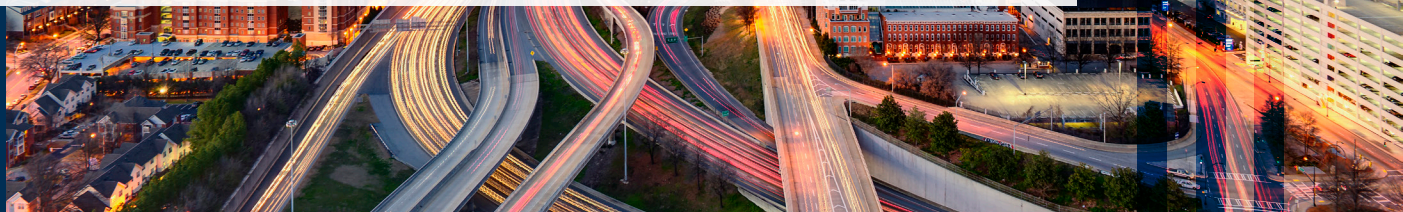




# THE POWER OF ONE

2021: A Strategic Plan to Rebuild Travel **Together**



U.S. TRAVEL  
ASSOCIATION®

# THE POWER OF ONE

## A Plan to Rebuild Travel Together

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The 2020 global pandemic has dealt many around the globe, including all of us in the travel industry, unparalleled professional and personal challenges. And while our current circumstances couldn't have been predicted, our industry rapidly mobilized to take care of the millions of travel employees and travelers that we support and serve.



**T**ogether, our industry has worked creatively to begin the recovery and rebuilding process. We have pushed together for federal relief and stimulus programs, communicated shared health and safety standards—and at your urging—brought our industry's best marketing minds together to build the “Let's Go There” campaign to ignite consumers' desire to plan a vacation. These accomplishments are significant, but we have a long road ahead of us. Unprecedented industry unemployment and an unknown timeline for a full recovery of all segments of travel will require us to continue to be nimble in a rapidly changing environment and work collaboratively to reignite our industry.

### Our Commitment to You

U.S. Travel Association is committed to continuing to be the place where travel leaders from all sectors of the industry come together to address our shared challenges and move towards a full recovery and renewed travel industry growth. We will focus on rebuilding all aspects of travel—leisure, business and meetings, both domestically and internationally—and know that we can only do that with the active support of our industry membership. Since the start of the pandemic, the U.S. Travel team has been working side by side with our members, as well as new travel organizations, including the largest domestic air carriers, to develop solutions to support our industry's recovery. We thank each of you for your enthusiastic engagement.

Through your direct engagement with us and your responses to our member interviews and surveys, you have shared your perspective on how U.S. Travel can continue to address our industry's shared needs. You told us that more than anything, we need to attack these challenges together, as one unified industry, not as individual sectors or organizations. We must collectively rebuild confidence in the safety of travel and deliver meaningful messages and solutions to our government leaders who must support travel's rebound in order to rebuild America's economy and workforce.

## Your Feedback Guides Our Path Forward

➤ **You value U.S. Travel's advocacy prowess** and our ability to **effectively engage with federal leaders** to address our industry's much needed relief. You shared that **our primary focus should remain on relief, protection and stimulus policies** that support a path to a full industry recovery.

➤ **You shared that our industry must prepare for lasting changes in travel**, where technology enables a more efficient, low contact travel experience. U.S. Travel's advocacy efforts must **ensure that the travel industry drives those changes** and garners the support of the federal government, as needed.

➤ **You value that U.S. Travel has been nimble**, quickly adapting our organization's focus as the COVID-19 pandemic emerged. You stressed that **we must continue to be nimble in our plans and deployment of resources**, as little is certain about the trajectory of our recovery.

➤ **You value U.S. Travel's efforts to develop a shared communications platform** for travel safety through our Travel Confidently campaign, stressing that consumer and business sentiment may have as much or more of an impact on recovery as economic conditions and that **our industry must continue working together to instill confidence** at each point in the travel journey.

