

**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 FY24, AOT will continue to 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 priority. AOT will continue with our robust cooperative grant program and community outreach programs to further help communities establish tourism programs and products across the state.

Moreover, AOT will review and update our three-year strategic plan and a 10-year destination stewardship plan to continue to help address 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"> <li>Generated \$28.1 billion in direct travel spending in 2022</li> <li>Executed consumer travel advertising campaigns (national, regional and in-state) in 2022. Generated 41% awareness; 840,000 Arizona Trips, \$2 Billion in revenue.</li> <li>Administered \$28.2 Million in grants to support more than 189 tourism events and projects in all regions of the state to increase the visibility of Arizona destinations.</li> <li>Generated nearly 900 articles as a result of global media relations activities to promote Arizona.</li> </ul> |
| 2 | Cultivate a productive Arizona tourism industry         | 2019       | <ul style="list-style-type: none"> <li>In FY23 produced more than 400 compelling local articles and TV interviews featuring the value of Arizona’s tourism industry.</li> <li>Presented to more than 50 organizations in FY23 the value of tourism and AOT’s program of work to communities across the state.</li> <li>In FY23 distributed 80,000 Appreciate AZ Kids Activity Books to Arizona public schools across the state to promote responsible outdoor recreation and support the newly created brand.</li> </ul>  |
| 3 | Maximize internal agency functions                      | 2020       | <ul style="list-style-type: none"> <li>Identified and documented Standard Work Processes throughout agency.</li> <li>Implemented a 5S program within agency.</li> <li>Promoted the agency’s new partners portal to industry representatives to capture and process their material in a timely manner.</li> </ul>  |

| Strategy # | FY24 Annual Objectives  | Objective Metrics  | Annual Initiatives   |
|------------|---|--|--|
| #1         | 1.A. Maximize in-state visitation and spending<br><br>1.B. Maximize domestic visitation and spending<br><br>1.C. Increase international leisure destination visitation<br><br>1.D. Improve welcoming messaging and representation<br><br>1.E. Build the Arizona Brand                             | 1.A,B Campaign Return-On- Investment<br><br>1.A,B Regional cooperative grant program participation number<br><br>1.C Global earned media number<br><br>1.C Number of sales calls and destination trainings<br><br>1.D Number of Diversity, Equity, Inclusion and Accessibility (DEIA) opportunities implemented<br><br>1.E Percentage of milestone completed on schedule (engage brand consultant, establish constitute groups, gather data, etc.) | 1.A, B, C Develop and execute research-driven new advertising campaigns at the appropriate times, including consumer customization<br><br>1.A, B, C Integrate marketing high-value personas across all domestic marketing efforts to ensure effectiveness of brand strength, marketing reach and impact<br><br>1.A, B, C Administer the Visit Arizona Initiative grants program<br><br>1.A, B, C Provide cooperative marketing grant program for rural Destination Marketing Organizations, tribal and statewide associations<br><br>1. B, C Conduct global trade/media relations activities to educate and engage industry-related trade/media representatives<br><br>1.D Identify and optimize DEIA messaging and compliance in all marketing and communications channels<br><br>1.E Launch the statewide branding process to identify the Arizona Brand |
| #2         | 2.A Increase engagement and education of industry<br><br>2.B. Maintain industry support for responsible outdoor recreation program, Appreciate AZ<br><br>2. C Increase agency support for group and amateur sports travel<br><br>2. D Re-establish tourism support for Arizona Tribal communities | 2.A In-state earned media number<br><br>2. B Appreciate AZ program material distribution number<br><br>2. C Number of marketing opportunities in support of group and amateur sports travel<br><br>2. D Number of strategic engagements with Tribal communities  | 2.A Disseminate research data and agency information in a timely fashion and provide annual symposium<br><br>2. B Promote Appreciate AZ principles and education component to engage industry representatives<br><br>2. C Promote Arizona as a group and amateur sports travel destination<br><br>2. D Promote the value of tourism as an economic development component and AOT's program offerings   |
| #3         | 3. A Maintain established internal Purchase Order Request (POR) Process<br><br>3. B Vendor payment management process <i>(BREAKTHROUGH/A3)</i>  | 3. A Percentage of accurately submitted PORs<br><br>3. B Percentage of milestones completed on schedule  | 3. A Monitor and maintain newly established POR process for effectiveness and adjust if necessary<br><br>3. B Evaluate current payment process, effectiveness, identify problem areas, implement changes and educate staff on new process  |