number of travel advisers trained to sell Puerto Rico; expanded presence in key wholesale channels; and developed robust strategic partnerships with high producing consortia and membership-based travel buyers like Costco and AAA. The Island is well-positioned to leverage these to capture market share and drive record revenues in this segment of the travel industry. Newly added sales representation in key markets like New York, Boston and Los Angeles will support our efforts to educate buyers across the country. Discover Puerto Rico proposes investing ARP funds to accomplish this objective using proven tactics, including:

- Collaborative marketing and sales programs with key travel consortia partners
- Incentivized booking promotions with guaranteed results
- Targeted promotion and publicity to grow the Puerto Rico Travel Expert program
- High-impact industry trade events and activations reaching targeted travel advisers and/or other revenue-producing channels
- Publicity activities targeting high-potential travel advisers, wholesalers and travel consortia

TACTICS

Discover Puerto Rico will launch a dedicated sales and media roadshow in key international markets aimed at driving new business leads and contacts for Discover Puerto Rico. This would provide opportunities for industry to connect and discuss business through one-to-one meetings with buyers and sellers, as well as travel agent training and media activities. This tactic presents opportunities to meet with key influencers, operators and media, as well as product decision makers from tour operators with bench marking and measurement evaluated every six months.

Post-pandemic is the perfect time to leverage the launch of Distrito T-Mobile in the international markets and grow Discover Puerto Rico's MICE sales by promoting Puerto Rico as an incentive and association destination with expanded reach among European, Canadian and LATAM MICE planners. Working closely with Invest Puerto Rico's industry priorities for MICE targeting, as well as Rec and PRCD, will enable alignment with Discover Puerto Rico's goals internationally.

1. Promotion of Puerto Rico as an incentive and association destination in twice weekly webinars and team sales calls. These have a reach of an average 40 participants per week and are promoted to a database of over 4,000 key account European MICE planners in a targeted

manner across different industry specialties and geographical markets including Germany, U.K. and Spain. Also look to replicate this across Canada.

2. Every two weeks, include key Puerto Rico story in HB MICE clients collective email newsletters to approx. 16,100 European MICE planners. Outsource for Canadian MICE planners.
3. Dedicated monthly Puerto Rico newsletter to HB MICE planner database of approx. 16,100 European MICE planners. Outsource for Canadian MICE planners.
4. Membership of the Destinations Alliance – a collective of 30 destinations active in the U.K. events space – intelligence, reports and news distribution into the U.K. market.

EARNED MEDIA

With huge potential to increase international awareness of Puerto Rico's MICE offering across earned media, we will leverage MICE media relationships through organizing a series of one-to-one meetings with key titles and regularly attending industry events and webinars. We will build on the opening news of Distrito T-Mobile, inviting MICE media on VJPs and will explore additional earned media activations including case study examples, podcast interviews and industry news updates.



C. METRICS OF SUCCESS

At the end of the day, all efforts are for naught if they don't result in driving visitation.

Our holistic approach to measurement helps ensure that mass awareness efforts drive additional research and consideration, which, in turn, drives bookings for our destination partners. And beyond that first trip, we continue to nurture that relationship to drive repeat visits and create ambassadors who then amplify our message and drive further awareness. This approach ensures that all partners are aligned to the goal and their efforts contribute to the key performance indicators (KPIs). Optimization of tactical efforts are then measured against those shared goals for continual improvement in real time.

The ways in which the effectiveness of specific ARP investments will be measured are aligned with the strategic priorities outlined above.

Discover Puerto Rico, along with their agencies, have developed a full-funnel advertising and public relations strategy that will drive increased awareness and consideration of Puerto Rico as a vacation destination, as well as create immediate measurable bookings with demonstrable economic impact. The individual media outlets will be intentionally varied to achieve each of these goals and encourage Island-wide visitation. ADARA Impact, Arrivalist and brand/sentiment studies are among the tools used to measure visitation and expenditures on the Island.