➤ **You value U.S. Travel's ability to connect the industry virtually** on the heels of the pandemic. You encouraged the association to continue to **reimagine how the industry stays connected**, knowing that pandemic restrictions coupled with steep budget declines may reshape how we convene and work together in the coming months.

➤ **You value the role U.S. Travel has played as a point of collaboration** for the entire travel ecosystem. You emphasized that we must continue to **focus on the industry's shared priorities** and **engage leaders from every corner of travel** as we develop and implement solutions. The strength of the collective industry will be required to succeed.

➤ **You value the collaborative industry effort to develop the "Let's Go There" campaign**, but you emphasized that **a rebound of domestic leisure travel is simply the first step** in our industry's recovery. **A return to business, meetings and international inbound travel are required to signal full recovery** for many travel organizations.

➤ **You stressed that we must also look to the future, even while continuing to focus on the critical relief and stimulus needed to support our industry.** You encouraged the association to work with industry, Congress and the federal government to advance policies that help to grow travel opportunities over the next decade.



Your feedback to us was clear. We must **continue to create an understanding of the true value of the entire travel ecosystem among our stakeholders.** We must **continue to bring the industry together as one** to elevate our message and our voice. You have the commitment of the entire U.S. Travel team and leadership to continue to focus on creating a collaborative environment where we leverage the diverse ideas and voices of industry leaders to move forward together.

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On the following pages, you will find our strategic direction through 2021. Our *Power of Travel. Power of One.* strategic plan is advocacy-centered and focused on providing the stimulus and growth initiatives that the industry will need in the coming months and years. We look forward to working with all in the industry to rebuild travel together as **ONE**.



## U.S. Travel is the trusted, leading voice of the travel industry.

We rally all sectors of travel around one message and with one voice to move travel forward and positively impact the economy, employment and the communities we serve.

## OUR MISSION

Grow travel to and within the United States

## OUR VALUES

- Inclusive
- Collaborative
- Innovative
- Agile
- Accountable



## OUR VALUES

OUR STRATEGIC FOCUS

ONE INDUSTRY

ONE MESSAGE

ONE VOICE

U.S. Travel's core values are our guiding principles that define us as an organization and how we support the industry's shared priorities.

Drawing on our industry's hospitality and service roots, U.S. Travel is:

### INCLUSIVE

We bring together all voices of the travel industry, ensuring that diverse perspectives and ideas shape our strategic direction, message and voice.

### COLLABORATIVE

We actively engage our members, staff, coalition partners, other travel-related associations and thought leaders to gather insights, establish our position and deploy resources in order to rebuild and grow travel.

As a highly effective organization that is focused on continual growth and delivering superior member value, U.S. Travel is:

### INNOVATIVE

We actively seek out relevant opportunities to evolve our strategies and tactics in ways that grow our impact and support our increasingly diverse membership.

### AGILE

We monitor and anticipate the needs of the industry and our members and shift our focus and resources to support an ever-changing industry landscape.

### ACCOUNTABLE

We put our members at the center of our decision-making, focusing on the most critical industrywide needs and ensuring that we deliver strong value to our members and partners.



OUR VALUES

**OUR STRATEGIC FOCUS**

ONE INDUSTRY

ONE MESSAGE

ONE VOICE

## ONE INDUSTRY

Leaders from every corner of the industry convene with U.S. Travel to establish shared priorities, gain valuable insights and engage in advocacy initiatives and communications campaigns that shape the future of travel. At U.S. Travel we come together as ***One Industry***.

- ✓ Meaningful value at all membership levels
- ✓ Significant opportunities to shape and participate in advocacy and communications priorities and initiatives
- ✓ Member-only access to educational content, networking and new event opportunities

## ONE MESSAGE

Our ***Power of Travel Policy Platform*** is designed to grow travel and inform and influence government leaders, benefit travelers and enhance opportunities for travel decision-makers. Travel is stronger when we rally around ***One Message***.

