

CTTC International Marketing ROI Matrix

2008 Visitor Information; 08-09 and 09-10 Budget Data

Quantitative Analysis	Canada*	United Kingdom	Japan	Australia	S. Korea	Germany	Mexico Air	Mexico Total	China
Population- 2008 Est.	33,000,000	61,000,000	127,000,000	21,000,000	48,000,000	82,000,000	110,000,000	110,000,000	1,330,000,000
Visitors to U. S.	18,922,000	4,564,895	3,249,578	689,927	759,394	1,782,299	1,708,320	13,686,000	492,958
Visitors to California	1,421,700	818,000	629,000	341,000	300,000	393,000	378,000	6,740,000	273,000
California % Market Share	7.5%	18%	19%	49%	40%	22%	22%	49%	56%
Spending Per Party, Per Trip	\$1,699	\$1,693	\$1,989	\$1,830	\$1,973	\$1,581	\$1,117	\$240	\$2,480
Party Size	1.9	1.6	1.6	1.6	1.6	1.4	1.6	1.6	1.7
Spending per Discrete Visitor per Trip	\$899	\$1,058	\$1,243	\$1,144	\$1,233	\$1,129	\$698	\$150	\$1,459
Average Length of Stay (mean nights in CA)	8.6	8.6	8.4	8.8	18.4	9.9	7.2	1.6	11.4
Spending per Visitor per Day	\$105	\$123	\$148	\$130	\$67	\$114	\$97	\$94	\$128
Annual Market Revenue Estimate	\$1,277,696,007	\$865,444,000	\$781,847,000	\$390,104,000	\$369,900,000	\$443,697,000	\$263,844,000	\$1,010,000,000	\$398,307,000
08-09 CTTC marketing expenditure	\$2,235,000	\$6,261,000	\$6,039,500	\$740,500	\$800,000	\$1,646,000	\$500,000	\$500,000	\$551,000
08-09 CTTC Spend Per Visitor	\$1.57	\$7.65	\$9.60	\$2.17	\$2.67	\$4.19	\$1.32	\$0.07	\$2.02
08-09 Visitor Revenue per CTTC expenditure	\$586	\$136	\$176	\$500	\$435	\$444	\$412	\$1,577	\$469
09-10 CTTC marketing expenditure	\$2,200,000	\$6,361,000	\$4,440,000	\$780,500	\$850,000	\$1,000,000	\$640,500	\$640,500	\$750,000
09-10 CTTC Spend Per Visitor	\$1.55	\$7.78	\$7.06	\$2.29	\$2.83	\$2.54	\$1.69	\$0.10	\$2.75
09-10 Visitor Revenue per CTTC expenditure	\$581	\$136	\$176	\$500	\$435	\$444	\$412	\$1,577	\$531

Sources: US Census Bureau; US Dept. of Commerce; CIC Research; CTTC HR Dept.

* Canadian travel is not broken out into "Air" and "Total" as is Mexico because separate statistics are not kept for auto and air travel; 85% of Canadian travel is air travel

CTTC Brand Advertising	Canada 07/08	United Kingdom 08	Japan Spring 08
Media Costs	\$1,200,000	\$3,900,000	\$3,900,000
Incremental Trips	118,000	177,000	75,600
Incremental Spend	\$303,500,000	\$471,000,000	\$403,000,000
Overall ROI	\$257 to \$1	\$120 to \$1	\$104 to \$1
Tax ROI	\$17 to \$1	\$7.80 to \$1	\$6.70 to \$1

Sources: SMARI, Rakuten Research

Monthly Air Service into California	Canada	United Kingdom	Japan	Australia	S. Korea	Germany	Mexico	China
Non-Stop Flights- Jul 09								
LAX	798	248	230	229	143	106	1,311	80
SFO	753	155	186	53	105	124	296	93
SAN	80	0	0	0	0	0	62	0
Total CA	1,631	403	416	282	248	230	1,901	173
Non-Stop Seats- Jul 09								
LAX	91,807	76,023	78,260	85,914	44,949	36,439	177,971	24,879
SFO	74,282	48,515	64,387	19,095	29,721	40,300	8,350	28,272
SAN	7,098	0	0	0	0	0	42,947	0
Total CA	173,187	124,538	142,647	105,009	74,670	76,739	260,260	53,151

