Praxis: The Student Advertising Agency at the Temerlin Advertising Institute at Southern Methodist University in Dallas, Texas.

Praxis is the blending of theory and practice.

Our philosophy:
We believe in identifying the problem.
We believe in building from a foundation of research.
We believe in creating solutions.
We believe in touching people on a personal level.

This is what we practice:
We practice advertising and promotions that capture the essence of our clients.
We practice integrated marketing techniques so holistic that everything is, in fact, a single execution.
Above all, we practice brand development.

Our promise to you:
Praxis shares the VISIT FLORIDA vision, mission, and philosophy.
We are committed to your goal of becoming the pre-eminent marketing partnership.
We will strive to lead the industry in effective destination marketing.

There is no off-switch.
Praxis is committed to the conviction that great advertising means long-standing client relationships and trust.
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TARGET MARKET DEFINITION

The Praxis Denominator Model (see page 7) has helped identify a target market for whom Florida uniquely offers the primary benefit they seek in leisure travel — the building of stronger relationships with family, friends, or significant others. This target market has been named Relationship Travelers. Primary and secondary research into demographics, psychographics, behavior, geography, and media options, have focused the definition of Relationship Travelers to those 30 - 54 years old, living in urban areas east of the Mississippi River who have previously visited Florida (approximately 33 million people).

FLORIDA’S UNIQUE DELIVERY

OF THE PROMISE

The importance of tourism to the economy of the state of Florida has led to the identification and development of remarkable recreational, educational, and historical shared experience opportunities that Relationship Travelers have told us they seek as ways to build stronger relationships with each other. The famed natural attractions of Florida, the created entertainment and educational facilities, the abundance of historical sites, and Florida’s geographic accessibility to the target prospects make Florida unique in its potential to attract this important and sizable market of Relationship Travelers.

POSITIONING

Praxis has developed the Togetherness Strategy that repositions Florida in a manner that appeals to our target market and is different from any competitor. This positioning categorizes Florida as a travel investment whose return is the building of stronger relationships, thus appealing to the target’s vacationing mindset, and reveals the unique promise: Florida is the connector that brings Relationship Travelers closer together.

CREATIVE

Completely different from all other destination advertising, the This is Florida campaign developed by Praxis, presents executions that make powerful emotional connections with Relationship Travelers and build on the FLA USA brand. As a bonus, the campaign meets the VISIT FLORIDA challenge: BE BOLD.

MEDIA

The Praxis Intersect Model for media planning uses effective reach and frequency to present the This is Florida message to Relationship Travelers while they are making their travel plans, rather than when they are vacationing. This model guides planning to assure that advertising intersects target prospects during the times in their active lifestyles that they should be the most receptive to a message about leisure travel opportunities. Advertising will be placed in the top 15 DMA’s for Florida visitors east of the Mississippi River. Strategic co-op partnerships increase message awareness, while maximizing the budget. Media selected include regional buys in magazines, newspapers, Internet, outdoor, taxi tops, radio, gas pumps, airport television, and direct mail.

PROMOTIONS & PUBLIC RELATIONS

Praxis recommends a series of events and activities that will create “buzz” and excitement about Florida among Relationship Travelers, Florida residents, travel agents, and travel editors. Concentrated in the largest DMA’s where Relationship Travelers live, promotions and public relations enhance the This is Florida campaign by generating word of mouth, strengthening relationship marketing, and expanding the media budget.

Praxis has repackaged the destination.

The perception of Florida will change.
The leisure travel industry has gained a newly appreciated position in the United States. Many Americans recognize the integral role travel and tourism play in the economy. A combination of terrorist concerns, political and economic uncertainty, and rising gas prices have significantly altered the leisure travel plans of the typical American. They search for the best deals on Internet travel websites and book closer to the departure date. They choose domestic destinations closer to home and shy away from large cities and crowded attractions. Although leisure traveler’s behavior has shifted, they voice the same belief — **vacations are an American birthright.**

According to *Census 2000*, the composition of the American family has changed. This shift in relationships impacts the leisure travel industry. Only 24% of U.S. households are nuclear families which are comprised of heterosexual couples with children. African-Americans are more affluent than in the past, with twice the number of single-parent households than other segments. Gay and lesbian vacationers are now traveling with their own families since the 1990’s “Gayby Boom,” which was characterized by an increase of gay and lesbian couples having children. Hispanics, America’s largest minority group, are experiencing continued growth. With a high birth rate and low divorce rate, Hispanics are traveling in larger nuclear families that are culturally closer than most other American segments.

The nature of these new, evolving relationship definitions, coupled with the resulting increase in the size of these families, gives the leisure travel industry the opportunity to surpass pre-9/11 activity.

**KEY INSIGHT:** Now is the time for Florida to capitalize on shifting patterns of relationships among leisure travelers.
The leisure travel and tourism industry is vital to the state of Florida. The recovering industry generated approximately $50 billion in revenue and employed 897,800 Florida residents in 2002-2003.

Florida is a top destination for American leisure travelers. With a 94% visitor return rate, Florida enjoys both high product familiarity and destination brand loyalty. With miles of sandy beaches, year-round sunshine, a variety of well-known attractions, and historical and cultural sites, Florida has activities and amenities that can satisfy any traveler.

CURRENT VISITORS
People that travel to Florida are as unique and diverse as the state itself. Visitors of all ages and ethnicities reap the benefits of a Florida vacation and partake in a vast amount of leisure activities. The majority of leisure travelers come from the Baby Boomer generation (ages 40-59). Further segmentation of Florida travelers includes: families, snowbirds, empty nesters, college spring breakers, as well as gays and lesbians. In terms of ethnicity, Florida is becoming an increasingly popular vacation destination for African-American, Hispanic, Jewish, and Asian travelers. The following characteristics describe the demographics of Florida’s leisure travelers:

- Couples: 76%
- Single Adults: 11%
- Families (at least one child): 54%
- Age Range: 30-54
- College degree (or higher): 83%
- Median household Income: $56,800
- HHI Range: $50,000 - $149,999
- Travel to Florida via air: 62%
- Average amount spent on Florida vacation: $1,614

{**KEY INSIGHT:** Continuing successful advertising is key to driving tourism for Florida’s economy.}

**“VISIT FLORIDA is a great model for the public/private partnership for the tourism sector.”**

— Phillip Jones, President of Dallas Convention & Visitors Bureau

Visitor Origins

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<th>State</th>
<th>Air</th>
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<td>Maryland</td>
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Percentage of Florida visitors by state arriving by air
Percentage of Florida visitors by state arriving by auto
Percentage of Florida visitors by state