- ✓ Timely research and industry development insights to inform priorities and demonstrate the economic impact of the entire travel ecosystem
- ✓ Continued relief, protection and stimulus for the entire travel industry as we recover from COVID-19
- ✓ A reimagined platform to grow travel to and within the U.S., prepare for the first 100 days of a new administration and to further elevate our industry the next four years

## ONE VOICE

Travel's message is not effective if it does not reach and shape the opinions and actions of our stakeholders and elected leaders across the country. U.S. Travel brings the industry together and creates the tools and venues to deliver our industry priorities with ***One Voice***.

- ✓ Industrywide outreach, led by U.S. Travel on Capitol Hill and with the Administration and federal agencies
- ✓ Member-only access to toolkits, webinars and resources to enable consistent message delivery
- ✓ Industrywide campaigns that deliver a clear, compelling message

## COLLABORATIVE MEMBERSHIP THAT TOUCHES ALL CORNERS OF TRAVEL

Leaders from every corner of the industry unite with U.S. Travel to establish shared priorities, gain valuable insights and engage in advocacy initiatives and communications campaigns that shape the future of travel. At U.S. Travel we come together as **One Industry**.

### Meaningful value at all membership levels

- **Enhance Membership Structure for 2021:** Provide engagement opportunities and useful resources at all membership levels for organizations in every corner of travel
- **Proactive Engagement with Current and Potential New Members:** Ensure that our membership structure and benefits remain best in class to ensure industrywide membership development and retention



### Significant opportunities to form and participate in industry advocacy and communications priorities and initiatives

- **Setting Strategic Direction:** Collaborate with Executive committee, Corporate and Destination CEO Roundtables and board of directors providing strategic guidance and priority setting
- **Tapping the Industry's Leadership:** Coalition, Committee and Council engagement for the purposes of networking, best practice sharing and development and implementation of advocacy and communications solutions to address our collective industry priorities
  - Meetings Mean Business Coalition
  - Washington Reps
  - National Council of State Tourism Directors
  - Destinations Council
  - Communications Advisory Committee
  - Gateway Airports Council
  - National Council of Attractions & Experiences
  - International Working Group
  - Let's Go There & Let's Meet There Coalitions

## COLLABORATIVE MEMBERSHIP THAT TOUCHES ALL CORNERS OF TRAVEL

U.S. Travel provides member-only access to educational content, networking and new event opportunities, helping us come together and ensure we are working as **One Industry**.

- **Industry Insights from Global Thought Leaders:** Deliver economic impact and travel analytics and activity reporting and forecasts through U.S. Travel proprietary research and that of our industry-leading research partners
- **Actionable Business Tools:** Provide U.S. Travel advocacy and communications toolkits, messaging and resources that allow members to access the latest industry insights and use them to protect and grow their businesses
- **Member-Only Educational Opportunities:** A new webinar series, as well as in-person and virtual education sessions at IPW and ESTO, offer an opportunity to hear from U.S. Travel leadership, experts in travel and business, government officials, and peers

- **Global Networking and Business Development:** Arrange for participation in U.S. Travel events, webinars and programs to:
  - Discuss critical industry priorities, including leadership diversity and sustainability
  - Gain access to the latest industry insights and trends
  - Hear from thought leaders shaping the future of travel
  - Grow industry connections and relationships
  - Develop business opportunities and grow revenues



## A SHARED PLATFORM TO REBUILD AND GROW OUR INDUSTRY

Our [Power of Travel Policy Platform](#) is designed to grow travel and inform and influence government leaders, benefit travelers and enhance opportunities for travel decision-makers. Travel is stronger when we rally around **One Message**.

### Timely research and industry development insights to inform priorities and demonstrate the economic impact of the entire travel ecosystem

- **Cutting-Edge Travel Data:** Insights on travel's economic impact, travel activity and forecasts, travel sentiments and perceptions and insights related to the top issues facing our industry
- **Digital Education:** A new webinar series, which covers Hot Topics and Latest Trends, Policy and Advocacy, Data and Insights and Assessing Recovery, offers an opportunity to hear from U.S. Travel leadership, experts in travel and business, government officials, and peers as we navigate recovery and move the travel industry forward
- **Latest Industry Developments:** Updates on legislative activities, traveler trends and other information relevant to industry organizations

