

2019-20

# BUSINESS DEVELOPMENT PLAN



# ABOUT US

Visit Phoenix is a non-profit organization that promotes the Greater Phoenix community to a global audience of travelers and books conventions into the Phoenix Convention Center and area hotels and resorts. Visit Phoenix cultivates and maintains relationships with convention and meeting planners, journalists and influencers, travel agents and tour operators.

We produce marketing and brand campaigns promoting leisure travel and meetings, coordinate site visits, conduct media tours and maintain the official tourism website for Greater Phoenix. In partnership with our more than 1,000 member businesses, Visit Phoenix brings business to Greater Phoenix that would not otherwise come—from leisure visitors to group meetings to popular sports events. Through this, Greater Phoenix can compete in today's globalized, networked world for its share of the world's consumers, businesses, investment, capital, respect, and attention.





# MISSION

Visit Phoenix's mission is to enhance the lives of our neighbors, support people at work within our community and contribute to the creation of economic opportunity in Greater Phoenix through brand development and promotion of the destination.

# VISION

Greater Phoenix will be on the top of travelers and meeting planners' consideration lists for both leisure and business travel. With Visit Phoenix's efforts, Greater Phoenix will achieve a healthy and sustainable visitor industry for the enjoyment of the visitor and the benefit of the local community.





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# CONVENTION SALES

The convention sales department represents the two distinct meeting products within Greater Phoenix. The department comprises two sales teams: the citywide sales team focuses on filling the Phoenix Convention Center, while the hotel and resort team focuses on maximizing group business at area hotels and resorts.





# Fiscal Year Objectives & Strategies

1

**Promote the evolution of downtown Phoenix as a premier convention destination following renovations of the major convention hotels, the development of hospitality assets, and the addition of Canyon on Third at the Phoenix Convention Center. How?**

- Expand client hosting opportunities to showcase the city through a series of sponsored industry events, citywide buyer education & familiarization trips, and a targeted fly-in program.
- Collaborate with the Phoenix Convention Center along with the downtown hospitality community to share the news of the renovated convention hotels as well as future developments during sales missions and tradeshow.
- Partner with the Phoenix Convention Center to promote Canyon on Third as an addition of creative event space for hosting branded exhibitions and receptions.
- Amplify the sales efforts of our larger convention hotels in support of promoting their respective renovations both internally with the Global Sales teams and their customers.
- Continue to leverage our strategic partnerships with HelmsBriscoe, Experient, ConferenceDirect, HPN Global, and Cvent to further promote the downtown hotels.

2

**Reinforce downtown Phoenix's positioning as a hub for medical, healthcare and other innovation economy conventions. How?**

- Continue to leverage our partnership with Association Forum to promote the Phoenix Biomedical Campus and the medical technology industry in Phoenix to healthcare association executives and decision makers. This will include being a key sponsor of Healthcare Collaborative in January with a hosted event targeting Chicago-based planners that will serve to promote the region's intellectual assets.
- Sponsor an Association Forum's CEO-only workshop on disruptive technologies in healthcare featuring Phoenix-based subject matter experts from the Phoenix Biomedical Campus.
- Enlist the support of Phoenix-based innovators and entrepreneurs whose stories of community building generate appeal to both attendees and meeting planners across all verticals.

# Fiscal Year Objectives & Strategies

3

**Provide elevated level of direct sales advocacy for our Valley hotels and resorts and all members through additional CVB staffing and delivery of a comprehensive program of work. How?**

- Visit Phoenix will hire a Director of Resort Sales to oversee sales initiatives to better address and support the needs of our member hotels and resorts.
- Host hotel/resort roundtables to gain property insight and share market research to better insulate our members from the effect of any potential economic downcycle.
- Promote our fly-in program through various third-party meeting and event sourcing platforms and on [visitphoenix.com/meetings](http://visitphoenix.com/meetings).
- Implement a total account management approach to incrementally increase our portfolio share of in-house and citywide business.
- Enhance our recession plans to prepare for a potential economic slowdown.
- Increase amount of sales missions and number of hotel/resort partner participation.

