




VISITPHOENIX

2016-17 BUSINESS DEVELOPMENT PLAN

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MISSION STATEMENT

Visit Phoenix is a private, non-profit corporation that promotes and markets Greater Phoenix as a year-round convention and leisure-traveler destination. We target potential visitors and convey the message that Greater Phoenix is the nation's premier location for meeting facilities, resorts, hotels, spas, golf courses, culture, cuisine and outdoor adventure.

Visit Phoenix represents more than 1,000 member businesses and spearheads convention and tourism efforts both domestically and internationally. We are committed to education relevant to the hospitality industry, and our performance and reputation is achieved through the efforts of a highly qualified and professional staff.

CONVENTION SALES

Visit Phoenix's Convention Sales Department represents the two distinct meeting products in Greater Phoenix: (1) the downtown Phoenix market, anchored by the Phoenix Convention Center; and (2) the hotel and resort market. The department comprises two sales teams: The Citywide Sales Team books groups at the convention center, while the Hotel/Resort Sales Team books groups at area hotels and resorts.

OBJECTIVES

- Provide direct-sales advocacy, for all levels of group business, to member hotels and the Phoenix Convention Center.
- Expand opportunities for sales-marketing collaborations, and create a dedicated communication channel for sharing market data to hotel partners.
- Provide a client-focused Program of Work offering incremental business and client-networking opportunities.
- Expand and enhance partner alliances with the goal of increasing destination exposure and business opportunities.

STRATEGIES

Direct Sales Advocacy

Visit Phoenix's direct-sales efforts will continue to adhere to a balanced approach, addressing all business segments, from small meetings to citywide conventions. The sales department will remain deployed geographically—according to group-size segmentation and vertical-market

application—to ensure all business and seasonal needs are provided for. (See sales-territory maps on pages 6 and 7.)

Direct Sales areas of focus for fiscal year 2016-17 will include:

- Continued collaboration with hotel partners to provide high-impact site-tour opportunities like the “See It to Believe It” promotion, which offers complimentary flights to qualified groups of 200 peak rooms or more.
- Continued support of the Phoenix Convention Center Five-Year Strategic Plan, which has been integrated into the Convention Sales department’s Program of Work and sales goals. This strategic plan prioritizes retaining convention business, maximizing convention center occupancy and utilizing Convention Center Preferred and Exclusive Partners.
- Creation of business leads through synergies with local industries, business allies and community leaders.
- Prospecting and developing citywide and in-house business for the need period between Memorial Day and Columbus Day, 2017-2020. Sales efforts will concentrate on national associations, religious groups, youth sports, fraternal organizations and multi-level marketing companies—each of which is a business segment that has shown a propensity to meet during this need period and provides the benefit of high delegate volume.

Communications and Collaborations

Visit Phoenix will hold specific forums and produce value-added opportunities for member hotels in fiscal year 2016-17. Forums will highlight available cooperative client events, programs and efficiencies available via Visit Phoenix’s CRM platform, and updates on Visit Phoenix marketing campaigns and website developments.

Specific communication and collaboration efforts will include:

- Monthly meetings with downtown convention stakeholders to discuss booking strategies, pace reviews and activity updates.

- A biannual Hotel Sales & Marketing Forum for directors of sales and directors of marketing (to be held Fall 2016 and Spring 2017).
- Establishment of a Visit Phoenix Sales Information Channel to provide member hotels with shared market data and specific citywide and in-house room-night pace information.

Partnership Hosting

Visit Phoenix will replace its annual resort and citywide Business Education Trips (BETs) with partnership-based events that fulfill the dual purpose of (1) exposing the destination to specific client groups and (2) building partnerships with meetings-industry corporate groups.

Visit Phoenix will cooperate with local hotels and resorts, the Phoenix Convention Center and industry associations to co-host or co-sponsor the following events:

