

VISIT  
**PHOENIX**

2025-26

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**BUSINESS  
DEVELOPMENT  
PLAN**





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# A Look Ahead...

Over the past year, Phoenix has welcomed a vibrant array of newcomers—visitors, residents, professionals, and explorers—all drawn by the energy, opportunity, and spirit of our desert city. This remarkable momentum is no accident. It's a direct result of your passion and commitment to sharing what makes Phoenix truly exceptional. Every achievement propels us forward, sparking curiosity about what's next and inspiring confidence in what lies ahead. As we set our sights on the coming year, that same spirit will continue to guide and shape our journey.

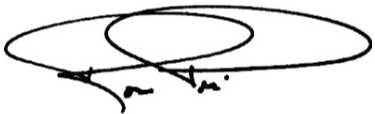
This October, we'll celebrate a major milestone as we host SEMICON West—marking the beginning of a long-term partnership that will see this premier global industry event return in 2027 and 2029. It's a powerful testament to how far we've come. Phoenix is no longer just a destination on the map—we're helping redraw it. And the momentum continues to build. In 2026, we'll proudly welcome the NCAA Women's Final Four for the first time, bringing the nation's top college athletes to our city and creating unforgettable experiences for fans, families, and the entire community.

We've already seen the transformative impact of a strong summer convention season at the Phoenix Convention Center, bringing vital business during one of the year's most pivotal times. In Phoenix, big things don't just happen—they're made. We do more than host events—we create experiences that spark innovation, shape industries, and connect people from across the globe. With a strategic emphasis on meetings and conventions tied to our region's fastest-growing sectors—semiconductors, biomedicine, healthcare, engineering, and fintech—we're positioning Phoenix as a global center of progress and possibility.

Looking forward, we're continuing to drive demand for our members through bold, proactive sales and marketing strategies. We're also excited to introduce the Sports & Events Commission—a dynamic new department dedicated to strengthening Phoenix's role as a premier host city for world-class events.

As the fifth-largest city in the nation, Phoenix is stepping confidently into the spotlight. Ours is a city defined by grit, warmth, hospitality, and ambition. As we look ahead, we do so with optimism, energy, and an unwavering belief in the extraordinary opportunities that lie before us.

Sincerely,



President & CEO  
Visit Phoenix



# WHO WE ARE

## ABOUT US

Visit Phoenix is a nonprofit 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 operates as a well-oiled machine by cultivating and maintaining relationships with our clients and partners that include convention and meeting planners, journalists and influencers, and travel agents and tour operators, all in the name of securing significant business to our destination.

Additionally, 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 nearly 900 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 STATEMENT

Promote the power of travel to elevate our communities and inspire our visitors.

# VISION STATEMENT

Greater Phoenix is the must-experience destination delivering an unmatched blend of outdoor and urban life.

# CORE VALUES

## COMMUNITY Together, We Rise

We are members of our rich and diverse communities, and we build bridges for representation and inclusion both within and beyond.

## INNOVATION Reinvention Lives Here

We are purveyors of innovation, and we approach every new frontier with a boldness inspired by our partners and thought leaders.

## TRUST Confidence Is Our Game

We are stewards of trust, and we honor that commitment by driving local impact and delivering measurable results.

## PASSION Ignite Greatness

We are fueled by our passion to rise beyond our comfort zones, and we continuously grow through the cycle of success.



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# TOURISM ECONOMICS





# 2024 PHOENIX VISITATION & IMPACTS

**20.8**  
**MILLION**

Total visitors  
to Phoenix

**\$5.0**  
**BILLION**

In direct  
visitor spending

**\$3.0**  
**BILLION**

In personal  
income generated

**56,599**  
**JOBS**

Supported

**\$703.3**  
**MILLION**

In state & local  
taxes generated

**\$8.58**  
**BILLION**

Total economic  
impact of tourism

Source: Tourism Economics

## CITY OF PHOENIX VISITOR VOLUME BY SPENDING, BY MARKET

Reflects amounts in millions of visitors, \$ millions, \$ per person

	2020	2021	2022	2023	2024	YOY Growth
<b>Total Visitors</b>	<b>13.4</b>	<b>16.3</b>	<b>19.5</b>	<b>20.4</b>	<b>20.8</b>	<b>2.2%</b>
Domestic	12.8	15.9	18.5	19.2	19.5	1.7%
International	0.5	0.4	1.0	1.2	1.3	11.1%
<b>Total Visitor Spending</b>	<b>\$2,332.6</b>	<b>\$3,188.5</b>	<b>\$4,434.6</b>	<b>\$4,834.4</b>	<b>\$5,008.7</b>	<b>3.6%</b>
Domestic	\$2,038.1	\$2,954.6	\$3,887.3	\$4,083.1	\$4,165.3	2.0%
International	\$294.4	\$234.0	\$547.3	\$751.3	\$843.4	12.3%
<b>Per Visitor Spending</b>	<b>\$174.6</b>	<b>\$195.1</b>	<b>\$227.2</b>	<b>\$237.3</b>	<b>\$240.5</b>	<b>1.3%</b>
Domestic	\$158.8	\$185.8	\$209.7	\$212.9	\$213.6	0.3%
International	\$558.8	\$530.1	\$555.9	\$629.3	\$636.0	1.1%

Source: Tourism Economics



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# CONVENTION SALES



The Convention Sales Department strategically drives group business to Greater Phoenix through two distinct sales verticals:

- The Citywide Sales team secures large-scale conventions that utilize the Phoenix Convention Center and multiple downtown hotels and venues.
- The Hotel & Resort Sales team targets single-property meetings and events across Greater Phoenix's portfolio of hotels and resorts.

This dual approach maximizes destination-wide economic impact, aligns with strategic growth sectors, and supports year-round occupancy and revenue generation.