4

**Position the destination's meeting and events assets as a prime value to entice and attract conventions within our traditionally softer summer period. How?**

- Enhance our visibility and awareness with the Religious Conference Management Association (RCMA) community through elevated sponsorship at its annual event as well as year-round education and brand messaging that speaks specifically to the needs of the faith-based segment.
- Reinforce strategic alliances with key third-party meeting and event planners operating in the religious and fraternal vertical such as Arrowhead Meetings & Events, Connect Faith, and IMN.
- Collaborate with Phoenix Convention Center as well as the hotel and resort community to promote need period awareness and the value of our destination to all audiences that we know meet during this period.

# Program of Work

Our programs provide participating members the opportunity to interact with meeting and convention decision makers via sales missions, client events and trade shows. These turn-key opportunities are robust and comprehensive, with the singular goal of ensuring that Visit Phoenix's partners achieve the highest return on their participation investment.

The Program of Work for the sales department is now available in the Member Extranet. The document will be updated throughout the year, so we encourage our members to continually [check the Extranet](#) for any changes.

For more information, please contact:

Director of Sales

Ronnie Collins

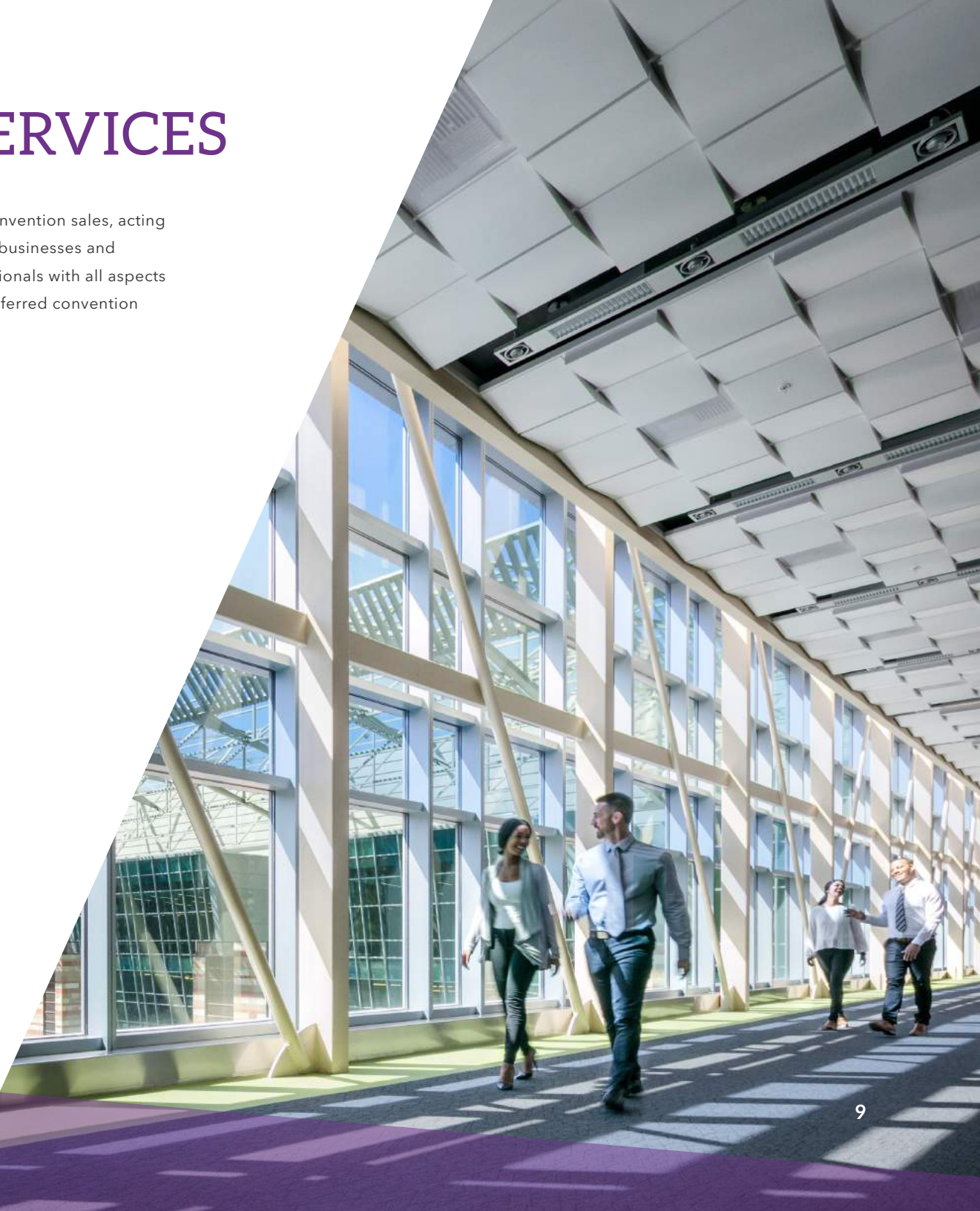
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# CONVENTION SERVICES