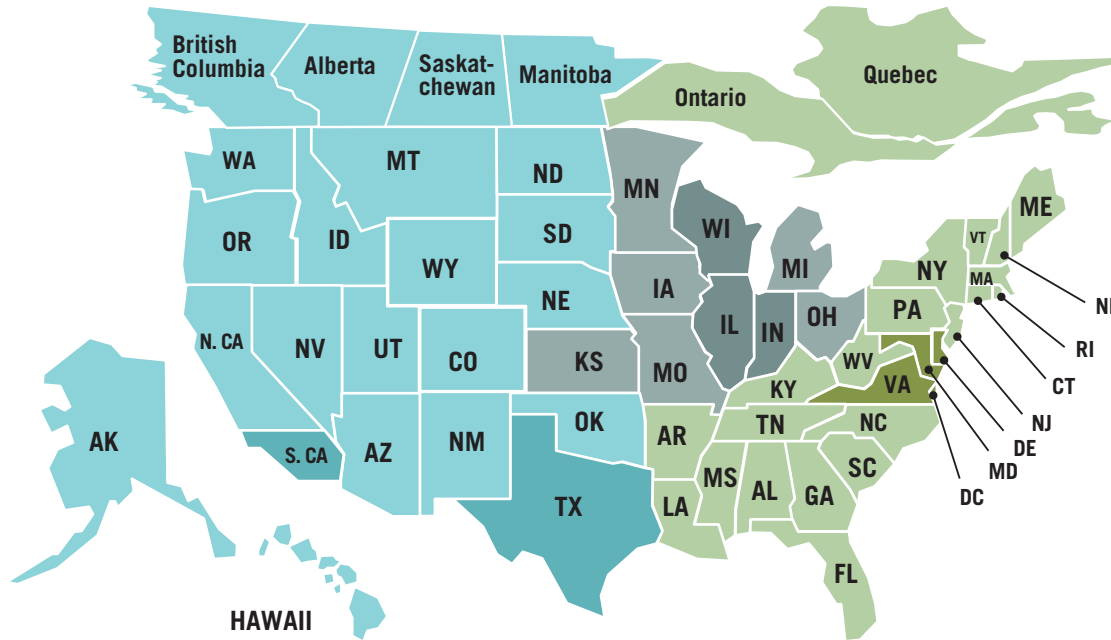
- Small Business Legislative Exchange (December 2016, site TBD)
- Marriott Corporate Stars Event (December 2016, JW Marriott Desert Ridge)
- Smart Meetings West National (September 2016, Arizona Biltmore Resort)
- Conference Direct Top Producers Conference (date TBD, Westin Kierland)

Strategic Agreements with Electronic-Lead Platforms and Third-Party Partners

Visit Phoenix will maintain and enhance its presence on electronic platforms and with third-party companies in fiscal year 2016-17. These platforms and partners assist in increasing leads and booking efficiencies between Visit Phoenix and its member hotels and resorts.

- Visit Phoenix will maintain its presence level on Cvent's e-lead platform. Lead volumes continue to increase each year, and Visit Phoenix's Marketing Department will continue to populate available banner and digital space with destination imagery, product updates and group incentives.
- Visit Phoenix's annual partnerships with third-party meeting companies such as Helms Briscoe, Experient and Conference Direct continue to generate lead referrals, while also providing end-user client access and inclusion in annual conferences and client forums.

CONVENTION CENTER / CITYWIDE TEAM



WESTERN U.S. & CANADA

Excluding TX & Southern CA

Chris Robertson

National Convention Sales Manager

(602) 452-6221

croberson@visitphoenix.com

- All west coast citywide excluding TX & S. CA

MIDWEST & RELIGIOUS/ FRATERNAL

KS, MO, MN, IA, MI & OH

Donn Oswald

Director of Midwest Sales

(602) 452-6219

doswald@visitphoenix.com

- Midwest: 501+ peak rooms
- Vertical: Religious & Fraternal

TEXAS & SOUTHERN CA

Heather Trent

Director of National Accounts

(512) 600-1574

htrent@visitphoenix.com

- All Citywide

EASTERN U.S./CANADA

Sally Forrest

Director of National Accounts

(602) 452-6229

sforrest@visitphoenix.com

- Northeast & E. Canada: All Citywide
- Southeast: 501+ peak rooms

MID-ATLANTIC

DE, MD, VA, DC & IMN

Tom Michalisko, CMP

Director of National Accounts

(202) 459-4484

tmichalisko@visitphoenix.com

- 1,001+ peak rooms

Maribel Velazquez

Director of National Accounts

(202) 459-4480

mvelazquez@visitphoenix.com

- 1,000 or less peak rooms
(convention center)