In FY 25/26, Visit Phoenix will focus on increasing room nights booked at area resorts, expanding market reach, and enhancing conversion rates through data-driven sales and marketing efforts. By prioritizing convention center bookings and aligning cross-departmental efforts through Convention Sales, Sports & Events, Destination Services, and Tourism, the organization is poised to deliver measurable outcomes, strong ROI for stakeholders, and sustained economic impact for the Greater Phoenix region. Below is the breakdown by department that falls under Convention Sales.

## STRATEGY #1

Drive business into the Phoenix Convention Center and Greater Phoenix Hotels and Resorts.

### TACTICS

- Launch a collaborative citywide strategic exercise with executives from the Phoenix Convention Center and major downtown convention hotels, led by consultants at 2Synergize. The exercise will establish aligned parameters for sound business practices and create a sustainable framework to collectively pursue vetted opportunities—addressing short-term gaps while strengthening our long-term convention bookings portfolio.
- Leverage expertise and guidance through strategic collaboration with our new M+C agency of record, Digital Edge, as well as our new creative agency, Giant Noise, to curate compelling, actionable, and measurable messaging and sales tools across all B2B mediums and digital and social channels.
- Host FAM trips in the fall and spring, in collaboration with the downtown hospitality community including the Phoenix Convention Center, economic development partners as well as our hotel and resort partners.
- Leverage third-party intermediary partnerships, including—but not limited to—participation in the Maritz Global Events Activate event in May 2026 in Scottsdale, which will host over 150 strategic buyers and decision-makers.
- Execute a Program of Work consisting of four major appointment-based tradeshow and a series of sales missions covering both traditional and emerging opportunity markets in the North and Southeast, as well as host events geared toward the local market (Ref. FY 25/26 Program of Work).



## STRATEGY #2

Identify and address pace deficits during key periods—such as holidays and summer months—at the Phoenix Convention Center and surrounding hotels for all future years.

### TACTICS

- Leverage business intelligence analytics and a variety of databases (ex. MINT+, Knowland, SIC Code Lists, and Cvent Analytics) to inform and uncover new business opportunities that meet over need periods and holidays.
- Conduct quarterly business reviews with convention resorts to accelerate and assist in closing business during need periods by deploying Visit Phoenix resources such as comprehensive site visit support, destination marketing assets, and financial incentives as appropriate.
- Continue leveraging the momentum from hosting the Religious Conference Managers Association (RCMA) Conference in January 2025 to capture incremental opportunities that help fill summer need periods across both convention portfolios.

## KEY PERFORMANCE INDICATORS

### Citywide Sales

- 345,000 room nights booked into downtown Phoenix hotels for all future years.
- 305,000 delegates booked into the Phoenix Convention Center for all future years.
- 450 leads generated.

## STRATEGY #3

Expand and strengthen collaboration with local stakeholders and economic development partners to position Phoenix as a premier hub for leading technology, healthcare innovation, and STEM-related conventions that advance the region's target industries.

### TACTICS

- Increase collaboration with the City of Phoenix's economic development partners (ex. Sky Harbor Airport, GPEC, ACA, and PBC) to attract meetings and conventions that align with the city's growth sectors, including microchip manufacturing and supporting industries, advanced biosciences, clean and sustainable technologies, and healthcare innovation.
- Meet with the economic development working group on a quarterly basis to proactively identify and pursue conventions that align with these industries, while also supporting their business attraction efforts.
- Leverage storytelling and messaging through paid and earned media, podcasts, and high-visibility platforms to highlight the region's intellectual capital as a magnet for hosting knowledge-industry conventions.

### Hotel and Resort Sales

- 372,000 room nights booked into Greater Phoenix hotels and resorts all future years.
- 550 unique leads produced for Greater Phoenix hotels and resorts.

## PROGRAM OF WORK | PARTNERSHIP OPPORTUNITIES

A high-level look at the convention sales Program of Work for FY 25/26 follows:

Date	Program	Location
July 9-11	Destinations International Annual Convention	Chicago, IL
July 29-Aug. 1	ConferenceDirect CDX	Las Vegas, NV
Aug. 9-12	ASAE Annual Meeting	Los Angeles, CA
Aug. 12-13	Canadian Meetings and Expo	Toronto, Canada
Aug. 25-27	Connect Marketplace	Miami, FL
Aug. 26-28	Maritz Activate	Louisville, KY
Sept. 4-7	ASAE CEO Conclave	Las Vegas, NV
Sept. 7-9	TSAE Annual Conference	San Antonio, TX
Sept. 10	Destination Celebration Event	Milwaukee, WI
Sept. TBD	DC Client Event	Washington, DC
Sept. 24	ASAE Summit Awards Dinner	Washington, DC
Sept. 24	Destination Celebration Event	Kansas City, MO
Oct. 7-9	IMEX	Las Vegas, NV
Oct. 13-16	TEAMS Conference & Expo	Columbus, OH
Oct. 27-30	Meetings Made Easy	Charlotte Harbor, FL
October 30th	Planners & Partners Event	Phoenix, AZ
October TBD	Hotel & Resort FAM	Phoenix, AZ
November 1-3	Austin Food & Wine Festival	Austin, TX
Nov. 5	MPI Dallas Event	Dallas, TX
Nov. 10-11	Etherio Connect	Atlanta, GA
Nov. 10-13	ConferenceDirect Forum	Tampa, FL
Dec. 3-4	Holiday Showcase	Chicago, IL
Dec. TBD	CVB Reps Holiday Party	Washington DC
Jan. 11-14	PCMA Convening Leaders	Philadelphia, PA
Jan. TBD	Emerald ACE	TBD
Feb. 5 - 8	WM Phoenix Open FAM	Phoenix, AZ
Feb. 10-12	RCMA Emerge	Lexington, KY

Feb. 2026	MeetNY	New York, NY
March TBD	Denver Client Event	Denver, CO
March TBD	ConferenceDirect APM	TBD
March TBD	Philly & New Jersey Client Events	Philly & New Jersey
April 21-23	Sports ETA	Las Vegas, NV
April TBD	DC Sales Mission	Washington, DC
April TBD	Simpleview Users Conference	TBD
May TBD	Chicago Client Events	Chicago, IL
June TBD	PCMA EduCon	TBD
June TBD	CVENT Connect	TBD
June TBD	Maritz Elevate	TBD
June TBD	HelmsBriscoe ABC	TBD
June TBD	Association Forum Honors Gala	TBD
June TBD	ACESSE	TBD
June TBD	E Sports Travel Summit	TBD

Please inquire your interest to participate with the following contacts:

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# SPORTS & EVENTS



Beginning in FY 25/26, the Visit Phoenix Sports & Events Commission will serve as a strategic driver in attracting high-impact events that generate overnight visitation and elevate Greater Phoenix's global brand. Focusing on youth and amateur sports, arts and culture festivals, entertainment experiences, and emerging tech events, the commission will pursue opportunities that align with the region's strengths, diversify the event portfolio, and stimulate long-term economic growth.