Seasonality of Visitors to Florida 2002

1st Quarter (Jan. - Mar.)
2nd Quarter (Apr. - Jun.)
3rd Quarter (Jul. - Sep.)
4th Quarter (Oct. - Dec.)
categories of competition

Praxis first identified Florida’s competition by conducting one-to-one interviews with leisure travelers who considered particular leisure destinations similar to Florida in terms of experience and price. Other competitors were chosen for being among the most visited domestic leisure destinations according to Erdos and Morgan’s Travel 2003 and Beyond. In addition to a review of current leisure travel statistics and an analysis of the types of experiences offered by each destination, the competition’s advertising budgets were examined. The following categories define Florida’s competition:

DIRECT COMPETITION
Sun Destinations: California, Hawaii, Mexico, and the Caribbean are the most direct competitors to Florida because of the similarities in the amenities offered. The year-round warm weather in these major destinations gives them top-of-mind awareness among leisure travelers seeking beach, water, and nature activities. All of these destinations strive to deliver a similar message to potential travelers, using the same media — “fun in the sun.”

Leisure Destinations: Colorado, Illinois, New Jersey, New York, North Carolina, Pennsylvania, Texas, Utah, Vermont, and Virginia offer similar activities to Florida, such as shopping, historic discovery, theme park excitement, and cultural and sporting activities. Advertising for these destinations show couples, families, and individuals seeking an enlightening and exciting travel experience. Similar print campaigns are typical, conveying a calming, relaxing, and carefree tone. Colorado, Utah, and Vermont are most popular during the spring and winter. Although cold weather and snow activities differ from Florida’s sun and beaches, many travelers choose one over the other.

INDIRECT COMPETITION
Other International Destinations: Europe tends to be more expensive than domestic travel and can require further planning. It offers an abundance of cultural and historical experiences and attractions. Traveling to Europe is increasing in popularity due to competitive airfares during its low season.

NON-TRAVEL COMPETITION
Non-Travel Expenses: automobiles, electronics, home improvement, savings for college or retirement, and luxury items all compete for a leisure traveler’s discretionary income. Although the motivations for taking a vacation and making a non-travel purchase are different, viewing a vacation as an expense can influence a leisure traveler to make alternative consumer decisions.

{KEY INSIGHT: Most competing destinations use (and overuse) the same marketing approach.}
**RESEARCH OBJECTIVES**
- Determine the current perception of the state of Florida and what target market best fits the state.
- Detect lifestyle and purchase trends in order to gain insight into traveler psychology, leisure travel trends, and the tourism industry.
- Identify influences on target market travel purchase behavior which may encourage choosing Florida as a leisure destination.
- Discover which characteristics of Florida most appeal to the target market.
- Determine media that impact the target market leisure destination decisions.

**SECONDARY RESEARCH**
- Determined the trends and niches within the target market.
- Identified influences of the target market who chose Florida as their leisure destination.
- Investigated traveler psychology, purchase cycle behavior, consumer leisure expenditures, experiential and destination marketing trends, and tourism promotion and marketing tools.
- Researched consumer decision-making behaviors.
- Conducted formal content analysis of creative and media strategies in destination advertising.

**PRIMARY RESEARCH**
- Conducted nationwide online leisure travel survey with 500+ previous Florida visitors.
- Interviewed Generation Xers, Baby Boomers, and families.
- Held key speaker sessions with travel industry experts and marketing veterans.
- Conducted interviews with a variety of leisure travelers.

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“We choose vacations to build family relationships and memories. Expanding the kids’ experiences is also of vital concern.”

— Trisha Jackson

“Florida is a ‘feel good’ place. I always feel good when I’m there.”

— Gary Stevens

“I think vacations are a great way to learn and relax with a group of people you care about.”

— Pilar Garcia
**key findings**

**PRAXIS LEISURE TRAVEL INDEX**
- 90% of participants have previously visited Florida.
- 62% previous visitors fly to Florida and 49% stay in moderately priced hotels.
- 77% of participants travel with their immediate family.
- 73% of participants are influenced by vacation recommendations of their family and friends.
- 95% of participants tell their family and friends about their leisure vacation.
- 86% of participants feel that activities and attractions are more important than: choosing a leisure destination, price (48%), convenience (46%), and accommodations (58%), when choosing a leisure destination.
- 71% of participants plan their vacations one to six months in advance.
- 92% of participants agree the money spent on their vacation was “worth it.”

**FOCUS GROUPS & ONE-TO-ONE INTERVIEWS**
- Previous visitors, who have not vacationed in Florida within the past five years, have a “been there, done that” attitude.
- Most previous visitors are unaware of the variety of activities and attractions in Florida.

**Insight:**
Get previous Florida visitors to come back to Florida and show them through advertising, promotions, and public relations what they can do in Florida.

**KEY OBSERVATIONS**
Florida needs to recognize the changing demographics of American leisure travelers and identify with their needs. This shift in focus will set Florida apart from its’ competitors. Targeting leisure travelers who vacation in large party sizes will more likely result in increased paid lodging while in Florida. An advertising campaign that recognizes and speaks to the value leisure travelers place on relationships will encourage them to come back more frequently or stay longer.

“**A vacation gives me a chance to reconnect with my immediate family and to explore new things like seeing history or exploring new cultures. Daily routines need to be broken in order to be refreshed.**”

— Rebecca Thompson

“**Tell me that Florida is brimming with intellectuals, art, culture, food, and fascinating people.**”

— Brian McKee
DOMESTIC LEISURE TRAVEL
The domestic leisure travel market is made up of 154 million Americans. As the composition of the American family has broadened and diversified, so has the Florida leisure travel market. According to Dr. Sue Beeton of LaTrobe School of Tourism and Hospitality, leisure travelers are “always collecting ideas, experiences, and relationships.” Praxis focused on these experiences and relationship-oriented leisure travelers with the aid of researcher and author, Dr. Stanley C. Plog’s psychographic continuum of the American tourist.

PSYCHOGRAPHICS: MOTIVATIONS
Three tourist typologies, developed by Plog, were most apt to fulfill their needs and wants in Florida. The common psychographic MidCentric Plus describes these leisure travel motivations. The majority of the MidCentric Plus psychographic comes from the Midcentric typology, with some overlap from similar Psychocentric and Allocentric groups. MidCentric Plus leisure travelers possess an appreciation of beauty, culture, history, and the occasional indulgence and participate in a wide variety of activities at their destination of choice. They visit museums, art galleries, festivals, spas, amusement parks, and enjoy shopping, nature-based activities, nightlife, outdoor sports.