### Continued protection and stimulus for the travel ecosystem as we recover from COVID-19 through 2021

- **Near-Term Travel and Tourism Solutions:** Going beyond CARES Act relief to provide solutions necessary for travel and tourism to rebuild, including:

- Support passage of a COVID-19 economic relief bill in 2020
- Enact economic stimulus measures to boost travel demand
- Quickly develop science-driven, risk-based health and safety guidance that enables domestic travel, large meetings, events and conferences to resume
- Safely reopen international travel through a science-driven, risk-based approach to COVID-19 testing
- Create a new Assistant Secretary for Travel and Tourism at the U.S. Department of Commerce
- Invest in the future of travel mobility and infrastructure
- **Long-Term Stimulus Measures:** Advocate for longer-term stimulus measures, including travel tax incentives, meals and entertainment tax deductions and meeting and events tax credits to reignite all travel segments, including business, meetings and international inbound travel
- **Latest Industry Developments:** Update on legislative activities, traveler trends and other information relevant to industry organizations

A reimagined **Power of Travel Policy Platform** to grow travel to and within the U.S. and prepare for the first 100 days of the Biden administration and the next four years.

**1 Advocate for pro-travel relief and recovery measures to shorten the industry's recovery period:** Pursue a suite of pro-travel measures—including additional rounds of federal relief and tax policies and incentives—to help restore and promote travel in the leisure, business and meetings/events sectors

**2 Increase the U.S. travel industry's global competitiveness to restore international inbound travel and improve international relations:** Create a new Assistant Secretary for Travel and Tourism at the U.S. Department of Commerce to facilitate international travel exports, ensure pro-travel policies are included in future trade agreements, support the protection and replenishment of Brand USA and embrace a national goal of welcoming 116 million international visitors by 2028

**3 Invest in Infrastructure:** Call for historic federal investments in all modes of travel infrastructure, including airports, highways, passenger rail, and public transit, improve national parks infrastructure and target investments toward projects that improve national and regional mobility and facilitate increased travel and tourism

**4 Re-imagine the air travel experience from curbside to cruising altitude:** Build traveler confidence and promote touchless solutions throughout the travel experience, expand biometric identification technology beyond the airport ecosystem and enhance and strengthen existing travel facilitation programs

**5 Engage in the future of mobility and the reinvention of city environments:** Prioritize investments in innovations such as electrification, automation, hyperloops and high-speed rail to improve the travel experience across all modes—in both the short and long term

To read the full Power of Travel policy platform, guiding our advocacy for the next four years, [click here.](#)



## ALL OF TRAVEL SPEAKING TOGETHER

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Travel priorities, message and voice is not effective if it does not reach and shape the opinions and actions of our stakeholders and elected leaders across the country. U.S. Travel brings the industry together and creates the tools and venues to deliver our industry priorities with **One Voice**.

### U.S. Travel-led, industrywide outreach on Capitol Hill and with the administration and federal agencies

- **Signature Activations and Events:** Destination Capitol Hill/Virtual Hill Week, new Legislative Speaker Series and Legislative Power Hours to engage federal and local lawmakers
- **Grassroots and PAC Initiatives:** Activate and amplify the industry's voice through our Power of Travel Coalition, further grow and enhance political weight in Washington via PAC engagement and begin state-level advocacy engagement and support (timing TBD)

### Member-only access to toolkits, webinars and resources to enable consistent message delivery, including:

- Travel Confidently Toolkit and Travel in the New Normal: Industry Guidance for Promoting the Health and Safety of All Travelers
- Emergency Preparedness and Response: COVID-19 Toolkit
- COVID-19 Relief Resources and Travel Industry Research Toolkit
- Power of Travel Coalition Advocacy Toolkit
- Major platform and policy toolkits, webinars and messaging

### Industrywide campaigns and activation tools that deliver a unified message

- **Campaign and Message Development:** Convene the Communications Advisory Committee and Let's Go There and Let's Meet There Coalitions to determine approach
- **Activation Plans and Tools:** Provide resources to ensure seamless messaging across the industry and by U.S. Travel across a multiple campaigns, including Let's Go There, National Plan for Vacation Day and National Travel and Tourism Week