## STRATEGY #1

Position Greater Phoenix as a dynamic destination for amateur and youth sports, arts, culture, technology, and lifestyle events that drive economic impact, community engagement, and global recognition.

### TACTICS

- Conduct introductory meetings with over 50 event rights holders across various verticals, including sports, arts, culinary, tech, and lifestyle.
- Participate in youth sports industry trade shows, such as Sports ETA, TEAMS, and Connect Sports.
- Scout targeted sporting events in other markets to network with event organizers and gain logistical insights into how similar events can be operationalized in and around Greater Phoenix.
- Define and promote the Commission's identity and value proposition.
- Launch foundational brand elements, including a logo, tagline, and a distinctive sports and events URL hosted on [www.visitphoenix.com](http://www.visitphoenix.com).
- Develop a storytelling content library in partnership with our creative and M+C agency partners, working alongside the arts and culture community, our sports advisory cohort, and leaders in lifestyle, culinary, and the creative class.

## STRATEGY #2

Elevate the Sports & Events Commission effort through local partnership building.

### TACTICS

- Host a local industry kick-off meeting to introduce the Commission and establish ongoing cadence.
- Conduct a venue inventory and develop a centralized calendar of event capacities in collaboration with City of Phoenix Parks & Recreation and a range of indoor and outdoor venues.
- Establish working groups or advisory committees by sector (e.g. culinary, arts, youth sports).
- Build alignment with Visit Phoenix and key stakeholders, including but not limited to the Arizona Diamondbacks, Phoenix Suns, Arizona Sports & Tourism Authority, Arizona Sports & Entertainment Commission, Artlink Inc., Arizona Tech Council, Arizona State University, University of Arizona, and Fiesta Bowl, among others.

### KEY PERFORMANCE INDICATORS

- Over 50 rights holders and prospect engagements.
- Secure three new sports & events for the destination.
- Build two event partnerships.
- Establish a stakeholder advisory group and implement a consistent engagement cadence.
- Develop foundational branding to establish and position the Commission.
- Initiate sports module CRM buildout and develop event calendar framework.



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# DESTINATION SERVICES



The Destination Services Department functions as the client success arm of Convention Sales—serving as a vital liaison between meeting professionals, Visit Phoenix member businesses, and community partners. The team delivers tailored planning support, promotional tools, and registration assistance to ensure seamless execution and a positive experience that drives repeat business.

## STRATEGY #1

Strengthen alliance with the Phoenix Convention Center, downtown hotels' services teams, and Downtown Phoenix Inc. to enhance the delegate experience in downtown.

### TACTICS

- Conduct quarterly business review meetings with the Phoenix Convention Center event operations team and hotels to build rapport and proactively address rolling 90-day service opportunities.
- Participate in monthly downtown convention sales and services strategy meetings with the DOSM of all major hotels, Phoenix Convention Center sales leadership, and Downtown Phoenix Inc.
- Participate in monthly meetings with Downtown Phoenix Inc., Phoenix Community Alliance, and Roosevelt Row community business leaders to advance the attendee experience.
- Issue a convention profile for each citywide group to the downtown community that details the conference schedule as well as share information about attendee preferences to build member awareness and ensure community preparedness.

## STRATEGY #2

Build relationships with a broad community of stakeholders, including members of the city's intellectual capital network—such as the Phoenix Bioscience Core, City of Phoenix Economic Development, Greater Phoenix Chamber of Commerce, and STEM industries—to support thought leadership, experiential programming, and other resources that enhance the convention attendee experience.

### TACTICS

- Ongoing participation in networking events and monthly meetings with local organizations.
- Create collateral to help identify local opportunities for industry to group collaboration, contacts, and background to help connect planners to resources.
- Engage local stakeholders in planning site visits when convention group industry aligns with their missions.



## STRATEGY #3

Enhance summer meeting attendee experience.

### TACTICS

- Research potential downtown transportation options to shuttle attendees to entertainment districts such as Roosevelt Row and CityScape during warm months.
- Work with downtown partners to enhance the summer experience with water stations, brightly colored and branded fans, and ambassador assistance with shade.
- Create a map of downtown water refilling stations (e.g. hotels, convention center, outdoor options).
- Send all summer groups the custom Summer Safety Tips document to be shared with attendees.
- Develop standards for Summer Site Visits to help partners and venues create and execute successful site visits and increase revenues.

## STRATEGY #4

Support event organizers to achieve attendance goals.

### TACTICS

- Create a webpage for meeting planners featuring unique partner offerings that provide out-of-the-box experiences to help differentiate Phoenix from other destinations.
- Cultivate a Phoenix Experience page that gathers all the best indigenous and local downtown experiences together to help planners bring Phoenix into their meetings.
- Provide event organizers with website links, collateral, destination photos and videos, custom destination announcement videos, email blasts, and QR codes linking to destination information—for use at the prior year's event, on conference websites, and in 'Know Before You Go' communications.
- Provide community-integrated Corporate Social Responsibility options to help groups leave a positive legacy in Phoenix.