VISIT FLORIDA
In order to achieve market growth, Praxis cultivated additional geographic and psychographic segments for a target market that can consume more of the Florida product by increasing net leisure nights, and can be persuaded with an emotional incentive to consume the Florida product more frequently by decreasing the interval between trips. The resulting target market and Denominator model is as follows:

The proprietary PraxisDenominator Model™ is a research-based creative tool. It is the method Praxis uses to study diverse consumer groups to determine common problems, interests, or desires in order to help focus creative strategies. The model illustrates the process of identifying the VISIT FLORIDA target market. The demographics, leisure travel motivations, and vacation behaviors of the target market demonstrate how the target market shares one common goal.
“Over a third of Americans (35%) in our Zogby study agree when they see a travel ad that shows a young married couple and two kids, they assume the destination would not suit them, since their family doesn’t fit that mold.”

— Debra Semans, vice president, Brand Consultancy in Washington D.C.
She advises travel suppliers to wake up to the customers changing needs.

DEMOGRAPHICS:
Relationship Travelers who are 30 to 54 with an average household income of $50,000 or more, and live in urban markets east of the Mississippi River.

TRAVEL PARTY
Relationship Travelers view travel as an opportunity to strengthen their relationships and thus vacation in large travel parties of three or more people.

BEHAVIOR: VACATION PREFERENCES
Relationship Travelers typically plan their leisure vacations one to three months in advance. They enjoy a variety of activities while on vacation. These have been grouped into the three vacation preferences: fun, rest and relaxation, and knowledge.
° Fun-oriented Relationship Travelers embrace new experiences. It is important for them to do something different and challenging in close knit groups.
° Rest and Relaxation-oriented Relationship Travelers need to escape, indulge, and refocus. It is important for them to travel to a destination that is relaxing and satisfying for everyone.
° Knowledge-oriented Relationship Travelers thrive on knowledge, and sharing that knowledge with others. They value historical, cultural, and nature-based attractions.

COMMON DENOMINATOR: TOGETHERNESS
Although Relationship Travelers vacation in unique travel parties and participate in various activities, they all choose to share experiences that allow them to come together and enrich relationships— togetherness.

travel trends further segmentation

The following family travel groups highlight America’s shifting family dynamics and leisure travel trends.

Traditional Family Travel
Gay & Lesbian Family
° 20% of the U.S. gay population are raising children (approximately 3.4 million people).
Multigenerational
° 38% of travelers have previously vacationed with three generations on the same trip.

Non-Traditional Family Travel
Extended Family Travel (Uncles, Aunts, Cousins, etc.)
° 15% of travelers have previously vacationed with a niece, nephew or other young relative.
Grandtravel
° 21% of all trips taken with children are grandparents traveling with grandchildren.
Single Parent HH/Divorced Family Travel
° 38% of all travel with children consisted of just one adult chaperone.

“By layering demographics and behavior onto psychographics, you will be able to create integrated efforts focusing scarce resources for the highest ROI.”

— Carol M. Morgan/Doran J. Levy, Ph.D., principles, Strategic Directions Group, consulting company specializing in psychographic segmentation.
**Praxis Touchpoint Model™**

Designed to maintain the campaign’s message in the minds of the target market at work, play, and rest, the proprietary Praxis Touchpoint Model™ depicts how and when selected media will “touch” Relationship Travelers during their day.

**Matthew Harrison’s Touchpoint Profile**

**Family of Friends**

Matthew Harrison is a 33-year-old web designer. He lives in a studio apartment in Manhattan furnished with contemporary decor. He loves spending time with his Yorkie, Millie, and preparing gourmet meals for his friends. Although he can always use some time alone to catch up on issues of *Conde Nast*, he often slips out to join his roommate, Ramona Phillips, at the local bookstore where they explore books on art and history. Ramona is a 31-year-old environmental lawyer who is taking night classes for her masters at the New School University. She is an active member of Amnesty International and the Sierra Club. She often reads *Real Simple*. Matthew and Ramona love to travel together with a large group of friends to explore art galleries, taste local cuisine, and pamper themselves at luxury spas. Matthew also likes to take his nieces on planned vacations to get to know them better and to give his sister and brother-in-law a little time for themselves.
MARIA ORTIZ, a 40-year-old homemaker, and her husband, ROBERT ORTIZ, a 49-year-old Senior Editor at The Atlanta Journal Constitution live in an affluent Atlanta, Georgia community. They have four children, ANNA (12), ROBERT JR. (10), ISABEL (7), and NINA (5 1/2). Robert is usually at the office while Maria and the kids spend time with other neighborhood families. The couple often attends local charity and fundraising events. Maria is an active member in the Atlanta Gallery Association and volunteers for her political party. When she has some free time, she likes to relax in the afternoon sun, sipping iced tea and reading Hispanic. Although Robert has a busy schedule, he still manages to find time to take his kids on fishing trips. Maria coordinates the family vacations, usually traveling with her Aunt Sofia and her family. She chooses places that have a variety of activities that will please the group.

travel trends
further segmentation

Hispanics (19% of Relationship Travelers)
- 13% of the total U.S. population (38.7 million).
- 77% of Hispanics travel for domestic leisure vacations.
- Average of 3.5 nights are spent in hotel/motel/B&B.
- 83% more likely than average household to travel in party sizes of 5+ people.

The Ortiz Family

touchpoint profile

Traditional Family profile

...
JEANNIE EDWARDS, a 52-year-old real estate agent, and her husband, BOB EDWARDS, a 54-year-old pilot, live in a quiet suburban community outside of Hartford, Connecticut. After 30 years of marriage, the couple enjoys spending time with each other even more. They enjoy taking long walks at dusk and value spending time with family and friends. They are active in their community by participating in civic and environmental organizations. Most afternoons, Bob reads Golf Digest and Jeannie reads Bon Appetit before sitting down for their evening meal. During the days that Bob spends on the golf course, Jeannie joins other local women for a weekly book club chat over coffee. The couple views travel as an opportunity to learn about people, cultures, and places. Jeannie and Bob are always excited about taking leisure vacations with their three children and three grandchildren, who are scattered across the country. As the grandchildren get older, Jeannie and Bob often take them to museums and to charming historical towns to teach them about their heritage.
**STRENGTHS**
- 100% name recognition with a well-established reputation for leisure travel.
- Vast number of cultural, historical, natural, and man-made activities and attractions.
- Offers a variety of relationship-building activities.
- Easily accessible by air and land.
- Beach access within 60 miles of any location in Florida.
- Pleasant climate year-round, known as the Sunshine State.

