

**Vision:** Create an Arizona experience that captures and nurtures the hearts and minds of people who call it home and travelers the world over in search of extraordinary adventure and natural wonders.

**Mission:** We stabilize and strengthen local economies, protect environmental and cultural resources, create a meaningful visitor experience and enhance the quality of life for Arizonans through tourism collaboration, promotion and development.

**Agency Description:** The Arizona Office of Tourism (AOT) leads the state's tourism industry with the development of global marketing programs to promote Arizona as a travel destination. With multiple research-based initiatives including advertising campaigns, cooperative marketing 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 FY22, AOT will continue to monitor travel consumers' response to our Rediscover Arizona campaign launched in late FY20. What started as a recovery campaign, designed specifically to help rebuild the state's tourism economy and off set the substantial loss of spending and tax revenue generated due to the COVID-19 crisis, became AOT's primary marketing campaign.

To further help communities across the state that face diminished or eliminated marketing budgets, AOT will continue with our robust cooperative marketing, trade and media relations and community outreach programs.

Our goal to cultivate a productive Arizona tourism industry is now more important than ever. AOT is developing a one-year recovery plan, along with a three-year strategic plan and a 10-year sustainability plan with a well-respected industry consultant to address the specific needs of our state and Arizona communities in regaining lost economic activity.

### Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Attract qualified visitors and increase direct spending	2017	<ul style="list-style-type: none"> <li>Generated \$15 billion in direct travel spending in 2020.</li> <li>Executed consumer travel advertising campaigns (national, in-state and regional) in 2020.</li> <li>Launched COVID-19 recovery campaigns, with guidance from engaged stakeholders.</li> <li>Launched a meetings mean business and job campaign in support of the industry.</li> <li>Held digital 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>Increased number of official Arizona Visitor Information Centers.</li> <li>Launched Appreciate AZ, Arizona's brand for responsible outdoor recreation and sustainability.</li> </ul>
3	Maximize internal agency functions	2019	<ul style="list-style-type: none"> <li>Digitized office processes and management.</li> <li>Launched an AOT Industry portal to streamline destination information from communities to AOT.</li> <li>Provided latest office technology and equipment to ensure immediate pivot to teleworking office in response to coronavirus pandemic.</li> </ul>

Strategy #	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
#1	<p>1.A Recapture in-state visitation and spending</p> <p>1.B Recapture domestic visitation and spending</p> <p>1.C Increase international leisure destination visitation</p> <p>1.D Conduct an in-depth study of brand strengths and marketing personas</p> <p>1.E Increase representation of Diversity, Equity, Inclusion and Accessibility (DEIA)</p>	<p>1.A,B Campaign Return-On-Investment</p> <p>1.A,B Regional cooperative program participation number</p> <p>1.C Global earned media number</p> <p>1.C Support of international flights campaign performance</p> <p>1.D Defined brand strengths and marketing personas</p> <p>1.E Number of DEIA opportunities identified and media placements</p>	<p>1.A, B, C Execute research-driven advertising campaigns at the appropriate times, including consumer customization</p> <p>1.A, B, C Administer the Visit Arizona Initiative grants program</p> <p>1.A, B, C Build strategic marketing partnerships and community collaborations</p> <p>1.A, B, C Conduct global trade/media relations activities to educate and engage industry-related trade/media representatives</p> <p>1.A, B, C Provide cooperative marketing program for rural Destination Marketing Organizations, tribal and urban areas</p> <p>1.D Research and reevaluate target audiences and life stages to ensure effectiveness of brand strength, marketing reach and impact</p> <p>1.E Identify DEIA opportunities in existing and new marketing material</p>
#2	<p>2.A Increase engagement and education of industry</p> <p>2.B Develop industry support for destination management platform, Appreciate AZ</p> <p>2.C Increase support for industry related workforce development</p> <p>2.D Increase support for meetings mean business/business travel</p>	<p>2.A In-state earned media number</p> <p>2.B Appreciate AZ program material distribution number</p> <p>2.C Number of industry related workforce development programs</p> <p>2.D Number participants in the meetings mean business programs</p>	<p>2.A Disseminate research data and agency information in a timely fashion and provide annual symposium</p> <p>2.B Promote Appreciate AZ principles and education component to engage industry representatives</p> <p>2.C Promote workforce development opportunities</p> <p>2.D Promote meetings mean business program opportunities</p>
#3	<p>3.A Increase number of standard work processes</p> <p>3.B Develop 5S Program</p> <p>3.C Increase industry participation in agency portal</p>	<p>3.A Number of standard work processes documented</p> <p>3.B Number of consolidated folders</p> <p>3.C Number of industry partners in agency portal</p>	<p>3.A Identify and document standard work processes throughout agency</p> <p>3.B Implement 5S program within agency</p> <p>3.C Promote agency portal to industry representatives and capture their material</p>