### KEY PERFORMANCE INDICATORS

- Destination Manager Survey Rating from Meeting Planners: Goal 90%
- Destination Services Site Visit Ratings from Meeting Planners: Goal 90%

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# INSIGHTS & DEVELOPMENT





The Insights and Development Department strategically supports business development, sales, and marketing initiatives at Visit Phoenix through research and data analysis, aiming to optimize convention sales efforts, enhance destination marketing strategies, and foster tourism growth and economic development in the destination.

The department also provides industry and market performance trends to support Visit Phoenix members, inform local government stakeholders, and assist developers looking to expand in the market.

## OBJECTIVES

### **Conduct Market Analysis**

Conduct in-depth market and industry analysis to identify trends, opportunities, and challenges, providing insights to support business development, sales, and marketing strategies.

### **Marketing Performance and ROI**

Implement systems and conduct research to track and evaluate the performance of various marketing initiatives, including advertising campaigns and digital marketing efforts, to assess their impact on visitation and destination perception.

### **Convention Sales Data Analysis**

Develop a robust system for collecting and analyzing data related to convention sales efforts, including booking trends, lead generation sources, conversion rates, and impact generated from convention bookings.

### **Demand Forecasting**

Utilize historical market performance data, destination developments, booking pace reports, and event calendars to forecast future room demand in the destination, enabling proactive planning and resource allocation.

### **Stakeholder Engagement**

Collaborate closely with stakeholders, such as tourism boards, local businesses, and government agencies, to share insights, align objectives, and ensure that research findings are effectively integrated into broader destination and business marketing strategies and policies.

### **Data-driven Decision Making**

Promote a culture of data-driven decision-making within the organization by providing timely and actionable insights derived from research findings, empowering staff and stakeholders to make informed decisions.

### **Continuous Improvement and Training**

Regularly review and evaluate the performance of the research department against established goals and objectives. Invest in training and development opportunities for staff, ensuring proficiency in the use of data analytics tools and techniques.

# FY 24/25 KEY STRATEGIES

- **Ongoing Customization and Enhancement of the Symphony Intelligence Platform**
  - Continue refining and expanding the Symphony Intelligence Platform to better support data collection and insights.
- **Support the Phoenix Sports & Events Commission with Targeted Research**
  - Provide actionable research to enhance the planning and execution of sports and events in Phoenix, contributing to local tourism growth.
- **Engage in Leading Industry Conferences and Webinars**
  - Attend key events and webinars to stay informed on tourism research best practices and emerging industry trends, including:
    - U.S. Travel Association's ESTO
    - Travel & Tourism Research Association
    - Simpleview Summit
    - Destinations International's Annual Conference
    - Arizona Governor's Conference on Tourism
    - FuturePartners, Longwoods International, Tourism Economics, Miles Partnership, CVENT
- **Assist in the Development of Tourism Improvement Area (TIA) Legislation**
  - Provide research and data-driven insights to support the creation and refinement of TIA legislation to benefit Arizona's tourism ecosystem.
- **Complete the 2025 Phoenix Visitation and Economic Impact Report**
  - Finalize and publish the 2025 Phoenix Visitation and Economic Impact Report, providing a comprehensive analysis of visitation trends, economic contributions, and key findings to inform strategic decisions.
- **Develop the 2025 Domestic Visitor Profile**
  - Conduct research to create the 2025 Domestic Visitor Profile, capturing detailed insights into the behavior, preferences, and characteristics of domestic visitors to Phoenix, enabling more targeted marketing and engagement efforts.
- **Enhance Research on International Visitation and Economic Impact**
  - Improve research tracking international visitors and their impact on the Phoenix metro area's economy, with a focus on key international markets.
  - Conduct International Sentiment and Intent-to-Visit Surveys to gauge destination sentiment and the likelihood of visits from key international feeder markets, informing targeted marketing strategies.
- **Update Phoenix Resident Sentiment on Tourism Research**
  - Conduct a follow-up survey on Phoenix residents' perceptions of tourism, building on insights from the original Spring 2023 study to track changes and trends.
- **Ongoing Improvements and Innovation in Data Research**
  - Continue to evolve and improve research methodologies and platforms to support the growing needs of Visit Phoenix and its partners.

# PARTNER AND STAKEHOLDER OUTREACH PROGRAMS

- **Monthly Reports:** The department produces multiple reports monthly to keep members and stakeholders informed on market performance and trends.
  - Hotel & Vacation Rental Accommodations Summary
  - Hotel Pipeline Summary
  - Meetings & Conventions FuturePace Reports
    - Phoenix Convention Center
    - Hotel & Resort
    - All Bookings Report
  - 3-Month Major Events List
  - Annual Major Events
  - Domestic Overnight Visitation Summaries
- **Annual & Curated Research Reports**
  - 2025 Phoenix-metro Visitation, Spending & Visitor Impact Report
  - 2025 Greater Phoenix Domestic Visitor Profile
  - 2025 Phoenix Resident Sentiment Study on Local Visitor Industry
- **Visitor Trends Webinar Series:** The webinar series is designed to inform members on key trends in various visitor industry segments throughout the year. Each webinar includes an update on key performance indicators, local and national trends on the key topic of the month, and a guest presenter. The tentative schedule below may adjust based on guest speaker availability.
  - September 2025: Leisure Trends & Marketing Review
  - October 2025: Convention & Group Trends
  - November/December 2025: Airlift & Airports Update
  - January 2026: Leisure Trends & 2025 Hotel Performance
  - February 2026: Convention & Group Trends
  - March 2026: International Visitation
  - April 2026: Tourism & Economic Development
  - May 2026: Convention & Group Trends
  - June 2026: 2025 Visitation & Visitor Profile Overview
- **Member Events**
  - August: Visitor Industry Forecast Event



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# MARKETING



The Visit Phoenix Marketing Department oversees all organizational creative efforts, which includes the following:

- visitphoenix.com
- Social media channels
- Email marketing
- Advertising
- Collateral and merchandise
- Publication development
- Video production and photography

The department's primary goals are to ensure the integrity of the Visit Phoenix brand and to deliver a consistent marketing message to consumers and clients across all mediums.