While the objective is to drive a significant increase in overall visitation to the Island over the course of the campaigns and beyond, it's important to measure real-time website/creative engagement, tied to our media placements/channels, earned media coverage and influencer content, as a means of optimization to make certain that we're reaching a qualified audience showing intent to travel. This is achieved through measuring:

1. Website engagement (multiple pages viewed)
2. Signals of intent to travel (e-news sign-ups, RFP submissions, partner referrals)
3. Reach/impressions
4. CTR/CPC
5. Landing page views
6. Video completion

From an earned media and influencer relations perspective, we use existing tools and will be introducing new tools to continue to measure:

1. Key destination message pull-through
2. Tonality of coverage
3. Island-wide representation across coverage
4. Engagement with social content
5. Share of voice against competitors
6. Signals of intent to travel post coverage consumption
7. Ad value equivalency

HOLISTIC BRAND STRATEGY

MEASUREMENT FRAMEWORK



AWARENESS

- **Mindset:** Always dreaming of the next vacation
- **Message:** Puerto Rico is the perfect vacation
- **Channels:** Video, audio, PR, print, OOH, Industry, SEO
- **KPIs:** Reach and frequency, Impressions paid and earned (wide net)



REPEAT / RETENTION

- **Mindset:** There so much more I wish I had done
- **Message:** There's so much more for you to see
- **Channels:** CRM, organic social, retargeting/re-messaging
- **KPIs:** Email metrics, organic engagement, earned (narrow set)



CONSIDERATION

- **Mindset:** Narrowing the options, looking to fulfill on a dream in mind
- **Message:** Here's why Puerto Rico is perfect for you
- **Channels:** SEM, paid social, digital, website
- **KPIs:** Paid engagement, web metrics



AMBASSADORS

- **Mindset:** I am a Puerto Rico person
- **Message:** Look how perfect Puerto Rico is for you
- **Channels:** UGC, influencers, partnerships, PR
- **KPIs:** UGC, referrals, WOM, earned (narrow net)



BOOKING

- **Mindset:** Choice reduction, building itinerary
- **Message:** Look how easy it is
- **Channels:** OTAs, group sales, properties
- **KPIs:** Demand, revenue, bookings, ADR, REVPAR

STRATEGIC PRIORITY 1: ENHANCE AND STRENGTHEN THE DESTINATION BRAND DOMESTICALLY AND GLOBALLY.

In re-positioning the travel brand for Puerto Rico in 2019, Discover Puerto Rico found that consumers did not consider Puerto Rico's product undifferentiated from its competitors. In establishing a brand focused on culture and authenticity, Discover Puerto Rico has been able to grow the perception of Puerto Rico for key brand attributes where there has been marketing investment.

Discover Puerto Rico will measure the influence of the marketing on not only the five brand attributes of beautiful, lively, vibrant, colorful and authentic, but also on the perception of the destination overall and the likelihood of consumers to consider visiting in the future.

These measurements will be available through consumer research in the markets where American Rescue Plan funds are placed. Through primary research in target markets with qualified consumers, Discover Puerto Rico will directly measure how recall of the paid and earned media influences the position of Puerto Rico as a travel brand.

STRATEGIC PRIORITY 2: MARKETING AND COMMUNICATIONS ALIGNED WITH PUERTO RICO'S ORGANIC CULTURE OF INCLUSIVITY, DIVERSITY, AND EQUITY.

Using primary research, Discover Puerto Rico will monitor consumer perception surrounding inclusivity, diversity and equity. This not only includes understanding how consumers view the destination in terms of these issues, but also in how the product is perceived.

In addition to tracking perception, Discover Puerto Rico's monitoring tools allow for an understanding of visitor demographics. Using geo-tracking technology, Discover Puerto Rico's data partners cannot only provide a demographic analysis of visitors, but also how they move around the Island. With this understanding, Discover Puerto Rico can monitor how visitors are engaging with Puerto Rico's product that promotes inclusivity, diversity and equity.

STRATEGIC PRIORITY 3: PROMOTIONAL STRATEGIES AND TACTICS TO FURTHER THE GROWTH AND ECONOMIC MOMENTUM SEEN IN 2019 AND COUNTERACT THE NEGATIVE IMPACT OF VARIOUS THREATS, SPECIFICALLY COVID-19.

Puerto Rico has had a far faster recovery than other destinations in the U.S. Data shows that Puerto Rico is one of only eight states or territories generating more visitor spending in 2021 than two years prior. But Puerto Rico's growth has been at least three times faster than any other state.