The convention services department is the servicing arm of convention sales, acting as a liaison between meeting planners, Visit Phoenix member businesses and community partners. The department assists meetings professionals with all aspects of their promotional and planning needs, and also offers a preferred convention group housing solution and registration support.



# Fiscal Year Objectives & Strategies

## 1

**Positively impact attendee experience within the destination to organically create Greater Phoenix ambassadors. How?**

- Collaborate with the marketing department to refine content aimed at connecting the group attendees with the destination.
- Strengthen alliance with the Phoenix Convention Center, downtown hotels' event teams, and Downtown Phoenix Inc. to enhance the delegate experience in downtown.
- Work with meeting planners to develop a targeted attendee engagement plan that goes into effect from launch of registration, housing and throughout the lifecycle of the event. This includes the use of videos captured during pre-planning visits.
- Expand pre-convention messaging to encourage pre- and/or post-stays at our local area resorts and to explore more of the destination including the Grand Canyon and Sedona.
- Consult with meeting planners on Phoenix charities and causes to identify opportunities where convention attendees may participate in local community projects.

## 2

**Provide support to meeting planners throughout the planning phases to ensure event success and influence repeat business. How?**

- Attend prior year's conventions to learn key convention aspects and promote the destination to build interest among convention delegates about coming to Phoenix.
- Promote Visit Phoenix's registration and staffing services for groups meeting downtown as well as area hotels and resorts.
- Continue to leverage our strategic partnership with Connections Housing to provide an optimal and service-based group housing solution for the meeting planner, attendee and member hotels.
- Connect meeting planners to local resources that may be helpful in the development of their programming and content.
- Provide meeting planners information on venues that offer unique learning environments for workshops and other specialty events to stretch the convention footprint beyond the walls of the convention center.



## Fiscal Year Objectives & Strategies

3

**Educate the attendee and meeting planner on the plethora of things to do and see in downtown Phoenix. How?**

- Engage member resources and Downtown Phoenix Inc. to encourage downtown activation to promote a greater sense of vibrancy and energy during the groups' convention.
- Continue to work with resort clients to provide destination planning and marketing resources to planners.
- Work to better understand the behavioral profile of attendees and customize the destination experience to generate excitement and drive attendance.

(See page 23 for Research details.)

For more information, please contact:

Director of Convention Services

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# MARKETING

The marketing department oversees VisitPhoenix.com, along with all advertising, email marketing, social media, collateral and publication development, video production, and photography efforts. The department's principal goals are to ensure the integrity of the Visit Phoenix brand and deliver a consistent marketing message to consumers and clients across all mediums of communication.





# Fiscal Year Objectives & Strategies

## 1

**Establish the destination's brand to encompass not only the established Greater Phoenix community, but also the downtown Phoenix area. How?**

- Engage a marketing agency that specializes in destination branding to conduct a brand exercise.
- Use internal resources to maintain consistency of brand throughout all external and internal collateral.
- Continue to run the creative campaign created in partnership with Off Madison Avenue, which addresses misperceptions about Phoenix and highlights the growing urban core while staying true to our Sonoran Desert surroundings.
- Continue to partner with the Phoenix Convention Center to plan and coordinate marketing messages to best reach the meeting planner audience.

## 2

**Continue to grow online presence with the goal of engaging audiences and influencing travel to Greater Phoenix. How?**

- Review social media strategies to align with the constant shifting of best practices.
- Conduct a reengagement email campaign to ensure the database is accurate and includes leisure travelers still interested in learning about Greater Phoenix.
- Review the email marketing strategy, including redesigning all email templates to fit the needs for positive user experience, impactful content and brand alignment.
- Work with our website and database developer to improve search engine optimization for VisitPhoenix.com, and prepare for the new brand by looking ahead at best website practices for a redesign in the future.