## OBJECTIVES

The marketing department focuses on programs that best enhance the brand's reach with the resources provided. The principal efforts are executed via advertising opportunities in proven markets both nationally and internationally. Through these efforts, the objective is to build and strengthen awareness and perception of the destination by driving traffic to our website, ultimately increasing both leisure and business/convention travel to the Greater Phoenix area.

## STRATEGIES

### Creative Campaign

Visit Phoenix launched a creative campaign in 2023 entitled, The Desert Made Me Do It, that is currently targeted to both leisure travelers and meeting planners. The campaign highlights the innovation spawned by living in the Sonoran Desert, showcasing the synergy between the destination's natural environment and urban elements.

In addition to the overall strategy, the marketing department is focusing on the following segments:

- Food and Beverage: The destination has an extremely unique and powerful culinary scene, and the marketing department is working to ensure that national and international perceptions reflect that.

- Live Events: The destination's natural environment and urban amenities make it a prime location for large scale events in the sports and entertainment industries. The marketing department aims to establish and strengthen that reputation.
- Luxury: The Sonoran Desert, the culinary scene, and the hotel and resort offerings reveal that the destination can market to a higher income demographic. The marketing department is working to establish Phoenix proper as a luxury destination unique from its neighboring communities.

## KEY PERFORMANCE INDICATORS

The marketing team monitors the following to determine the success of its efforts:

- Website visitation and engagement
- Social media engagement
- Email subscribers
- Visitor Guide orders

According to a 2023 study from destination research firm Future Partners, visitphoenix.com generates roughly \$93 million in economic impact to the destination.

## Advertising Efforts

While there are several marketing efforts that are tracked through traditional media, the online suite of offerings is the most valuable. Digital placements are most aggressive during the winter and spring months, when audiences in cold-weather destinations are most engaged with the destination's attributes. There are numerous marketing efforts in the digital space, which include programmatic display, search, and CTV, as well as placements on proven platforms such as Condé Nast, Fodor's Travel, and Modern Luxury. Visit Phoenix has also partnered with a new creative agency, Giant Noise, to continue our promotion of the destination.

## Sales Support

The marketing department supports the organization's sales efforts via collateral, organic website and social content, as well as paid placements in trusted meetings publications including Meetings Today and PCMA/Convene. Advertising has recently shifted from traditional print placements to higher-impact efforts, including email newsletters, podcasts, speaking engagements, geotargeting, and retargeting. The goal of these efforts is to not only increase awareness and improve perceptions, but to also establish the destination as an economic powerhouse in industries such as tech, healthcare, and sports and to establish the organization's sales team as subject matter experts. Visit Phoenix has also partnered with a new strategic agency, Digital Edge, to continue our support of sales efforts.

## Social Media

The organization uses social media as a quick and effective way to increase awareness and improve perceptions of the destination. The marketing department is active on the following channels, based on proven success of these platforms in the digital environment:

- Facebook
- Instagram
- LinkedIn
- TikTok
- YouTube
- Pinterest

## Geographic Targets

The marketing team determines its primary audiences and potential markets based on internal and external research, trends, and metric tracking. The information below is subject to change as new opportunities arise.

### Primary Markets

- Chicago, IL
- Dallas, TX
- Denver, CO
- Los Angeles, CA
- Southern California
- Arizona (excluding Maricopa County)
- Seattle, WA
- Albuquerque, NM
- New York City, NY
- Las Vegas, NV

### Secondary Markets

- Boston, MA
- Minneapolis, MN
- Salt Lake City, UT
- Washington, D.C.
- San Francisco, CA
- Portland, OR

### Summer Markets

- Arizona (excluding Maricopa County)
- Southern California
- San Francisco, CA
- Colorado
- Nevada
- New Mexico
- Texas

### International Markets

- Mexico:
  - Mexico City
  - Monterrey
  - Guadalajara
- Canada:
  - Calgary
  - Ontario (Toronto focus)
  - Vancouver
- Europe:
  - London, ENG
  - France
- Asia:
  - Taiwan



## Media Plan

The media plan is the result of a year-long strategic planning based on visitor and meeting planner research, as well as trends in the advertising space. The information below is subject to change as new opportunities arise.

Please contact Steven Totten, Director of Marketing, at [stotten@visitphoenix.com](mailto:stotten@visitphoenix.com) for the most current version of the media plan.

## PRIMARY & SECONDARY MARKETS

PRIMARY + SECONDARY GEOS													
DIGITAL	Summer Support		Shoulder	Fall		Peak			Spring			Summer Support	
Display			\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00		\$63,000.00
Social Display			\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00		\$63,000.00
Sojern Display			\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00	\$7,000.00	\$7,000.00	\$7,000.00		\$75,000.00
Facebook/Instagram			\$3,000.00	\$6,000.00	\$5,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$6,000.00	\$5,000.00	\$7,000.00		\$56,000.00
Facebook/Instagram - Houston Spring Training							\$3,500.00	\$3,500.00					\$7,000.00
TikTok			\$3,000.00	\$6,000.00	\$6,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$5,000.00	\$6,000.00	\$7,000.00		\$57,000.00
YouTube (TrueView + Bumpers)			\$3,500.00	\$6,500.00	\$6,500.00	\$6,500.00	\$6,500.00	\$6,500.00	\$5,500.00	\$5,500.00	\$5,500.00		\$55,500.00
CTV/OTT - Premium + Standard Blend			\$40,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$40,000.00	\$30,000.00		\$410,000.00
Live Sports					\$10,000.00			\$10,000.00		\$10,000.00			\$30,000.00
Online Video			\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00		\$81,000.00
Sojern OLV				\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00					\$50,000.00
SEM + PMAx			\$18,000.00	\$18,000.00	\$18,000.00	\$18,000.00	\$18,000.00	\$18,000.00	\$18,000.00	\$18,000.00	\$18,000.00		\$162,000.00
Co-Op Match (Sojern)			\$25,000.00										\$25,000.00
DIGITAL TOTAL:	\$0.00	\$0.00	\$133,500.00	\$128,500.00	\$137,500.00	\$130,500.00	\$134,000.00	\$144,000.00	\$114,500.00	\$114,500.00	\$97,500.00	\$0.00	\$1,134,500.00
TRADITIONAL													
Food + Wine Activation					\$113,636.36								\$113,636.36
Conde Nast - Crown Unit 6 Week Placement							\$28,409.09						\$28,409.09
Airport Outdoor					\$34,965.45	\$34,965.45	\$34,965.45	\$34,965.45	\$34,965.45				\$174,827.25
Times Square DOOH							\$39,772.73						\$39,772.73
Arizona Travel Guide												\$13,181.82	\$13,181.82
TRADITIONAL TOTAL:	\$0.00	\$0.00	\$0.00	\$0.00	\$148,601.81	\$34,965.45	\$103,147.27	\$34,965.45	\$34,965.45	\$0.00	\$0.00	\$13,181.82	\$369,827.25
PRIMARY + SECONDARY TOTAL:	\$0.00	\$0.00	\$133,500.00	\$128,500.00	\$286,101.81	\$165,465.45	\$237,147.27	\$178,965.45	\$149,465.45	\$114,500.00	\$97,500.00	\$13,181.82	\$1,504,327.25

