

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, trade and media relations, grant programs and community outreach, AOT sets into motion a positive and profitable cycle of visitation, spending, job growth and tax revenue.

Executive Summary: For FY23, AOT will apply the new brand strengths, intelligence and high-value marketing persona data from the research study we conducted in FY22 into all domestic marketing efforts. Additionally, through our global travel trade efforts and media relations activities, we will work to increase international leisure visitation.

Our goal to cultivate a productive Arizona tourism industry is still a top goal. AOT will continue our robust cooperative grant program and community outreach programs to further help communities across the state that face diminished or eliminated marketing budgets.

Moreover, AOT’s three-year strategic plan and a 10-year destination stewardship plan will help address the specific needs of our state and communities in developing a stable and productive tourism industry that addresses the environmental, socio-economics and cultural awareness of Arizona’s destinations.

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"> Generated \$23.6 billion in direct travel spending in 2021. Executed consumer travel advertising campaigns (national, regional and in-state) in 2021. Administered \$17.5 Million in grants to support more than 120 tourism events and projects in all regions of the state to increase the visibility of Arizona destinations. Continued with the Arizona Meetings Mean Business campaign in support of the industry. Generated more than 800 articles as a result of global media relations activities to promote Arizona.
2	Cultivate a productive Arizona tourism industry	2019	<ul style="list-style-type: none"> Produced compelling local articles and TV interviews featuring the value of Arizona’s tourism industry. Presented the value of tourism and AOT’s program of work to communities across the state. Promoted Appreciate AZ principles and education components to engage industry representatives.
3	Maximize internal agency functions	2020	<ul style="list-style-type: none"> Identified and documented Standard Work Processes throughout agency. Implemented a 5S program within agency. Promoted the agency new partner portal to industry representatives to capture and process their material in a timely manner.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
#1	<p>1.A Maximize in-state visitation and spending</p> <p>1.B Maximize domestic visitation and spending</p> <p>1.C Increase international leisure destination visitation</p> <p>1.D Improve Diversity, Equity, Inclusion and Accessibility (DEIA) representation</p>	<p>1.A,B Campaign Return-On-Investment</p> <p>1.A,B Regional cooperative grant program participation number</p> <p>1.C Global earned media number</p> <p>1.C Number of sales calls and destination trainings</p> <p>1.D Number of DEIA opportunities implemented</p>	<p>1.A, B, C Develop and execute research-driven new advertising campaigns at the appropriate times, including consumer customization</p> <p>1.A,B, C Integrate marketing high-value personas across all domestic marketing efforts to ensure effectiveness of brand strength, marketing reach and impact</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 Provide cooperative marketing grant program for rural Destination Marketing Organizations, tribal and statewide associations</p> <p>1. B, C Conduct global trade/media relations activities to educate and engage industry-related trade/media representatives</p> <p>1.D Identify and optimize DEIA messaging and compliance in all marketing and communications channels</p>
#2	<p>2.A Increase engagement and education of industry</p> <p>2.B Maintain industry support for responsible outdoor recreation program, Appreciate AZ</p> <p>2.C Continue building an Outdoor Recreation Partnership</p> <p>2.D Increase agency support for group and amateur sports travel</p>	<p>2.A In-state earned media number</p> <p>2.B Appreciate AZ program material distribution number</p> <p>2.C Percentage of milestones completed on schedule</p> <p>2.D Number of marketing opportunities in support of group and amateur sports travel</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 Incorporation of Outdoor Recreation into AOT's program of work</p> <p>2.D Promote Arizona as a group and amateur sports travel destination</p>
#3	<p>3.A Expand agency 5S program</p> <p>3.B Develop internal agency knowledge sharing session process</p> <p>3.C Update internal Purchase Order Request (POR) Process <i>(BREAKTHROUGH/A3)</i></p>	<p>3.A Percentage of 5S reviews completed on schedule</p> <p>3.B Number of knowledge sharing sessions</p> <p>3.C Percentage of milestones completed on schedule</p>	<p>3.A Conduct and expand 5S program within agency</p> <p>3.B Implement process to promote knowledge sharing in agency (what did we learn?, how did it impact tourism?, how does it relate to our work?, what can we do with it?)</p> <p>3.C Evaluate effectiveness, assess, implement changes if needed and educate staff on POR process</p>