## Fiscal Year Objectives & Strategies

3

**Drive traffic to our website to keep Greater Phoenix top-of-mind for leisure travelers. How?**

- Use available research to better understand visitor profiles to target the potential visitor with paid advertisements and content.
- Create a strategic content calendar to entice visitors with timely and appropriate messages based on seasonality and interest.
- Out-of-home (OOH) digital placements in destinations such as Chicago, Dallas, Denver, Los Angeles, New York, San Francisco, Washington D.C. and Canada will continue to complement our other advertising efforts.

## Media Plan

The media plan is now available in the Member Extranet. The document will be updated throughout the year, so we encourage our members to continually [check the Extranet](#) for any changes.

For more information, please contact:

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# MEDIA RELATIONS

The media relations department manages domestic and international media to promote Greater Phoenix's assets as a premier leisure and meetings destination. The department establishes and fosters relationships with newspaper and magazine writers and editors, freelance travel writers, social media influencers, the authors of travel-industry websites and popular blogs, content creators, and representatives from travel television and radio programs. The department also promotes the destination and its downtown convention package to publications and websites that focus on the meetings industry.



# Fiscal Year Objectives & Strategies

1

**Generate favorable content via media outlets that cover consumer travel, travel trade, and meeting trade about Greater Phoenix and the offerings of its resorts, cuisine, outdoor recreation, attractions, culture, golf, events and the member businesses. How?**

- Provide content and story angles for editorial coverage in top-tier media outlets\*
- Generate media coverage by conducting media missions to key markets that include hosted events and desk-side appointments at national and international publications. Markets include the New York region, Los Angeles region, San Francisco region, Denver, Mexico City, Guadalajara, Western Europe and the Washington D.C. region.
- Host customized media tours for visiting journalists, social media influencers and content producers.
- Publicize destination-specific story ideas and promotions during appropriate consumer travel-planning periods.
- Attend both domestic and international tourism-related association and media conferences, and participate in partner-hosted media missions.
- Increase tourism stories during off-peak periods through targeted media outreach.

*\*Publications or websites with a viewership exceeding 20,000 per month.*

2

**Connect with trade media to promote the Greater Phoenix resorts and hotels, Phoenix Convention Center, and downtown Phoenix. How?**

- Provide new story angles for meetings media outlets.
- Provide up-to-date facts and figures provided by our in-house analyst as requested by media and influencers.
- Prioritize requests from meetings magazine writers and work with the convention sales department to provide accurate and up-to-date information.
- Maintain a database of meeting planners that have worked with Visit Phoenix in the past who would be willing to offer testimonials of their experience to meetings writers.
- Provide the opportunity for members to host in-town media and/or accompany staff on media missions when available.

## Media Missions

DATE	LOCATION	COST PER MEMBER
August 27-29	New York City	\$1,250
September 17-19	Denver	\$950
November 19-21	Chicago	\$950
January 14-16	Portland and Seattle	\$1150
February 4-6	San Francisco	\$950
May 12-14	Los Angeles	\$950

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# TOURISM

The tourism department promotes the Greater Phoenix area to domestic and international leisure travel markets to maximize visitors' experiences and length of stay in the Phoenix area. The tourism team works primarily through receptive operators, tour operators and travel agents.



# Fiscal Year Objectives & Strategies

1

**Generate interest in the destination from receptive operators, tour operators and travel agencies both domestically and internationally, in order to increase the number of visitors to Greater Phoenix. How?**

- Engage in trade shows, sales missions, familiarization trips (FAMs), and site inspections to encourage clients to enhance their travel packages by including Phoenix-area accommodations and activities.
- Educate tour operators and travel agents on the attributes exclusive to Greater Phoenix, including its culture, attractions and outdoor recreation.
- Implement trade co-operative campaigns in growing domestic and international feeder markets based on seasonal travel trends.
- Offer destination updates and training opportunities to travel agents in key markets.