**WEAKNESSES**
- Lack of solid brand identity for the entire state.
- Perception of Florida as a “generic state.”
- Many leisure travelers are largely unaware of the diversity that Florida has to offer.
- Unpredictable forces of nature can interfere with vacations in Florida.
- Florida does not take advantage of the large number of “pass-through” travelers (cruise ship passengers and connecting air passengers).

**OPPORTUNITIES**
- Communicate to the Relationship Travelers that Florida is in a unique position to meet their leisure travel needs by fostering togetherness.
- Promote unknown cultural, historical, and nature-based activities as ways to create togetherness.
- Reach leisure travelers when they are planning and booking vacations online.
- Formulate strategic co-op alliances to maximize budget and build valuable relationships.
- Convince “pass-through” travelers to stay and experience Florida.

**THREATS**
- The effect of 9/11 and ongoing terrorist threats have caused anxiety about travel.
- Due to the lagging economy, many travelers have limited discretionary income.
- Factors that decrease the use of paid lodging: time-shares, second homes in Florida, and visiting friends/relatives (VFR’s).
- Travelers have become accustomed to competitive discounts.
- Decline in car rental usage.
OBJECTIVE: HEADS ON PILLOWS
The average 2003 occupancy rate for Florida was 62.1%, which represents a 1.5% increase from 2002. Suggesting a 3% increase in the occupancy rate is significant but achievable for the 2004-2005 leisure travel season.

*Relationship Travelers* account for 33 million leisure travelers and vacation in large parties of three or more people. The additional adults and children within the travel parties of the target market will assist Florida in effectively increasing “heads on pillows.”

VISIT FLORIDA will have a 10% return on the advertising campaign resulting in about 3 million more leisure travelers to Florida in 2004. The campaign has an additional focus on driving *Relationship Travelers* to Florida Welcome Centers. According to travel industry experts, travelers who visit Welcome & Visitor Centers increase their average nights stayed per trip by 1.5 nights. These factors combined provide support for the attainable 3% increase in the occupancy rate.

STRATEGY: TOGETHERNESS
The *Praxis Denominator Model* demonstrates that the target market seeks togetherness as a means to enrich their relationships. The *Praxis Togetherness Strategy* repackages Florida as the connector that brings *Relationship Travelers* closer together.

Venturing beyond traditional approaches such as price, escape, convenience, variety, and experience, Praxis categorizes travel in a way that competitors have not — leisure travel as an investment and not as an expense. *Relationship Travelers* view time spent together as a return on their leisure travel investment. The *Togetherness Strategy* gives them the confidence in knowing that investing in a Florida vacation “pays off” by enriching relationships. Every day spent in Florida will provide more opportunities to strengthen their relationships with travel companions, making the state of Florida known as the State for Togetherness.

Florida offers fun, rest and relaxation, and knowledge building activities that travelers can enjoy with each other. A Florida vacation leaves them with a lifetime of memories and stronger relationships. Praxis embraces the opportunity to build on the established positive images of Florida to create a more solid brand identity. The *Togetherness Strategy* speaks directly to the target market. The message: *Florida is the leisure travel investment that creates togetherness.*
To the *Relationship Traveler*,

Florida is the leisure travel *investment* that creates *togetherness.*
Looking at the pictures of our trip to Florida, remembering those single moments that we shared, is what made the entire trip worth it.

— Amanda DuPalma

Praxis speaks to *Relationship Travelers* by associating their vacation activities with the emotions they experience while vacationing in Florida. By revealing the positive aspects of Florida’s brand image, the creative executions show that the destination offers relationship-building activities, resulting in special moments that create togetherness. Understanding the need for executions with stopping power, Praxis has developed a concept that draws on emotion, keeps Florida top-of-mind, and reveals the unique benefit.

Praxis has transcended the following clichéd categories: amenities, price-oriented, copy heavy, beauty shot, and beautiful model. In order to do this, Praxis embraced the most common features found in travel advertising and transformed those techniques into innovative advertisements. The creative approach speaks to all ethnicities without alienating any one segment. Moreover, the images illustrate the beauty and diversity of Florida without regressing to the overused and generic beauty shot. The art direction creates a window through which *Relationship Travelers* can connect Florida with togetherness. Steve Rosa, President and Chief Creative Officer of Advertising Ventures confirms the approach saying, “Travel advertisers don’t need multiple creative executions to effectively reach niche family markets—you can’t be everything to everyone, so less is always more. Instead, sell the soul of the place and focus on things that everyone, regardless of who they are traveling with, will appreciate—sun, surf, and togetherness.” The Praxis design defies the norm. With the *This is Florida* campaign, Praxis successfully brands Florida as the destination for togetherness.

**KEY INSIGHT:** To break through usual travel advertising clutter, Praxis executions must **BE BOLD**.
creative execution model

Tagline:
- Affirms Florida as the destination that creates togetherness.
- Encourages relationship-building activities.
- Simple and direct.
- The rolling tagline allows numerous Relationship Travelers to be targeted directly.
- Provides the opportunity to create future campaigns that apply to different relationships.

Headline/Copy/Tone:
- Word choice specific to action in silhouette.
- Reminds reader of personal travel memories.
- Demonstrates an understanding of target market lifestyles.
- Enhances emotional connection of relationships.

Art Direction:
- Utilizes minimalist approach to differentiate from traditional travel advertising.
- Vibrant colors within silhouettes reveals energy of Florida.
- Colors create a smooth transition from the current Colors of Florida campaign.
- Open, simple and contemporary design.
- Silhouette placement creates motion.

Requirements:
- FLAUSA: Visit Florida logo on all visual media.
- Call-to-action elements: www.flausa.com and 1-888-7-FLAUSA.

body copy
- Specific to action of silhouette
- Reminds the reader of emotions and personal experiences
- Reinforces the importance of relationships
- Highlights the simplicity of togetherness

silhouette
- Acts as a window to memories, allowing the readers to project their personal experiences
- Emphasizes togetherness
- Creates movement within ad
- Portrays an array of Florida activities

beauty shot
- Used in a new “out-of-the-box” way showing how Florida is the connection between a group of Relationship Travelers

logo
- Placement on label celebrates logo as the center of Florida’s identity
- Provides dimension & depth to page
- Atypically placed to attract reader’s eye

tagline
- Positions Florida as the destination for togetherness
- Reinforces that Florida connects people

shadow
- Anchors the image and creates further depth

call to action
- Draws reader to website and toll-free number

creative rationale

co-op logo space
- Logo will vary according to co-op partner
GIVE THEM THE GIMMES.