## INTERNATIONAL MARKETS

INTERNATIONAL GEOS													
CANADA	Summer Support		Shoulder	Fall		Peak			Spring			Summer Support	
Display			\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00					\$30,000.00
CTV/OTT			\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00					\$45,000.00
Online Video			\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00					\$21,000.00
<b>CANADA TOTAL:</b>	\$0.00	\$0.00	\$16,000.00	\$16,000.00	\$16,000.00	\$16,000.00	\$16,000.00	\$16,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$96,000.00
MEXICO													
Display			\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00					\$36,000.00
CTV/OTT			\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$9,589.82					\$59,589.82
Online Video			\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00					\$30,000.00
<b>MEXICO TOTAL:</b>	\$0.00	\$0.00	\$21,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$20,589.82	\$0.00	\$0.00	\$0.00	\$0.00	\$125,589.82
FRANCE + LONDON													
Display	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00						\$42,000.00
CTV/OTT	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00						\$70,000.00
Online Video	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00						\$35,000.00

## SEASONAL MARKETS

SEASONAL HAPPENINGS													
DIGITAL	Summer Support		Shoulder	Fall		Peak			Spring			Summer Support	
Social	\$54,772.73	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$109,772.73
<b>SEASONAL TOTAL:</b>	\$54,772.73	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$109,772.73





# COMMUNICATIONS



Visit Phoenix's Communication Department oversees local, regional, national, and international media relations and communications efforts with the goal of positioning Greater Phoenix as a leading destination for leisure travel and business events. The department actively cultivates relationships with various media stakeholders, including journalists, editors, travel writers, content creators, and representatives from travel media platforms.

## OBJECTIVES

- Provide engaging content and story angles for editorial coverage in top-tier\*, travel trade, meetings trade, regional, and international media outlets.
- Create story ideas to introduce the destination to new media outlets.
- Pitch fresh story ideas to media outlets that have previously featured the destination.
- Engage with trade media to highlight key attractions like the Phoenix Convention Center and downtown Phoenix.
- Expand Greater Phoenix's presence in established and emerging regional and international markets.
- Pitch and secure local interest stories and angles for broadcast coverage.
- Continue to showcase the destination's mega-event calendar and economic impact efforts.
- Continue to bolster Corporate Communications arm in conjunction with community outreach.
- Represent Greater Phoenix at international travel-trade media missions and shows.
- Engage with all local partners and stakeholders to ensure perpetual local media coverage.
- Engage with trade publications to secure continuous meeting/conference/business travel buzz for the destination.
- Showcase the destination's magnetism for all things mega-event related in all applicable pitches.

*\*Publications or websites with a digital viewership exceeding 500,000 UVMs and 50,000 circulation*

## STRATEGIES

To achieve these objectives, the Communications team employs various strategies, including:

- Conducting media missions in key markets to spotlight the destination.
- Securing one-on-one meetings with national publications for in-depth coverage.
- Curating tailored media tours to showcase the destination to visiting journalists.
- Attending appointment-based conferences to meet with media and pitch destination stories.
- Targeting Greater Phoenix's top feeder markets local publications for localized placements.
- Creating buzz in emerging markets to strengthen interest in leisure and group travel.
- Researching editorial calendars and providing timely seasonal information to national and international media.
- Responding to media queries for story leads and idea development to create destination exposure.
- Offering up-to-date facts and figures as requested by media and stakeholders.
- Engaging with travel media through participation in domestic trade shows and tourism-related conferences.
- Monitoring and analyzing media outcomes and placements, shows and tourism-related conferences.

Through these concerted efforts, Visit Phoenix's Communications Department aims to elevate the profile of Greater Phoenix, attract diverse visitors, and contribute to the region's tourism growth and economic development.

## MEDIA MISSIONS AND CONFERENCES PROGRAM OF WORK

The Communications department leads media missions and attends appointment-based conferences to secure editorial coverage for the Greater Phoenix area. The goal is to promote Greater Phoenix to meeting and convention clients, travel trade media, and domestic and international leisure travel markets. Media missions combine targeted media events and one-on-one appointments with top travel and travel trade media and digital partnerships including editors, writers, journalists, travel content creators (influencers), and bloggers. The department uses destination research on flight patterns and visitor trends to best decide media mission markets and where to concentrate efforts. Additionally, the team attends professional development conferences throughout the year to ensure the team is fully tapped into the latest industry updates, trends, and most effective practices when working with media.

