

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

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

**Agency Description:** The Arizona Office of Tourism (AOT) leads the state's tourism industry in the development of global marketing programs to promote Arizona as a travel destination. With multiple research-based initiatives including advertising campaigns, cooperative programs, trade and media relations and community outreach, AOT sets into motion a positive and profitable cycle of visitation, spending, job growth and tax revenue.

**Executive Summary:** For FY21, AOT will continue to monitor travel consumers' response to our Rediscover Arizona campaign launched in late FY20. The recovery campaign was designed specifically to help rebuild the state's tourism economy and offset the substantial loss of spending and tax revenue generated due to the COVID-19 crisis. AOT will leverage our marketing expertise to analyze the response to our recovery campaign, pivot the campaign as needed and determine how best to balance travel demand with new social distancing restrictions and consumer concerns.

To further help communities across the state that face diminished or eliminated marketing budgets, AOT will continue with our robust marketing and community outreach programs. AOT will also work with communities to convert day visitation into overnight stays extending the benefits for tourism to their area.

Our goal to cultivate a productive Arizona tourism industry is now more important than ever. AOT is developing a one-year recovery plan with a well-respected industry consultant to address the specific needs of Arizona communities in regaining lost economic activity.

## Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Increase total visitation and direct spending	2017	<ul style="list-style-type: none"> <li>Generated \$25.6 billion in direct travel spending in 2019.</li> <li>Executed consumer travel advertising campaigns (national, international, in-state, regional). FY20 Ad Effectiveness Results: Generated \$1.2 billion in ad influenced travel.</li> <li>Launched an enhanced rural marketing cooperative program for statewide rural and tribal partners that increased arrival lift by 45% and length of stay by 21%.</li> <li>Held record-number travel-trade sales appointments and destination trainings with international trade representatives.</li> </ul>
2	Cultivate a productive Arizona tourism industry	2019	<ul style="list-style-type: none"> <li>Produced local articles and TV interviews featuring the value of Arizona's tourism industry.</li> <li>Launched COVID-19 recovery campaign, with guidance from engaged stakeholders.</li> <li>Increased number of official Arizona Visitor Information Centers.</li> <li>Collaborated with Local First to provide brand identity assistance to rural communities – the first step in tourism development.</li> <li>Completed the first Mexican visitation survey in more than 10 years.</li> </ul>
3	Maximize internal agency functions	2019	<ul style="list-style-type: none"> <li>Digitized office processes and management.</li> <li>Streamlined contact database for Content Management System (CMS) and Customer Relationship Management (CRM) system migration.</li> <li>Provided latest office technology and equipment to ensure immediate pivot to teleworking office in response to coronavirus pandemic.</li> </ul>

Strategy #	FY21 Annual Objectives	Objective Metrics	Annual Initiatives
1	<ol style="list-style-type: none"> <li>1. Recapture in-state visitation and spending</li> <li>2. Recapture domestic visitation and spending</li> <li>3. Maintain international destination awareness</li> </ol>	<ol style="list-style-type: none"> <li>1. Campaign Readiness Percentage</li> <li>2. Campaign Reach Number</li> <li>3. Campaign Effectiveness Percentage</li> <li>4. Global Earned Media Number</li> <li>5. Regional cooperative program participation number</li> </ol>	<ol style="list-style-type: none"> <li>1. Execute research-driven advertising campaigns at the appropriate times.</li> <li>2. Convert in-state day visitors to overnight visitors.</li> <li>3. Build strategic marketing partnerships.</li> <li>4. Conduct global trade/media relations activities to educate and engage industry-related trade/media representatives.</li> <li>5. Research and reevaluate target audiences to ensure effectiveness of marketing reach and impact.</li> <li>6. Provide cooperative marketing program for rural Destination Marketing Organizations, tribal and urban areas.</li> </ol>
2	<ol style="list-style-type: none"> <li>1. Engage and Educate</li> </ol>	<ol style="list-style-type: none"> <li>1. In-state earned media number</li> <li>2. Number of industry education presentations</li> <li>3. Maintain current number of Arizona Visitor Information Center participants</li> <li>4. Develop Leave No Trace program</li> <li>5. Number of virtual destination trainings</li> </ol>	<ol style="list-style-type: none"> <li>1. Promote value of agency and industry</li> <li>2. Disseminate research data and agency information in a timely fashion; Provide annual symposium.</li> <li>3. Promote and support the Arizona Visitor Information Center program.</li> <li>4. Implement Leave No Trace principles into marketing efforts and launch education campaign to promote responsible tourism.</li> <li>5. Make destination training modules readily available on websites as well as via online training platforms.</li> </ol>
3	<ol style="list-style-type: none"> <li>1. Optimize Operations and Resources</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop and implement CMS for new consumer website</li> <li>2. Develop and implement CRM to improve organization's agency contacts and connection to communities</li> <li>3. Reduce number of challenge invoices</li> <li>4. Increase percentage of telework</li> </ol>	<ol style="list-style-type: none"> <li>1. Launch new consumer website.</li> <li>2. Input and organize partners, tourism related-business and contacts into CRM.</li> <li>3. Input agency efforts into CRM to generate customized reports on community engagement.</li> <li>4. Provide telework options</li> </ol>