TAKE THE MULLIGANS.

PLAY THE 19TH HOLE.

No e-mails. No meetings. No deadlines.
Just you and your buddies trading stories
and staying for the extra round. With
more than 1,300 Florida golf courses,
you're sure to find your game
every time you visit.

This is Friendship. This is Florida.
www.flusa.com
1-888-FLUSA
LET THE KIDS ROW THE BOAT.
HELP THEM FISH THE COVES.

DEEP FRY THE KEEPERS.

No chores. No agendas. No routines.

Just you and the grandkids learning more
about each other, casting hooks until you
reel in the big one. With over 7,700 lakes
in Florida, there is something new to catch
every time you come back.

SCOUT THE BEST BEACH CHAIRS.
PLAY TAG WITH THE WAVES.

BUILD A FEW CASTLES.

No dishes. No homework. No carpool.

Just you and your kids, collecting sand
dollars and playing past sunset. With a
thousand miles of Florida beaches,
you'll find a different adventure
every time you visit.

This is Family. This is Florida.
www.flusa.com
1-888-7FLAUSA

This is Family. This is Florida.
www.flusa.com
1-888-7FLAUSA
television execution

MVO: Give them the gimmies. Video: Image of a Florida golf course. SFX: Birds chirping; whip of club through air.

MVO: Take the muligans. Video: Golf course image gets smaller and begins to move, revealing the golfers’ silhouette. SFX: Murmur of male voices; laughter.

MVO: Play the 19th hole. Video: Silhouette of golfers becomes more obvious. SFX: Distinct male voices.

MVO: No e-mails. No meetings. No deadlines. Video: Silhouette gets smaller as golfers walk away to a vanishing point. SFX: Voices slowly fades away.

MVO: It’s just you and your buddies. Video: Silhouette vanishes into white. SFX: Silence.

MVO: This is Friendship. Video: “This is Friendship” on white screen. SFX: Voice over.

MVO: This is Florida. Video: “This is Florida” on white screen. SFX: Voice over.

MVO: This is Florida. Video: FLA USA logo, toll-free number, webpage on white screen. Fade to white. SFX: Ball falling into cup.
cooperative
exection

LET YOUR HAIR DOWN.
ENJOY THE LAUGHTER.

DANCE UNTIL SUNRISE.

No office. No planners. No suits.
Just you and the girls catching up on old
times while you’re out on the town. With
over 30,000 places to eat and dance in
Florida, you’ll find somewhere to live it up
every time you visit.

This is Friendship. This is Florida.

www.flusa.com
1-888-7FLUSA

Official Visit Florida Partner
media plan

As depicted in the Praxis Touchpoint Model, the selected media effectively reach Relationship Travelers. The Praxis Media Plan captures our Relationship Travelers while they are planning their vacation. Advertisements will be placed in the top 15 DMA's of Florida visitors in urban areas east of the Mississippi River. Primary emphasis for advertising and promotions is placed in the larger 8 DMA's where Relationship Travelers are the most heavily concentrated. Each medium will be purchased on a regional basis to efficiently reach our target market.

Placement and timing are vital to the strength of the message.

SCHEDULING
The campaign will run December 1, 2004 through November 30, 2005. The prime tourism seasons for Florida are the 1st and 3rd quarters, followed by the 2nd and 4th. Qualitative research revealed that Relationship Travelers plan their leisure vacations one to three months in advance. Praxis will advertise when Relationship Travelers are planning their leisure vacation by allocating the majority of the media budget to the 1st, 2nd and 4th quarters, with no advertising in the 3rd. Praxis will reveal the This is Florida campaign using five media to maximize total impressions. Magazine, newspaper, Internet, outdoor, and alternative media will be used continuously throughout the 1st, 2nd and 4th quarters, with the exception of taxi tops in the 1st quarter. However, the campaign will be strengthened by year-round promotions and public relations. By adding cooperative partnerships, Praxis plans to expand our media budget by $2,669,016. As a precautionary measure, Praxis will monitor gas prices constantly. If prices become so high that they will hinder vacation driving distances significantly, Praxis will recommend reconsidering media buys in various markets.

{KEY INSIGHT: We will influence Relationship Travelers when they are making their travel plans.}
media strategy

PRIMARY MEDIA

Magazine
- Regional buys available
- Precisely defined target audiences
- Pass along audience
- Strong visuals
- Extended shelf life

Newspaper
- Local emphasis
- Reach new buyers in the market
- Establish a good reputation with community
- Consumed by target market
- Economical
- Sense of immediacy

Internet
- Specifically targeted audiences
- Low cost
- Cost effectiveness
- Active medium
- Easy documentation of effectiveness
- Flexible

Outdoor
- Wide coverage of local markets
- Relatively low cost
- Largest print ad size available
- Around the clock visibility
- Attention grabbing
- Effective use of short messages

ALTERNATIVE MEDIA

Magazine
$1,861,200 (28.43%)

Newspaper
$1,834,148 (28.02%)

Internet
$730,000 (11.15%)

Outdoor
$323,145 (4.94%)

Print
$1,341,648 (20.50%)

Alternative
$455,868 (6.96%)

DIRECT MAIL

$455,868 (6.96%)

magazine allocation

4th QUARTER 2004 $761,071

Magazine 27.17% $206,800
Newspaper 26.78% $203,794
Internet 10.66% $81,111
Outdoor 4.72% $35,905
Alternative 25.69% $195,472
Taxi Tops 18.29% $139,200
Radio 3.24% $24,640
Gas Pumps 2.19% $16,632
Airport TV 1.79% $10,000
Direct Mail 4.99% $37,989

1st QUARTER 2005 $1,865,614

Magazine 33.26% $620,400
Newspaper 32.77% $611,383
Internet 13.04% $243,333
Outdoor 5.77% $107,715
Alternative 9.05% $168,816
Taxi Tops 18.29% $417,600
Radio 3.96% $73,920
Gas Pumps 2.68% $49,896
Airport TV 2.41% $45,000
Direct Mail 6.11% $113,967

2nd QUARTER $2,283,214

Magazine 27.17% $620,400
Newspaper 26.78% $611,383
Internet 10.66% $243,333
Outdoor 4.72% $107,715
Alternative 25.69% $586,416
Taxi Tops 18.29% $417,600
Radio 3.24% $73,920
Gas Pumps 2.19% $49,896
Airport TV 2.41% $45,000
Direct Mail 4.99% $113,967

3rd QUARTER $113,967

Direct Mail 100% $113,967

4th QUARTER $1,522,143

Magazine 27.17% $413,600
Newspaper 26.78% $407,588
Internet 10.66% $162,222
Outdoor 4.72% $71,810
Alternative 25.69% $390,944
Taxi Tops 18.29% $278,400
Radio 3.24% $49,280
Gas Pumps 2.19% $33,264
Airport TV 1.79% $30,000
Direct Mail 4.99% $75,978
Based on MRI database, Praxis has selected the following media with a working budget of $6,825,000.