MIDWEST IL, WI & IN

Troy Karnoff

Director of National Accounts

(312) 216-8777

tkarnoff@visitphoenix.com

- 501+ on peak

CITYWIDE BUSINESS DEVELOPMENT

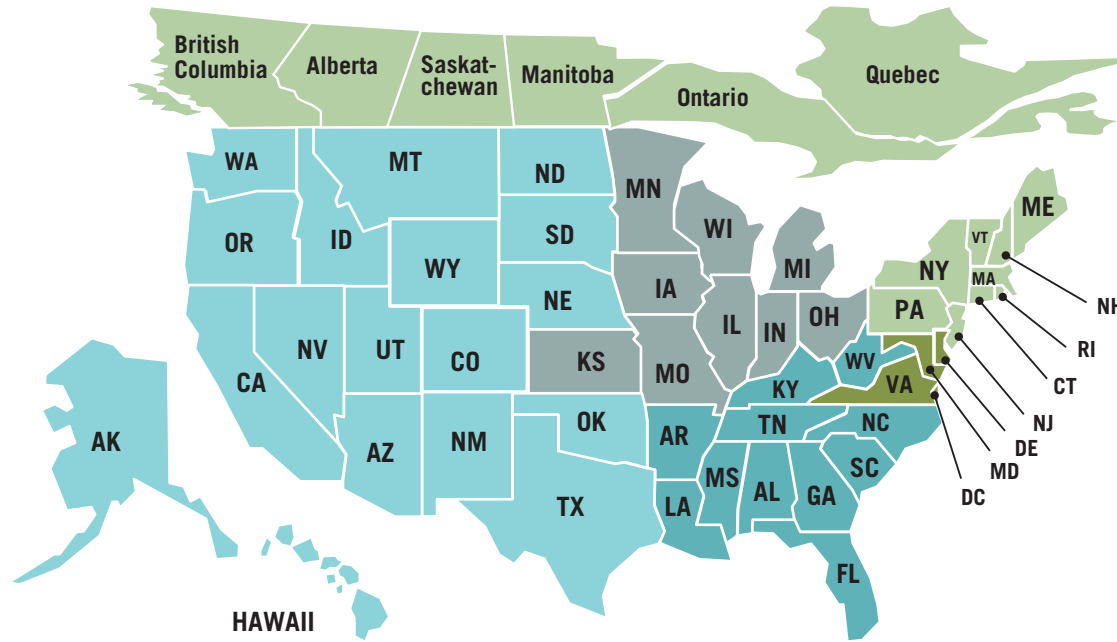
Ryan Pivonka

Citywide Business Development Manager

(602) 452-6221

rpivonka@visitphoenix.com

HOTEL RESORT TEAM



WESTERN U.S./CANADA

Amanda "AJ" Altaras

Director of National Accounts

(602) 452-6214

aaltaras@visitphoenix.com

- West: 126+ peak rooms excluding convention center
- Vertical: All Religious excluding Citywide

MIDWEST

Maria Eaton, CMP

National Sales Manager

(602) 452-6239

meaton@visitphoenix.com

- Midwest: 126+ peak rooms
- Midwest Citywide: 500 peak rooms or less

SOUTHEASTERN U.S. & MID-ATLANTIC

Mark Metcalfe

National Sales Manager

(202) 459-4481

mmetcalfe@visitphoenix.com

- Mid-Atlantic: 10-125 peak rooms
- Southeast: 10+ peak rooms
- Southeast Citywide: 500 peak rooms or less

NORTHEASTERN U.S. & CANADA

Julie Nicolazzi, CMP

Director of National Accounts

(602) 452-6218

jnicolazzi@visitphoenix.com

- Northeast: 126+ peak rooms excluding convention center
- Canada: 10+ peak rooms excluding convention center

MID-ATLANTIC

DE, MD, VA, DC & IMN

Maribel Velazquez

Director of National Accounts

(202) 459-4480

mvelazquez@visitphoenix.com

- Mid-Atlantic: 126+ peak rooms
- Mid-Atlantic Citywide: 1,000 peak rooms or less

Alyssa Hurt

National Sales Manager

(602) 452-6248

ahurt@visitphoenix.com

- Nationwide: 125 peak rooms or less excluding Mid-Atlantic & Southeast
- Vertical: Non-convention center team sports

PROGRAM OF WORK

Visit Phoenix annually develops a Program of Work designed to offer member hotels and venues, DMCs, and other partners the opportunity to participate in our sales initiatives for the new fiscal year, which starts July 1, 2016, and concludes June 30, 2017. 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.

For general information regarding our program of work, please contact Director of Sales Lorne Edwards at (602) 452-6210 or ledwards@visitphoenix.com.