### Upcoming Media Mission Markets\*

- Los Angeles- March 2026
- New York- April 2026
- Chicago- May 2026

*\*Please note all media mission dates are subject to change based on market availability and local events that could impact media attendance. Additional markets could be added based on international flight announcements or domestic travel patterns.*

### Upcoming Conferences

- ESTO- August 17-19, 2025
- IPW- May 18-22, 2026
- PRSA Travel and Tourism Conference- June 7-10, 2026

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# TOURISM





The Tourism Department promotes Greater Phoenix to travel professionals, tour operators, wholesalers, and receptive operators. By fostering strong travel trade relationships, promoting targeted campaigns and our members, the department enhances the visitor experience, increases the length of stay, and boosts both domestic and international leisure travel to the region. These efforts support broader destination awareness and contribute to a healthy, year-round visitor economy.

## STRATEGY #1

Increase awareness of the Greater Phoenix area as a premier leisure destination by connecting with key domestic and international travel professionals through direct outreach, in-market events, and hands-on destination experiences.

### TACTICS

- **Tradeshows** – Visit Phoenix participates in appointment-based tradeshows that facilitate face-to-face leisure business meetings, helping clients add or update product inventory and learn about the destination.
- **Tourism Sales Missions, Client Events** – Visit Phoenix travels to target domestic and international key markets, along with member participants, to meet with travel professionals and ensure they are knowledgeable and have exclusive offers.
- **Site Inspections and Familiarization Tours** – Visit Phoenix hosts key clients from around the world, in partnership with our members, Arizona Office of Tourism, and state DMOs, to introduce and promote the current and new product inventory.

## STRATEGY #2

Support the growth of leisure travel to Greater Phoenix by providing destination training for travel professionals and using research and data to guide outreach in key and emerging markets.

### TACTICS

- **Visit Phoenix** will conduct quarterly virtual destination educational webinars for travel professionals to enhance market knowledge.
- **Leverage travel trade co-ops and marketing efforts** with select tour operators to promote special travel packages that drive room nights and increase exposure for the destination.
- **Collaborate with the Arizona Office of Tourism and Phoenix Sky Harbor International Airport** and leverage data insights to expand reach and exposure to emerging markets (e.g. India, Japan, Australia).
- **Leverage Amadeus-Agency360 insights** to target high-volume travel agencies.

## STRATEGY #3

Enhance Greater Phoenix's visibility and accessibility in key domestic and international markets by fostering strategic partnerships that support air service promotion, trade representation, and collaborative outreach efforts.

### TACTICS

- Work closely with Phoenix Sky Harbor International Airport to attract and promote new domestic and international flights.
- Participate in annual trade missions to primary feeder markets such as Mexico and Canada with the City of Phoenix and statewide stakeholders to boost visitation and support economic development.
- Leverage international trade representative partnerships on an ongoing basis in the UK, Germany, and France to maximize exposure to the European travel trade market.

## STRATEGY #4

Grow and promote the greater Phoenix region among sports and luxury leisure travelers by working with travel partners, sports teams, and tourism organizations.

### TACTICS

- Partner with the marketing team to create custom luxury destination itineraries, travel trade newsletters, and marketing materials—including ads, magazines, banners, portal destinations—to highlight Greater Phoenix's luxury amenities to luxury consortia agents.
- Collaborate with the Arizona Diamondbacks, Phoenix Suns, and Arizona Cardinals to attract out-of-market travel to Phoenix from the UK, Canada, Mexico, Germany, and France.
- Create and promote special sports tourism packages in collaboration with local professional and amateur sports entities, offering ticket bundles, unique experiences, and accommodations tailored to sports enthusiasts.

A high-level look at the tourism sales Program of Work for FY 25/26 follows:

Date	Program	Location
July 28-30	GTM Luxury	Phoenix, AZ
August 1-2	ASTA Fiesta in the Desert	Phoenix, AZ
August 12-15	Mountain West Tourism Sales Mission	Denver, CO
September 9-12	West Tourism Sales Mission	Salt Lake City & Provo, UT
October 13-17	AAA Tourism Sales Mission	Southern California
October 20-23	Brand USA Travel Week	London, UK
November 17-21	Texas Tourism Sales Mission	Dallas & Houston, TX
December TBD	AOT German Trade Sales Mission	Germany
January 10-13	ABA Marketplace	Reno, NV
February TBD	Mexico Tourism Sales Mission	Mexico City & Monterrey
March TBD	AOT France Trade Sales Mission	France
March TBD	AOT UK Trade Sales Mission	United Kingdom
March 31 - April 4	Go West Summit	Las Vegas, NV
April TBD	AOT Eastern Canada Trade Sales Mission	Eastern Canada
April TBD	Sports Mexico Tourism Sales Mission	Mexico City
April TBD	East Coast Tourism Sales Mission	Washington, D.C.
May 17-21	IPW 2026	Fort Lauderdale, FL
<b>Hosted Familiarization (FAM) Tours</b>		
July TBD	Domestic Luxury FAM (GTM Luxury Pre/Post FAM)	Phoenix, AZ
September TBD	Germany Trade FAM	Phoenix, AZ
October TBD	Brand USA Canada FAM	Phoenix, AZ
October TBD	France Trade FAM	Phoenix, AZ
November 14-16	Domestic Luxury FAM (Signature Travel Network)	Phoenix, AZ
November TBD	Mexico Trade FAM	Phoenix, AZ
December TBD	UK Trade FAM	Phoenix, AZ

Please inquire your interest to participate with the following contacts:

**Beckie Kedzie**, Tourism Coordinator: [bkedzie@visitphoenix.com](mailto:bkedzie@visitphoenix.com)

**Maria Lourdes Delgado**, Director of Tourism: [mdelgado@visitphoenix.com](mailto:mdelgado@visitphoenix.com)



## KEY PERFORMANCE INDICATORS

- Leads – Grow lead generation to increase room night production and product inventory by 10%.
  - Visit Phoenix generates business opportunities for our members through leads, resulting in room night production for hotels and resorts, as well as adding product inventory for attractions, transportation, and culinary experiences.
- Client Reach – Expansion of client reach through targeted sales calls, events, FAMs, and sites by 5%.
  - Visit Phoenix remains visible in target markets by scheduling sales calls, client events, and co-op marketing tactics to establish a new audience.
- Destination Training – Engage 3-5 new international markets annually.
  - Visit Phoenix will conduct destination training to select audiences, providing destination updates, upcoming events, and new market product development. This will be measured by the number of training sessions and attendee participation.