**MAGAZINE ($1,836,297)**
- 4-color, full-page ads
- **Selections:** American Way, Black Enterprise, Bon Appetit, Conde Nast Traveler, Fortune, Golf Digest, Gourmet, Hispanic, Out, Real Simple, Southern Living, Travel + Leisure.
- **Rationale:** Special interest magazines were selected based on high circulation rates of Relationship Travelers. In order to cut costs and minimize waste, Praxis purchased magazine ads on a regional basis.
- **Co-op:** Alamo Rent A Car and AirTran in six magazines (American Way, Fortune, Golf Digest, Gourmet, Real Simple, Southern Living, Travel + Leisure).

**NEWSPAPER ($1,834,148)**
- 4-color, page-dominant
- 56 column inches (4 columns x 14 inches)
- **Rationale:** Reaching the target market on a daily basis, advertisements will be placed on the weather page. In addition, two national newspapers will be purchased regionally, effectively reaching our target market while minimizing waste.

**INTERNET ($730,000)**
- Full-color, Flash-enabled, banner ads
- **Selections:** Travelocity.com, Expedia.com, Orbitz.com, Priceline.com, CNN.com, Weather.com
- **Rationale:** The majority of travel planning is researched and booked through the Internet. CNN.com and Weather.com were chosen based on high visitation rates and appeal to the target market. Based on cost-per-click, the ad is paid for only when there is interest, and Macromedia Flash creates an interactive ad that involves the consumer.

**OUTDOOR ($323,145)**
- Full-color posters, 12’ x 24’
- **Selections:** Billboards in the seven smaller DMA’s, and alongside interstates in Georgia
- **Rationale:** Billboards will be strategically placed along major interstates and in busy metropolitan areas. Billboards will reach mobile Relationship Travelers on a daily basis. Due to its proximity to Florida, Georgia’s outdoor advertising will encourage visitation to Florida’s

"If advertising goes unnoticed, everything else is academic."
—Bill Bernbach, founder of DDB

Based on MRI database, Praxis has selected the following media with a working budget of $6,825,000.
alternative media

RADIO ($221,760)
10 second spots sponsoring the weather
Selections: Classic Hits, News/Talk, Soft Adult Contemporary in top 15 DMAs.
Rationale: The selected stations appeal to the special interests of mobile Relationship Travelers and spots will run twice per day to ensure daily exposure.
Voice Over: "Today’s weather is brought to you by Florida, the official sponsor of the sun."

AIRPORT TV NETWORK ($135,000)
Full-color, 30 second commercial video
Rationale: Praxis chose not to use traditional TV, due to high costs and low attention. Praxis will use the CNN Airport Network to broadcast to a captive audience of travelers with 70+ million potential viewers.

GAS PUMPS ($149,688)
Full-color banner ads
Selections: Gas stations in our smaller seven DMA’s.
Rationale: Gas pump advertising will be placed in gas stations in the same markets and metropolitan areas as the billboards. This medium has very high attention and repeatedly reaches our mobile target market.

TAXI TOPS ($835,200)
Full color display
Selections: Taxi tops in Boston, Chicago, New York, Philadelphia, and Washington D.C.
Rationale: These five DMA’s are densely populated cities with high ad clutter. Our taxi top ads will be at the eye level of our target market with creative executions that break through the clutter. This advertising saturates expensive markets without the high cost associated with traditional media.
Co-op: Kodak.

Development » Research » Production » Placement (Implementation of Plan) » Evaluation
July - August » August - October » October - December » December - November » November - December
### Regional Magazine

<table>
<thead>
<tr>
<th>Media</th>
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<th>% per Medium</th>
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<tbody>
<tr>
<td>Atlanta Journal Constitution</td>
<td>18.8</td>
<td>16.2</td>
<td>$114,629</td>
</tr>
<tr>
<td>Birmingham Post-Herald co-op</td>
<td>13.5</td>
<td>7.2</td>
<td>$83,437.50</td>
</tr>
<tr>
<td>Buffalo News</td>
<td>0.9</td>
<td>81.1</td>
<td>$121,966.50</td>
</tr>
<tr>
<td>Boston Globe</td>
<td>0.8</td>
<td>40.1</td>
<td>$133,126</td>
</tr>
<tr>
<td>Chicago Tribune co-op</td>
<td>6.1</td>
<td>26.1</td>
<td>$133,126</td>
</tr>
<tr>
<td>Cleveland Plain Dealer co-op</td>
<td>1.4</td>
<td>12.6</td>
<td>$134,726</td>
</tr>
<tr>
<td>Detroit News</td>
<td>2.1</td>
<td>18.9</td>
<td>$132,782</td>
</tr>
<tr>
<td>Hartford Courant co-op</td>
<td>0.8</td>
<td>7.2</td>
<td>$168,326.50</td>
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<tr>
<td>Indianapolis Star</td>
<td>1.1</td>
<td>11.63%</td>
<td>$185,629.50</td>
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<tr>
<td>Nashville Tennessean</td>
<td>1.1</td>
<td>9.9</td>
<td>$203,995</td>
</tr>
<tr>
<td>New York Times co-op</td>
<td>7.6</td>
<td>44.1</td>
<td>$203,995</td>
</tr>
<tr>
<td>USA Today co-op</td>
<td>7.6</td>
<td>66.4</td>
<td>$253,000</td>
</tr>
<tr>
<td>Washington Post co-op</td>
<td>0.5</td>
<td>54.9</td>
<td>$268,587.50</td>
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### Airport TV

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<th>Media</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Airport TV</td>
<td>630,000,000</td>
<td>36</td>
<td>$1,865,614</td>
</tr>
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### Gas Pumps

<table>
<thead>
<tr>
<th>Media</th>
<th>GRP</th>
<th>Cost</th>
<th>% per Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas Pumps</td>
<td>6,993,000</td>
<td>36</td>
<td>$2,287,214</td>
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### Radio