Source: OAG -Data as of March 18, 2009

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Qualitative Scores based on 2008 and 2009 data

Qualitative Profile (Rate 1-5, with 5 being best)	Canada	United Kingdom	Japan	Australia	S. Korea	Germany	Mexico Air	Mexico Total	China
Air Lift - San Francisco <i>(Daily Non-Stop = 5 pts., 3+ weekly non-stops = 4 pts., Good connecting flights = 2-3 pts, Moderate connecting = 1 pt.)</i>	4	5	5	5	5	5	4	4	5
Air Lift - San Diego <i>(Daily Non-Stop = 5 pts., 3+ weekly non-stops = 4 pts., Good connecting flights = 2-3 pts, Moderate connecting = 1 pt.)</i>	3	3	3	3	3	3	3	3	2
Air Lift - LA, Burbank, Ontario, Orange County <i>(Daily Non-Stop = 5 pts., 3+ weekly non-stops = 4 pts., Good connecting flights = 2-3 pts, Moderate connecting = 1 pt.)</i>	4	5	5	5	5	5	5	5	4
Industry Co-Op Potential/Media Costs <i>(Large opportunity and Inexpensive media=5, Little opportunity and Very expensive media=1)</i>	4	4	2	4	4	3	3	3	3
Language <i>(Native English=5, Many English speakers=3-4...Few English speakers, language barricade =1)</i>	4	5	2	5	2	3	3	3	1
Visa Availability <i>(Visa Waiver =5, East to get appointments and not too cost prohibitive=4...Few Visa offices and expensive=1)</i>	5	5	5	5	5	5	3	3	2
Economic Conditions/Exchange Rate <i>(Good GDP growth and Good value vs. \$US= 5...bad economy and poor value=1)</i>	3	2	2	3	2	3	2	2	4
California Ranked in Top 10 for Desired Travel Destinations in the U.S.? <i>(Ranked #1-3 = 5 pts, #4-5 = 4 pts, #6-7 = 3 pts, #8-9 = 2 pts, #10 = 1 pt.)</i>	5	5	5	5	5	5	5	5	5
Total Qualitative Score	32	34	29	35	31	32	28	28	26

Sources: CTTC Regional offices, Regional Directors and Research Director

Matrix to be sent to regional DMOs for individual input; CTTC will refer to reports when planning international programs

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CTTC Secondary/Emerging Markets

2008 Visitors & Market Share

	US Visitors	CA Visitors	CA Market Share
South America	2,555,599	254,000	9.9%
Brazil	769,232	67,000	8.7%
Scandinavia	986,052	157,000	19.9%
Sweden	397,017	67,000	16.9%
Norway	213,983	30,000	14.1%
Finland	118,448	23,690	20.0%
Denmark	256,604	45,000	17.7%
India	598,971	179,000	29.9%
Total w/o France (08-09)	4,140,622	590,000	14.2%

France	1,243,942	301,000	24.2%
Total w/ France (09-10)	5,384,564	891,000	16.5%

2008 CA Length of Stay and Spend

	CA Spend/Day	CA LOS	Spend/Trip	Total Spend in California
South America	\$191	11.1	\$2,120	\$538,505,400
Brazil	\$76	17.3	\$1,315	\$88,091,600
Scandinavia	\$121	12.9	\$1,561	\$245,061,300
Sweden				
Norway				
Finland				
Denmark				
India	\$69	22.7	\$1,566	\$280,314,000
Total w/o France (08-09)	\$135	15.1	\$1,803	\$1,063,880,700

France	\$104	10.0	\$1,040	\$313,040,000
Total w/ France (09-10)	\$125	13.4	\$1,545	\$1,376,920,700

08-09 CTTC marketing expenditure	\$100,000
08-09 CTTC Spend Per Visitor	\$0.17
08-09 Visitor Revenue per CTTC expenditure	\$10,639
09-10 CTTC marketing expenditure	\$500,000
09-10 CTTC Spend Per Visitor	\$0.56
09-10 Visitor Revenue per CTTC expenditure	\$2,754

Sources: US Dept. of Commerce; CIC Research; CTTC HR Dept.