Discover Puerto Rico will evaluate the performance of the industry on data available from the lodging, air and cruise sectors. This includes hotel and rental occupancy, demand, average daily rate and RevPAR, as well as air and cruise arrivals.

Discover Puerto Rico works with the world's foremost economists in the industry to conduct an annual evaluation of the economic impact of the industry. Tourism Economics provides an annual evaluation of the industry overall, including total visitors, spending, jobs and contribution to GDP.

STRATEGIC PRIORITY 4: MARKETING INITIATIVES DESIGNED TO ELEVATE COMPETITIVE POSITION AND ENSURE OPTIMAL USE OF AVAILABLE RESOURCES.

Discover Puerto Rico's uses the most advanced technology in the industry to evaluate marketing. Data partners can monitor a consumers' exposure to paid media and track their path to visitation, from air and lodging searches and bookings to arrival in Puerto Rico.

Media placed with dollars from the ARP will be evaluated on its ability to generate bookings and revenue. Specific metrics related to marketing include:

- Influenced Air Searches
- Influenced Air Bookings
- Influenced Hotel Searches
- Influenced Hotel Bookings
- Influenced Hotel Average Daily Rate
- Influenced Hotel Revenue
- Influenced Hotel Length of Stay
- Influenced Overall Length of Stay

STRATEGIC PRIORITY 5: TARGETED MARKETING TO ATTRACT NEW VISITORS THROUGH NEW GEO MARKET DEVELOPMENT, NICHE MARKET DEVELOPMENT AND VERTICAL INTEGRATION.

Discover Puerto Rico monitors market performance in several ways. Airline data provides not only a historical understanding of market origin, but also a monthly breakout of arriving air passengers. But, in addition, the online and geo-tracking data tools allow for a more timely understanding of market breakout.

By monitoring marketing performance through online consumer behavior of searches and bookings, Discover Puerto Rico is able to evaluate how a market is responding to paid media in real time. Geo-tracking technology enables an understanding of how the market origin of arriving visitors changes over time as targeted markets expand.

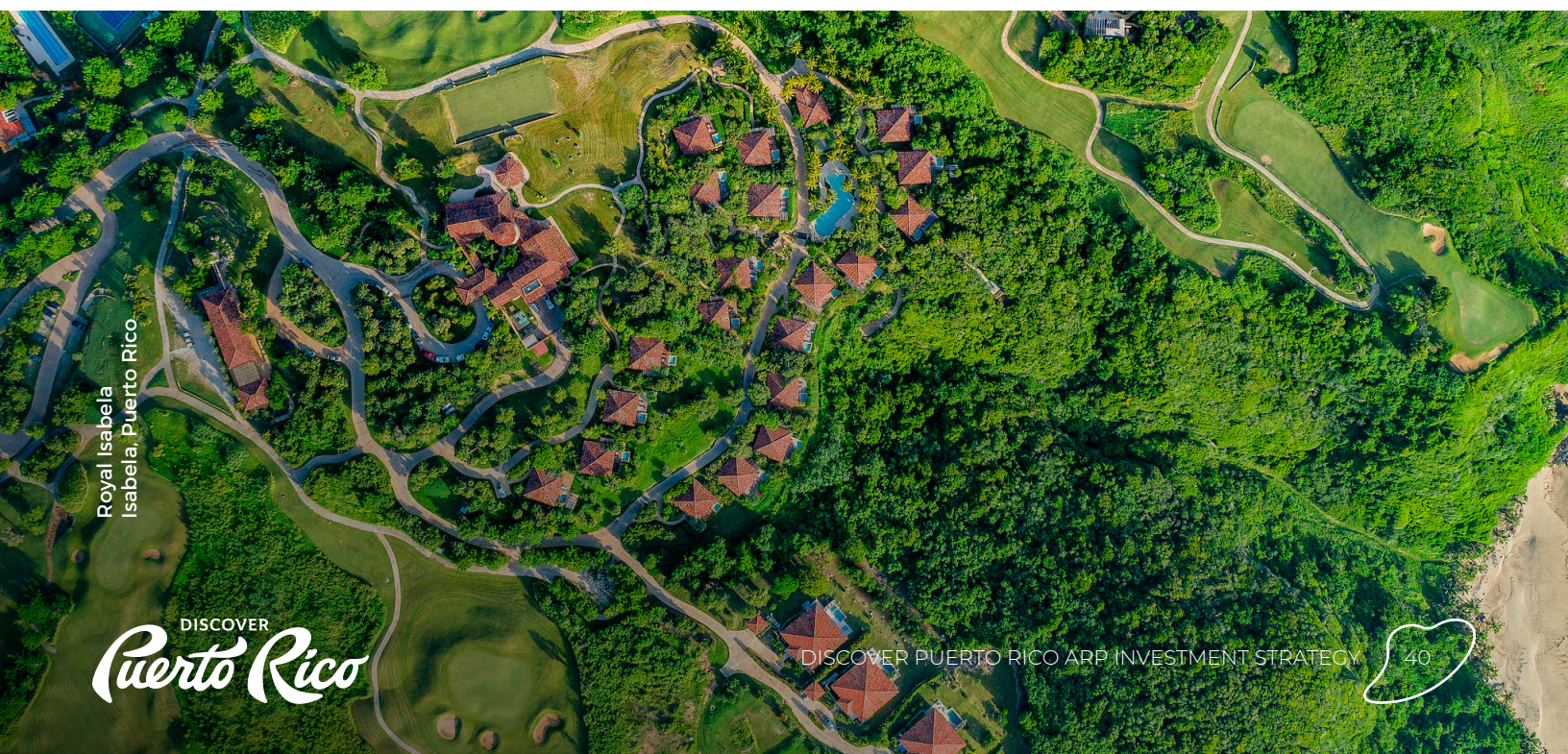
STRATEGIC PRIORITY 6: SALES AND SERVICE INITIATIVES THAT PROPEL THE RECENT GROWTH IN MICE AND LEISURE TRAVEL SALES.