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# COMMUNITY ENGAGEMENT



The Community Engagement department fosters collaboration, trust, and participation among diverse stakeholders.

## OBJECTIVE

To foster meaningful connections between Visit Phoenix, the tourism industry, and the local community by promoting collaboration and ensuring tourism has a valued voice in local conversations.

## STRATEGY

Tourism is a powerful driver of economic growth, generating revenue, supporting local businesses, creating jobs, and fueling broader development. Our goal is to actively engage and inform residents and businesses about the value of tourism, foster authentic and memorable experiences, preserve cultural heritage, and ensure that tourism delivers meaningful and lasting benefits to the entire community.

## TACTICS

- **Partnership Development:** Proactively engage with local businesses, community organizations, and cultural institutions to support initiatives that elevate tourism and generate broad regional benefits.
- **Community Education and Advocacy:** Identify and leverage opportunities to showcase tourism's positive economic, cultural, and social impact. Emphasize the industry's role in being a responsible steward of natural resources and a strong supporter of small and local businesses.
- **Enhanced Communication:** Strengthen engagement through consistent communication channels—newsletters, social media, and in-person presentations—to keep business and residents informed about tourism initiatives, events, and opportunities to participate.
- **Tourism Workforce Investment:** Support and promote programs that develop a skilled and motivated tourism workforce. Prioritize professional development and retention efforts to improve service quality and ensure long-term industry resilience.



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# MEMBERSHIP



Membership with Visit Phoenix is a strategic partnership designed to foster long-term relationships that drive economic impact through tourism. Through sustained engagement, members benefit from increased brand recognition, expanded customer reach, and a stronger voice in shaping the region's tourism landscape. Membership supports our broader business development goals by attracting new revenue streams, enhancing community engagement, and reinforcing our commitment to regional economic vitality.

## STRATEGY #1

To enhance the engagement of visitors with local businesses, the Membership team will deliver on the recommendations made during the previous year by our consultant agency. These recommendations will focus on increasing communication, determining expectations, and delivering meaningful benefits to local member businesses.

### TACTICS

- Create a curated list of events that meet the requested value of our top member types.
- Cultivate timely and focused communication with member contacts to include individual goal setting and accountability on maximizing those goals within the list of member benefits.

## STRATEGY #2

To boost member participation in advertising opportunities, the team will roll out a targeted communication and engagement strategy. This includes tailored advertising packages aligned with specific member needs, integration into regular member communications, and promotion of the updated media kit. The goal is to enhance understanding of available opportunities and highlight the value of increased visibility through Visit Phoenix platforms, supporting revenue growth, member relationships, and destination marketing impact.

### TACTICS

- Segment members by industry, size, and marketing goals to create tailored advertising packages.
- Schedule personalized outreach (calls or emails) from member services reps to introduce packages.
- Create a digital flipbook or interactive version of the media kit for easier engagement.
- Provide one-on-one consultations to help members identify the best-fit advertising options.
- Share performance metrics with members to reinforce the value of their investment.

## KEY PERFORMANCE INDICATORS

Increasing communication and engagement with members will drive a 15% increase in the number of members who participate in additional advertising with Visit Phoenix in FY 25–26.



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# VISITOR EXPERIENCE



At Visit Phoenix, the visitor experience is at the heart of our mission. We are committed to creating meaningful, memorable, and seamless interactions for every traveler who engages with our destination. Through strategic partnerships, curated content, and community collaboration, we ensure that every touchpoint—from trip planning to post-visit reflection—reflects the unique spirit and hospitality of Greater Phoenix.

Our approach to visitor experience is both data-informed and people-driven, designed to enhance satisfaction, encourage repeat visitation, and generate positive word-of-mouth that fuels long-term tourism growth. By investing in the visitor journey, we not only support our partners but also strengthen the region's reputation as a world-class destination.

## STRATEGY #1

Launch and market the newly created TAP into PHX program – designed to educate frontline staff and locals on how to speak positively about the Greater Phoenix destination.

### TACTICS

- Create a marketing plan for the program aimed at onboarding member companies with frontline staff.
- Begin to organize a reward program for those who complete the program.
- Hold quarterly events for program participants.

## STRATEGY #2

Continue to strengthen and use the Visit Phoenix App for collaborations with local entities and event engagement.

### TACTICS

- Create and execute a schedule of in-app notifications that aligns with the itinerary calendar.
- Incorporate space in the app into ad sales program.

## STRATEGY #3

Strengthen community ties and elevate destination appeal by partnering with local corporate stakeholders to co-create immersive, co-branded pop-up events. These activations will showcase the Greater Phoenix experience, foster local pride, and engage residents and visitors. Leveraging partner reach and resources, Visit Phoenix will amplify visibility, deliver shared value, and deepen community engagement.

### TACTICS

- Identify and onboard potential partners to the program while prioritizing partners with strong, local presence and marketing reach (e.g. sports teams, retail brands, hospitality groups, etc.).
- Develop a calendar of themed pop-up events (e.g. culinary showcases, cultural festivals, wellness activations).
- Ensure each event integrates both Visit Phoenix and partner branding, with shared storytelling and promotional assets.
- Launch joint marketing efforts across digital, social, and traditional media channels.
- Collect visitor data (opt-in) for future engagement and remarketing.
- Recognize partner contributions and community impact to encourage long-term collaboration.

## KEY PERFORMANCE INDICATORS

Measure a baseline of visitor engagement touchpoints in the community (measured by event attendance, QR code scans, email sign-ups, and social media interactions) through co-branded pop-up events by the end of FY 25–26.

# VISIT PHOENIX

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