COOPERATIVE MARKETING PROGRAMS	
<b>United States</b>	
August 2019	American Bus Association (ABA) Newsletter
October 2019	Southwest Vacations
<b>Canada</b>	
September 2019	TravelBrands
<b>Mexico</b>	
February 2019	BeLive
October 2019	Price Travel
Seasonal 2019/20	Descubre Phoenix
June 2020	ViajerosTV/Videalturismo
<b>Overseas</b>	
April 2020	Canusa-Germany
April 2020	TUI-Germany
December 2019/January 2020	WEXAS Travel

Member opportunities are available in the tourism department's Program of Work, which is located in the Member Extranet. The document will be updated throughout the year, so we encourage our members to continually [check the Extranet](#) for any changes.

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# MEMBERSHIP

The membership department offers businesses resources and targeted exposure to the convention, meeting and leisure visitor markets. The department is committed to making available relevant education, business intelligence, and networking and marketing opportunities that assist members in realizing their goals.





# Fiscal Year Objectives & Strategies

1

**Provide benefits and programming that results in the retention of our member base and entices non-member industry businesses to explore membership with Visit Phoenix. How?**

- Reach out to potential new member businesses that fit the mission of Visit Phoenix.
- Educate members on what Visit Phoenix offers.
- Refine the onboarding process to share key information with members in their first year of membership.
- Collaborate with the tourism, sales, services, media, and marketing departments to host opportunities that assist members in understanding how to best work with and serve each of those market segments.
- Reexamine and redesign the member newsletter to increase member satisfaction and keep them informed.

2

**Assist members in building relationships with staff and leverage their relationship with Visit Phoenix to reach visitors and clients. How?**

- Identify and offer new ways members can utilize their membership with Visit Phoenix to build stronger relationships with one another, visitors and meeting planners.
- Focus on member outreach to gain a better understanding of their challenges and needs.
- Conduct a survey to gauge the interests and desires of the membership.

## Member Events

SUMMER
Membership Mixer
Member Orientation
Research Luncheon
Member Spotlight (3)

FALL
Membership Mixer
Annual Meeting
Member Orientation
Member Showcase
Member Spotlight (2)

WINTER
Membership Mixer
Member Orientation
Member Spotlight (2)

SPRING
Member Showcase
Membership Mixer
Member Spotlight (2)
Member Orientation

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# RESEARCH

Visit Phoenix conducts an impressive amount of travel-industry research every year to better assist our internal staff and our members and stakeholders with decision making.





# Research

## Monthly Hotel Performance Report Summaries

(Posted to the Member Extranet monthly)

These report summaries cover Phoenix-metro submarket performance, metro-area group and transient segmentation and metro-area performance by hotel chain scale.

## Destination Perception and Advertising Effectiveness Survey

(Summary of results to be shared Fall 2019)

Completed by Longwoods International, this study will evaluate the perception of greater Phoenix as a leisure travel destination in five key domestic feeder markets. The study will also evaluate Visit Phoenix's digital and out-of-home advertising in these markets, gauge marketing effectiveness and advertising ROI.

## Meeting Planner Destination Perception Surveys

(Summary of results to be shared Fall 2019 and Spring 2020)

Completed by Watkins Research Group and STR, Inc., these surveys ask meeting planners to rate 40+ domestic and Canadian meetings destinations on destination and venue selection factors, destination deterrents, and meeting marketing and information sources.

## Phoenix Convention Center Hotel Room Night Compression Study

(Summary of results to be shared late 2019)

Completed by STR, Inc., this study will evaluate how convention center groups from 2016-2018 impacted hotel RevPAR in various submarkets in the Phoenix-metro area.

## Phoenix Convention Center Attendee Behavior Intercept Survey

(Summary of results to be shared Spring 2020)

This year-long study, conducted by Arizona State University, surveys convention center attendees and downtown visitors to better understand attendee demographics, attendee perceptions and ratings of various destination attributes, activities, types of transportation used, and locations visited while in the destination and Arizona.

## Phoenix Domestic Visitor Profile Report

(Summary of results to be shared Summer 2020)

Completed by Longwoods International, this report will estimate total domestic visitation to the city in 2019 including overnight and day trip visitation and summarize visitor trip purpose, activities, transportation, booking methods, origin markets, demographic information and more.

## Phoenix Visitor Impact Report

(Summary of results to be shared Summer 2020)

Completed by Tourism Economics, this report will estimate total visitation to Phoenix in 2019 including international visitors and summarize current and historical visitation and visitor spending trends back to 2014. Tourism Economics then determines visitor impacts on the region in terms of total business sales, employment, personal income, and taxes generated.

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