Just as with consumer perception, Discover Puerto Rico monitors the meetings and events segment of the industry through primary research. Through direct surveying of meeting planners and travel advisers, Discover Puerto Rico can gauge how the initiatives influenced the perception of Puerto Rico as a destination for a meeting or event as well as interest in booking Puerto Rico. This is in addition to monthly metrics evaluating contracted events, room nights and leads generated.

KPIs for the meetings and leisure sales marketing will include:

- Primary measurements: incremental direct, economic impact, incremental tax revenue generated, jobs created
- Secondary measurements: leads, conversion rates, GDS sales, wholesale channel revenues, revenue impact and ROI of travel consortia partnerships, revenue impact and ROI of cost allowance, earned media, client engagement

As part of the data strategy, all campaigns will be tracked and optimized against a set of key metrics. These should be measured and monitored daily throughout campaigns to verify that the performance is continually optimized, refined and improved.



Royal Isabela
Isabela, Puerto Rico

D. APPENDIX A

MICE INDUSTRY TRADE SHOWS

OCTOBER – DECEMBER 2021

- Hospitality Performance Network (HPN) Annual Meeting
- Association Management Companies Institute (AMCI)
- Destinations International Destinations Showcase
- Connect Medical/Tech
- Incentive Research Foundation (IRF) Leadership Insights Forum
- SmartMeetings Southeast
- Meetings Today Live South
- Canadian Meeting Events Expo
- Sports ETA Symposium
- Connect Texas
- Connect Financial
- ConferenceDirect Annual Partner Meeting
- Pharmaceutical Meeting Professionals Summit
- American Society of Association Executives (ASAE) Five-Star Event
- International Meetings Exchange (IMEX)
- Finance & Insurance Conference Professionals (FICP) Annual Conference
- Meetings & Incentives Forum
- SmartMeetings Incentive
- Meetings Today Live West
- International Association of Exhibitions & Events (IAEE) Expo
- American Express INTER[action]
- Association Forum's Holiday Showcase
- Incentive Summit
- American Volleyball Coaches Association Convention

JANUARY – MARCH 2022

- Professional Convention Management Association (PCMA) Convening Leaders
- Society of Incentive Travel Excellence (SITE) Global
- Association Management Companies Institute (AMCI) Annual Meeting
- River X-Change
- ConferenceDirect Forum
- GPS Destinations & Events
- Global Pharmaceutical & Meetings Summit

