

Statewide Vision: An Arizona for everyone.

Agency Vision: Create an Arizona brand 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.

Agency Mission: We drive essential statewide tourism to 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 and community outreach, AOT sets into motion a positive and profitable cycle of visitation, spending, job growth and tax revenue.

Resource Assumptions: Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

FY	FTEs	Funding Types:				Total
		GF	AF	NAF	FED	
23	28	\$9,231,500	\$0	\$23,644,820.47	\$13,109,242.27	\$45,985,562.74
24	31	\$8,902,600	\$0	\$23,480,751.21	\$9,995,930.07	\$42,379,245.28
25	31	\$8,269,400	\$0	\$25,336,065.17	\$1,482,700.00	\$35,088,165.17

*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

Executive Summary:

During FY24, in addition to its standard marketing program, the Office of Tourism is conducting the first phase of its Arizona Brand Refresh initiative. The intended outcome of this project is to build an updated brand identity for the state that instills pride in and reflects the values of Arizonans statewide. This fiscal year, AOT embarked on a statewide listening tour to gain insight from stakeholders on how they perceive our state and what issues they think impact Arizona. This stakeholder perspective will contribute to the development of Arizona’s updated brand identity. The culmination of the entire project will result in a brand playbook and new brand identity for Arizona including core brand attributes, messaging, and campaign that Arizona agencies and key stakeholders will be able to apply to their program of work.

The work conducted in FY24 will lead the Office of Tourism to its second phase of the rebrand project that will be conducted in FY25: Brand Implementation. In addition to its brand project, the other major outcomes for the Office of Tourism include its sustainability program where we are working in collaboration with several other federal and state agencies with shared interests and efforts to secure consistent and sustainable funding sources to expand agency programs. Each of these outcomes contribute to Governor Hobbs’ overall priorities for the state.

Summary of 5-Year Agency Outcomes
(Outcomes are the desired result or impact of addressing strategic issues)

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Arizona Brand Refresh: Increase positive brand awareness by 25% by June 2029.	FY 2024	Affordable and Thriving Economy Economic Development & Quality Jobs	On-Target: AOT started the Discovering Arizona project to engage stakeholders to help identify key values and elements for Arizona’s new brand identity.
2	Tourism Marketing: Increase number of ad influenced trips by 50% by June 2029.	FY 2024	Affordable and Thriving Economy Investing in Local Communities	On Target: Each year, AOT produces several tourism focused consumer marketing campaigns to inspire travel to Arizona.
3	Sustainability: Implement three programs to help evenly disperse tourism activity by June 2029.	FY 2024	Affordable and Thriving Economy Investing in Local Communities	On Target: AOT is building upon the foundation we have established with the development of our Appreciate AZ program. We have a Director of Sustainability who is dedicated to building collaborations with federal and state agencies to build these program.
4	Sustainable Funding Sources: Identify sustainable funding sources to support and expand the marketing efforts of the Arizona Office of Tourism by June 2029.	FY 2024	Affordable and Thriving Economy Economic Development & Quality Jobs	On Target: AOT worked with Rounds Consulting Group (RCG) to build the case for sustainable funding. This research will be used to further investigate and promote the benefits of sustainable funding for tourism.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	<p>1.A Breakthrough Goal: Integrate brand refresh elements into all AOT campaigns by end of fiscal year by June 2025.</p> <p>1.B Increase in-state visitation and traveler spending by 2% by June 2025.</p> <p>1.C Increase domestic visitation and traveler spending by 2% by June 2025.</p> <p>1.D Increase international visitation by 2% by June 2025.</p> <p>1.E Increase inclusivity messaging by 2% by June 2025.</p>	<p>1.A Percent of AOT campaigns that incorporate brand refresh elements.</p> <p>1.B Campaign Return-On- Investment.</p> <p>1.C Global earned media number with key brand message placement.</p> <p>1.D Number of Sales Calls and Destination Trainings.</p> <p>1.E Number of inclusivity messaging opportunities implemented.</p>	<p>1.A Integrate brand refresh playbook (colors, tag lines, fonts, messaging) into campaigns.</p> <p>1.B Develop and execute research-driven advertising campaigns.</p> <p>1.C Integrate marketing high-value personas across all domestic marketing efforts to ensure effectiveness of brand strength, marketing reach and impact.</p> <p>1.D Conduct global media and trade relations activities to educate and engage industry-related trade and media representatives.</p> <p>1.E Identify and optimize inclusivity messaging and compliance in all marketing and communications channels.</p>
2	<p>2.A Launch Tread Lightly! multi-tiered campaign by December 2024.</p> <p>2.B Establish a minimum of three sustainability awareness metrics by June 2025.</p> <p>2.C Re-establish tourism support for 25% of Arizona Tribal communities by June 2025.</p>	<p>2.A Percentage of milestones completed to launch Tread Lightly! campaign.</p> <p>2.B Number of metrics established.</p> <p>2.C Percentage of tribal communities re-engaged and participating in AOT programs (media missions, trade shows, co-operative marketing campaign, etc.).</p>	<p>2.A Promote Arizona’s sustainability awareness by launching the Tread Lightly! responsible recreation marketing campaign.</p> <p>2.B Develop a Sustainable Tourism definition with measurable elements (Responsible Behavior Communications, Industry Education & Training, Stakeholder Engagement).</p> <p>2.C Promote the value of tourism as an economic development component and AOT’s program offerings.</p>
3	<p>3.A Identify at least three sustainable funding options by June 2025.</p>	<p>3.A Percentage of milestones completed to identify funding options.</p>	<p>3.A Gather information on funding mechanisms from other state tourism offices, collect data on effective Return on Investment models and produce scenarios to promote best case options.</p>

