

Vision: To make Arizona the leading travel destination for visitors.

Mission: To strengthen and grow Arizona's economy through travel and tourism promotion.

Agency Description: The Arizona Office of Tourism (AOT) is dedicated to developing, implementing and maintaining global marketing programs to promote Arizona as a leading travel destination. With multiple year-round initiatives including advertising campaigns, social media, trade activities and media relations, AOT sets into motion a positive and profitable cycle of visitation, spending, job growth and tax revenue. This tourist activity greatly contributes to Arizona's economic growth and development.

Executive Summary: For FY20, AOT will continue to build upon the robust marketing strategy implemented in FY19 to **increase total visitation and direct visitor spending**. The tactics have proven to be successful. In 2018, Arizona welcomed more than 43 million overnight visitors, which is a two percent increase over 2017. These marketing efforts also generated more than \$900 million in ad influenced travel revenue for Arizona.

New to the agency's program is our effort to **cultivate a productive Arizona tourism industry** to the benefit of local and state economies. As part of this goal, AOT will be developing and implementing programs addressing destination management issues along with statewide sustainability concerns. AOT will also promote its new Arizona Visitor Information Center program to establish a network of statewide visitor centers.

In addition to our continued marketing efforts, AOT will also work to **maximize internal agency functions** to ensure we are as innovative as possible in our performance and operation as a state agency.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Increase total visitation and direct spending	FY2017	<ul style="list-style-type: none"> Executed consumer travel advertising campaigns (national, international, in-state, regional) Launched a rural marketing cooperative program for statewide rural and tribal partners Held destination trainings with international trade representatives (tour operators, receptive tour operators, travel agents) Collaborated with international travel media (writers, editors, bloggers, photographers) Increased awareness of Arizona through social media efforts Implemented new industry-related research advertising tracking techniques
2	Cultivate a productive Arizona tourism industry	FY2019	<ul style="list-style-type: none"> Promote the value of the agency and its purpose within the Arizona tourism industry Promote the importance of the Arizona tourism industry and its connection to Arizona's growth and economic development Provide reliable and up-to-date industry-related research Begin development of destination management/sustainability programs
3	Maximize internal agency functions	FY2019	<ul style="list-style-type: none"> Digitize relevant agency process documents Maintain length of time to fulfill Arizona travel packets to consumers Update agency's policy and procedures manual Maintain 100% completion rate of monthly 1:1 sessions

Strategy #	FY20 Annual Objectives	Objective Metrics	Annual Initiatives
1	<ol style="list-style-type: none"> Increase Domestic Visitation Increase International Visitation Increase In-state Visitation 	<ol style="list-style-type: none"> Return on investment Advertising awareness impact Arrival and stay lift data Number of activations Increase in website sessions eNewsletter click-thru rate Number of FAMs conducted Increase in global earned media stories Net Visit Arizona app downloads 	<ol style="list-style-type: none"> Build and execute domestic, international, in-state, regional advertising campaigns, strategic partnerships and activations Create and distribute engaging content to be used across all marketing platforms Conduct global trade and media marketing activities to educate and engage industry-related trade and media representatives Conduct marketing-related research activities in support of domestic and international marketing programs
2	<ol style="list-style-type: none"> Engage and Educate 	<ol style="list-style-type: none"> Number of presentations, webinars and earned media Number of agency publications produced Percentage of positive annual symposium survey results Number of designated Arizona Visitor Information Centers 	<ol style="list-style-type: none"> Promote the value of agency and industry Disseminate data and information in a timely fashion Host annual symposium Provide and promote the Arizona Visitor Information Center program <i>(Breakthrough Goal)</i> Begin development of a Leave No Trace program for Arizona
3	<ol style="list-style-type: none"> Optimize Operations and Resources 	<ol style="list-style-type: none"> Maintain length of time it takes to fulfill a request for an Arizona travel guide Resolve challenging invoice issues Percentage of monthly 1:1 meetings completed Consolidate policies and procedures 	<ol style="list-style-type: none"> Maintain online time to fulfillment at 3-5 days Reduce the time it takes to resolve accounts payable invoice exceptions <i>(Breakthrough Goal)</i> Digitize agency-related process documents Attain 100% completion rate of monthly 1:1 sessions with supervisors and direct reports. Update policy and procedure manual <i>(Breakthrough Goal)</i>