APRIL – JUNE 2022

- HelmsBriscoe Annual Business Conference
- Meeting Professionals International (MPI) World Education Congress
- Incentive Research Foundation (IRF) Educational Invitational
- Finance & Insurance Conference Professionals (FICP) Education Forum
- Independent Planner Education Conference (IPEC)
- Incentive Live
- Association Forum's Forum Forward
- Meeting Professionals International (MPI) Sunshine Education Summit
- GPS Destinations & Events
- Connect Marketplace
- Connect Sports
- College Swimming & Diving Coaches Association of America (CSCAA) Conference

JULY – SEPTEMBER 2022

- Professional Convention Management Association (PCMA) Educon
- Destinations International Annual Convention
- SmartMeetings Northeast
- Destinations Caribbean
- Destinations Southeast
- CVENT Connect

- Land X-Change
- SmartMeetings West
- Society of Incentive Travel Excellence (SITE) Midwest Smart Forum
- American Society of Association Executives (ASAE) Annual Meeting
- The Society of Independent Show Organizers (SISO) Summer Conference
- Successful Meetings University (SMU) International
- GPS Impactful Events
- Financial & Insurance Conference Professionals (FICP) Summer Workshop
- Society of Incentive Travel Excellence (SITE) Classic
- ConferenceDirect Annual Partners Meeting
- Pharma Forum
- Society of Incentive Travel Excellence (SITE) Southeast
- Travel, Events Management in Sports (TEAMS) Conference
- Connect Chicago
- New York Society of Association Executives (NYSAE) Meet New York

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- SmartMeetings Incentive
- Meetings Today Live West
- International Association of Exhibitions & Events (IAEE) Expo
- American Express INTER[action]
- Association Forum's Holiday Showcase
- Incentive Summit
- American Volleyball Coaches Association Convention
- ConferenceDirect Insight Fall Series
- GPS Impactful Events
- Regional Sports Accord PanaAmerica

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- American Express INTER[action]
- Association Forum's Holiday Showcase
- Incentive Summit
- American Volleyball Coaches Association Convention
- ConferenceDirect Insight Fall Series
- GPS Impactful Events
- Regional Sports Accord PanaAmerica

LEISURE INDUSTRY TRADESHOWS

OCTOBER – DECEMBER 2021

- ANATO – Ruedas de Negocios
- IPW
- ILTM Americas
- Travel Savers Symposium
- EDGE Internova
- Brand USA Travel Week
- Signature Travel Network Conference
- ASTA Global Convention
- IGLTA Annual Conference

JANUARY – MARCH 2022

- CHTA Marketplace
- FITUR
- BIT
- ITB
- AAA Newsday Tradeshow
- ANATO Vitrina Turistica
- Unite Caribbean
- SYTA Summit

APRIL – JUNE 2022

- WITS 2021
- IGLTA Annual Conference
- IPW

JULY – SEPTEMBER 2022

- Signature Travel Network Conference
- ELEVATE The Journey
- LE Miami
- SYTA Annual Conference

OCTOBER – DECEMBER 2022

- ANATO – Ruedas de Negocios
- ILTM Americas
- Travel Savers Symposium
- EDGE Internova – Travel Leaders
- Brand USA Marketplace
- Signature Travel Network Conference
- ASTA Global Convention
- IGLTA Annual Conference

JANUARY – MARCH 2023

- CHTA Marketplace
- FITUR
- BIT
- ITB
- AAA Newsday Tradeshow
- ANATO Vitrina Turistica
- Unite Caribbean
- SYTA Summit

APRIL – JUNE 2023

- WITS
- IGLTA Annual Conference
- IPW

JULY – SEPTEMBER 2023

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- ELEVATE The Journey
- LE Miami
- SYTA Annual Conference

OCTOBER – DECEMBER 2023

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- ILTM Americas
- Travel Savers Symposium
- EDGE Internova – Travel Leaders
- Brand USA Travel Week
- Signature Travel Network Conference
- ASTA Global Convention
- IGLTA Annual Conference



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