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</thead>
<tbody>
<tr>
<td>Radio</td>
<td>600,000</td>
<td>36</td>
<td>$6,000,000</td>
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### Print

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<tr>
<td>Print</td>
<td>600,000</td>
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<td>$6,000,000</td>
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### TOTAL INTERNET IMP's

<table>
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<th>Media</th>
<th>GRP</th>
<th>Cost</th>
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<tbody>
<tr>
<td>TOTAL INTERNET IMP's</td>
<td>4,564,816</td>
<td>41,083,333</td>
<td>$730,000</td>
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### Outdoor

<table>
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<tr>
<th>Media</th>
<th>GRP</th>
<th>Cost</th>
<th>% per Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outdoor</td>
<td>7,700,000</td>
<td>69,300,000</td>
<td>$323,145</td>
</tr>
</tbody>
</table>

### Alternative

<table>
<thead>
<tr>
<th>Media</th>
<th>GRP</th>
<th>Cost</th>
<th>% per Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternative</td>
<td>7,700,000</td>
<td>69,300,000</td>
<td>$323,145</td>
</tr>
</tbody>
</table>

### TV

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<tr>
<th>Media</th>
<th>GRP</th>
<th>Cost</th>
<th>% per Medium</th>
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</thead>
<tbody>
<tr>
<td>TV</td>
<td>7,700,000</td>
<td>69,300,000</td>
<td>$323,145</td>
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</table>

### TOTAL ALTERNATIVE

<table>
<thead>
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<th>Media</th>
<th>GRP</th>
<th>Cost</th>
<th>% per Medium</th>
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<tbody>
<tr>
<td>TOTAL ALTERNATIVE</td>
<td>7,700,000</td>
<td>69,300,000</td>
<td>$323,145</td>
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### Direct Mail: Promotions

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<th>Media</th>
<th>GRP</th>
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</thead>
<tbody>
<tr>
<td>Direct Mail: Promotions</td>
<td>184,982,880</td>
<td>1,108,878,280</td>
<td>$353,200</td>
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</tbody>
</table>

### Promotions

<table>
<thead>
<tr>
<th>Media</th>
<th>GRP</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Promotions</td>
<td>184,982,880</td>
<td>1,108,878,280</td>
<td>$353,200</td>
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### QTRLY EXPENDITURES

<table>
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<th>Media</th>
<th>GRP</th>
<th>Cost</th>
<th>% per Medium</th>
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</thead>
<tbody>
<tr>
<td>QTRLY EXPENDITURES</td>
<td>184,982,880</td>
<td>1,108,878,280</td>
<td>$353,200</td>
</tr>
</tbody>
</table>
Cooperative Partners
As the travel industry role model for cooperative partnerships, VISIT FLORIDA has a long-running history of rich relationships that benefit not only Florida, but also its partners. By continuing cooperative relationships, Florida can maximize its budget. Cooperative partners have been strategically selected with one goal in mind: to bring Relationship Travelers to Florida, resulting in increased paid lodging. The goal of increasing car rental usage will be accomplished by continuing strategic partnerships with selected rental car services and airline carriers. Through the implementation of new promotional programs, VISIT FLORIDA will increase interest among Relationship Travelers while renewing loyalty. Praxis feels these partnership programs will effectively accomplish the marketing objective.

Integrated Marketing Components
Through the integration of various marketing components, Praxis will implement a cost-effective and cost-efficient plan to build a consistent brand identity. While the media is dark in the third quarter, the promotions continue to ensure visibility to the target market. These promotions effectively compliment the selected media by strengthening the reach and frequency strategy. By integrating promotions with the traditional and alternative advertising, Praxis successfully reaches all segments of Relationship Travelers consistently throughout the year. Media are regionally selected in the top 15 DMA’s, while promotions are concentrated in the top eight DMA’s, where media costs are high. Praxis is dedicated to developing a campaign which completely integrates all marketing components, giving FLA USA top-of-mind awareness year-round.

Partners for Advertising and Promotions
- Newspaper, Slice of Florida Life
- Taxi Tops, Car Connections
- Magazine, Frequent Florida Friend
- Laptop Links
- Florida Thanks
- Magazine, Car Connections
- Alamo
Praxis promotions and public relations create a coherent mix of marketing communication that enhances our advertising campaign by increasing both reach and frequency to our target market, maximizing the budget, generating positive word-of-mouth with consumers, media, and trade, and by reinforcing creative executions. The following recommendations provide an outline of Praxis’ integrated creative approach to accomplishing the marketing objective: Heads on Pillows. Here are the highlights and further detailed information is available upon request.

**GATHER ‘ROUND THE PALM**
Ten-foot outdoor heat lamps disguised as Florida palm trees are heating the streets of the large target cities.

**Objective:** Create consumer and media buzz, generate publicity, and build on the fun brand personality of Florida.

**The Plan:** Praxis will bring Florida’s native warmth to Relationship Travelers living in the top eight DMA’s during the winter. Large, eye-catching, heated palm trees, branded with the FLA USA logo, will be strategically placed near popular and crowded attractions in each city. For example, in NYC, the FLA USA palm tree will be placed near the broadcast of the NBC Today Show. The public’s curiosity in the unexpected object, combined with the comforting and pleasant warmth the palm tree gives off, will increase interest in Florida and awareness of the FLA USA brand.

**RESIDENTIAL AMBASSADORS**
Activate the most powerful marketing tool for destination branding: Floridians.

**Objective:** Generate state-pride, renew excitement within Florida residents and increase positive word-of-mouth.

**The Plan:** Distributed through local gas stations and grocery stores, the new *This is Florida* CD-ROM will reach Florida residents and educate the Residential Ambassadors on ways to entertain guests with local attractions, restaurants, shopping, and cultural activities. This will be conveyed through the use of first person footage and virtual brochures.

**SLICE OF FLORIDA LIFE**
Grab an orange, peel off the FLA USA label, and get ready for a sweet reward: a free Florida vacation.

**Objective:** Enhance brand and campaign awareness, associate FLA USA with a tangible object, and motivate consumers to visit the FLA USA website.

**The Plan:** Consumers exposed to this promotion will never look at an orange in the same way. Every Valencia orange sold in a pre-packaged bag will be branded with the FLA USA logo in a partnership with the Florida Department of Citrus. The back-side of the label will direct consumers to the website where they can see if they have won the sweet reward.
LAPTOP LINKS
Self-promoting VISIT FLORIDA advertisements are to be placed on the lids of laptop computers for all state employees of Florida. Laptops will also be donated to various Starbucks locations in the top 15 DMA’s as part a co-op agreement.
Objective: Increase word-of-mouth, reveal how Florida employees are passionate about their product, and take advantage of current marketing trends.