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
4	4.A Increase efficiencies by 25% in agency’s Procurement to Pay Process Cycle by June 2025.	4.A Percentage of accurately submitted Purchase Orders 4.A.1 Percentage of accurately submitted invoice backup material	4.A Evaluate current procure to pay process for effectiveness, identify problem areas, implement changes and educate staff on new process

Stakeholder Engagement Plan (Summary):

Internal: The Office of Tourism’s executive leadership team and individual program directors were involved in building the agency’s FY25 Strategic Plan. Each program division reviewed the agency’s overarching outcomes and contributed new program strategies and metrics to align with the agency’s FY25 goals.

External: External stakeholders were indirectly involved in the development of the Office of Tourism’s FY25 Strategic Plan. As part of our Arizona Brand Refresh initiative we have been conducting Listening Sessions with various stakeholders across the state. The stakeholder groups comprise of industry-related professionals, as well as economic development and community leaders. The intended outcome of the Brand Refresh project is to build an updated brand identity for the state that instills pride in and reflects the values of Arizonans statewide. Through these Listening Sessions, the Office of Tourism has been able to gain insight as to which Arizona assets are most important to various stakeholders to market and promote. The information that we have learned has impacted the focus and direction of our strategic plan and marketing programs.

Communication Plan (Summary):

Internal: The Office of Tourism’s FY25 Strategic Plan will be communicated to internal stakeholders by presenting the material at a monthly staff meeting to review the Governor’s priorities, the agency’s overall outcomes, the goals of each division and how they all collaborate to achieve FY25 goals. The Office of Tourism’s FY25 Strategic Plan will then be used as a check-in tool at monthly director meetings to ensure programs are progressing with their goals. This will also be used in conjunction with the agency’s FY25 Scorecard.

External: The Office of Tourism will announce the availability of our FY25 Strategic Plan at the agency’s upcoming annual Governor’s Conference on Tourism (August 21-23, 2024). The conference attendees comprise of statewide industry representatives and stakeholders that have an interest in the material. Other announcements that our FY25 Strategic Plan is available will be made in the agency’s bi-monthly newsletter - *Tourism Tuesday*. The subscriber list has many statewide industry representatives and stakeholders who will use the information to align their own marketing programs and goals. The agency will also make the FY25 Strategic Plan available as a downloadable PDF off of the agency website, Tourism.AZ.gov.