CAR CONNECTIONS
As soon as the rental car door opens, the rewards begin with a free gift including access to select Florida attractions, and a chance to come back for free. With partner Alamo Rent A Car and Kodak, welcome packages will be placed inside rental cars for Florida visitors. These packages will include a Kodak disposable camera, maps, a Florida music CD, and a scavenger hunt directing consumers to fun, exotic locations throughout Florida.
Objective: Strengthen visitor relationship and encourage group travel to a multitude of Florida locales.

HEADS ON PILLOWS
The top 100 travel agencies located in our top DMA’s will receive down-filled pillows with FLA USA on the tag. On top of each pillow will be a copy of the new This is Florida CD-ROM.
Objective: Maintain industry support, product enthusiasm, and increase top-of-mind awareness.

THE FLORIDA AFFAIR
An exclusive invitation-only event for travel agents and travel editors featuring authentic aspects of Florida’s eight regions: culture, food, local entertainment, and unique Florida art.
Objective: Build and maintain strong relationships with travel influencers to generate media coverage.

FLORIDA THANKS
Personalized thank you cards will be sent to leisure travelers returning from Florida. The card will read, “Thank you for visiting Florida. Please share your stories at flausa.com.” Partnering with the Florida Hotel and Motel Association is recommended in order to reach a minimum of 3.4 million travelers.
Objective: Build brand loyalty with consumers and strengthen Florida’s brand identity.

FREQUENT FLORIDA FRIENDS
An affinity program partnering with AirTran for a promotion that affords members the opportunity to earn double miles if they book a flight to Florida on AirTran, stay in a hotel, and rent a car.
Objective: Maximize the number of travelers who fly to Florida, stay in a hotel, and rent a car while obtaining a measurable client database.

LAND CRUISIN’
An extra link will be added to Travelocity.com’s cruise booking process, in which customers will be given the option of staying in Florida either before or after their cruise.
Objective: Take advantage of the nearly 12 million cruise passengers that pass-through Florida’s ports by inviting them to extend their vacation by staying Florida.

promotions & public relations | 28
Praxis prepared a campaign that increases paid lodging and supplementary revenue and supports car rental usage. The Togetherness Evaluation™ rates the success of the This is Florida campaign through qualitative and quantitative measures. This assessment will take place every three months during the life of the This is Florida campaign to provide VISIT FLORIDA with relevant and timely information regarding the effectiveness of the campaign. This Togetherness Evaluation specifically measures the conversion of inquiries that result in: actual visitation, public response to the campaign, brand awareness, product perception, and the effectiveness of each media choice. The evaluation will provide insight into how VISIT FLORIDA can more efficiently reach the marketing objective with the assistance of the This is Florida campaign.

Quantitative Measures:
- An online survey placed in the Travel Planning section of the campaign's website. (Measures demographic and vacation information of the visitors)
- 1-888-7FLAUSA placed on each execution for potential travelers to call. (Tracks geographic and demographic information of the inquirers)
- Surveys mailed to 500 random households who requested Florida vacation information. (Measures gross and net conversion rates)

Qualitative Measures:
- One-to-one interviews conducted via telephone, email, and in person with top travel agents in the selected eight largest DMA's where Relationship Travelers live and Praxis promotions and public relations are placed. (Measures brand awareness and perception.)
- Online message and bulletin boards posted on the website. (Provides VISIT FLORIDA with key consumer insights from Relationship Travelers™ and potential Florida visitors)

Overall Budget

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Media</td>
<td>87.0%</td>
<td>$6,090,141</td>
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<tr>
<td>Promotion</td>
<td>6.5%</td>
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</tr>
<tr>
<td>Production</td>
<td>4.0%</td>
<td>$278,991</td>
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<tr>
<td>Contingency</td>
<td>2.5%</td>
<td>$175,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
<td>$7,000,000</td>
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</tbody>
</table>
The Praxis Decision-Making™ model illustrates the relationship between VISIT FLORIDA, the This is Florida campaign, and the Relationship Traveler. These four stages illustrate the process that the Relationship Traveler experiences.
sources


People: Sherri Gulczynski Burns, Jane Glennon, Jeffrey Weinstein, Andy Alpine, Joel Frey, Ross Cruseman, Dennis Baum, Philip Jones.


Miscellaneous: Destination Florida Commission Meeting (9/30/2002), VISIT FLORIDA Research (Pitegoff) and other provided VISIT FLORIDA Research Files (CD-ROM).
# Acknowledgments

Praxis would like to thank Professor Peter Noble for his invaluable guidance, unwavering support, and complete confidence in our team. In addition, we would like to extend our gratitude to the following individuals and organizations:

<table>
<thead>
<tr>
<th>Dean Carole Brandt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Patricia Alvey</td>
</tr>
<tr>
<td>Mr. Jim Goodnight</td>
</tr>
<tr>
<td>Dr. Alice Kendrick</td>
</tr>
<tr>
<td>Dr. Don Umphrey</td>
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<tr>
<td>Mr. Bill Ford</td>
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<tr>
<td>Mr. Bill Galyean</td>
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<tr>
<td>Mr. Clarence Gilyard</td>
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<tr>
<td>Mr. Herbie Gonzales</td>
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<tr>
<td>Mr. Jay Hengst</td>
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<tr>
<td>Mr. Jason Warner</td>
</tr>
<tr>
<td>Meadows Facilities Staff</td>
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<tr>
<td>SMU AdClub</td>
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<td>Kinko’s</td>
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<table>
<thead>
<tr>
<th>president</th>
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<tbody>
<tr>
<td>Ben Lipsett</td>
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<tr>
<td>Katie Gentzler</td>
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<tbody>
<tr>
<td>Alicia Weaver, svp</td>
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<td>Kenni Jones, vp</td>
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<td>Olivia Niwagaba, vp</td>
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<td>Jordan Kretchmer, svp</td>
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<td>Alexis Bourn, vp</td>
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<td>Lisa Coe, vp</td>
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<td>Nikki Duong, vp</td>
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<td>Emily Griffith, vp</td>
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<td>Meredith McKee, vp</td>
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<td>Charles Black, vp</td>
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<td>Lindsey Black, vp</td>
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<td>Chelsea Cannel, vp</td>
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<tr>
<td>Lucy Schmidt, svp</td>
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<td>Peggy Covert, vp</td>
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