Date	Event	City	Participation
July 26-28	CESSE	Omaha, NE	N/A
July 31-Aug. 2	Experient E4	Las Vegas	N/A
Aug. 13-16	ASAE	Salt Lake City	\$2,750 per member
Aug. 15-17	IncentiveWorks	Toronto	\$1,800 per member
Aug. 25-27	Connect Marketplace	Grapevine, TX	N/A
Sept. 7-8	Meet Washington DC	Washington D.C.	N/A
Sept. 6 - 9	Conference Direct CDX	Tampa, FL	N/A
Sept. 13 - 15	Desert in DC Sales Mission	Washington D.C.	\$2,500 per member
Sept. 15-17	Congressional Hispanic Caucus	Washington D.C.	N/A
Sept. 16-18	Congressional Black Caucus	Washington D.C.	N/A
Sept. 26 – 29	TEAMS Conference & Expo	Atlantic City, N.J.	\$900 per member
Oct. 3 – 5	Denver Sales Mission	Denver, CO	\$1,500 per member
Oct. 18 – 20	IMEX America	Las Vegas, NV	\$3,750 per member
Oct. 25 - 27	Connect Faith	Orlando, FL	\$1,500 per member

Date	Event	City	Participation
Nov. 1 – 3	Texas Sales Mission	Dallas, TX	\$2,000 per member
Nov. 16 – 19	Conference Direct Top Perform	Phoenix, AZ	N/A
Nov. 10	PCMA Bowl-a-thon	Chicago area	\$900 per member
Nov. 14 - 17	Northwest Sales Mission	Seattle, WA	\$1,500 per member
Nov. 30 – Dec 3	NCBMP	St. Louis, MO	\$350 per member
Nov. 28 – Dec 1	Southeast Sales Mission	Atlanta & Raleigh D	\$1,200 per member
Dec. 8 – 11	Marriott CPC	Phoenix, AZ	N/A
Dec. 12 – 14	American Express INTERaction	New Orleans, LA	\$2,750 per member
Dec. 15	CSAE Holiday Showcase	Chicago	\$1,900 per member
Dec. 17	CVB Reps Holiday Event	Washington D.C.	N/A
Jan. 8 - 11	PCMA	Austin, TX	\$900 per member
Jan. 23 - 26	CA Sales Mission	North & Southern, CA	\$2,500 per member
Feb. 7 – 9	RCMA	Chicago, IL	\$2,100 per member
Feb. 8 - 10	AMC Institute	Ft. Lauderdale, FL	N/A
Feb. TBD	Destinations Showcase	Washington D.C.	PCC Only
Feb 27 – March 2	Ohio Sales Mission	Columbus, OH	\$1,500 per member
March 14 – 16	MIC of Colorado	Denver, CO	\$1,200 per member
March 5-9	Conference Direct APM	San Antonio	N/A
March TBD	Experient Envision	TBD	N/A
March 15-17	MIC Colorado	Denver	\$1,200 per member
March 12 - 15	Pharma Forum	Washington D.C.	N/A
April 4 - 6	Minneapolis Sales Mission	Minneapolis, MN	\$1,500 per member
April 9 – 13	Conference Direct APM	Baltimore, MD	N/A

Date	Event	City	Participation
April 30 – May 3	Chicago Sales Mission	Chicago Area	\$2,000 per member
May 23 – 25	XDP Xperience Design Project	Washington D.C.	\$TBD per member
June 5 – 8	Northeast Road Show	MA/CT/NYC	\$2,500 per member
June TBD	PCMA Education Conference	TBD	N/A

CONVENTION SERVICES

The Convention Services Department is the services arm of Convention Sales. Acting as a liaison between meeting planners, Visit Phoenix's member businesses, key community partners and our own Visit Phoenix associates, the department assists meeting professionals with all aspects of their promotional and planning needs.

OBJECTIVES

- Strengthen Visit Phoenix's alignment with the Phoenix Convention Center and downtown hotels' convention-service teams with the goal of increasing booking retention for citywide convention groups.
- Expand housing opportunities for Visit Phoenix member hotels with our preferred convention housing partner, Connections Housing.
- Promote Visit Phoenix's registration services and skilled registrar assistance not just to groups meeting at the convention center, but to those meeting at hotels and resorts across Greater Phoenix.
- Increase staffing levels to provide Convention Service coverage for in-house convention groups and to communicate available services via social media.
- Expand outreach to member businesses by attending events alongside the Convention Sales team and hosting one-on-one meetings and open-house events to share ideas and increase awareness of Visit Phoenix services.

STRATEGIES

“Show Your Badge” Program

Addressing consistent client concerns and negative feedback regarding the entertainment value of downtown Phoenix will be a major point of emphasis for fiscal year 2016-17. The development and launch of the “Show Your Badge” initiative will highlight restaurants, entertainment venues and things-to-do ideas for convention delegates meeting in downtown Phoenix and the midtown business district.

Specific elements of the Show Your Badge initiative will include:

- Development of direct-marketing tools designed to foster engagement between the Convention Services team and convention attendees prior to their arrival in downtown Phoenix.
- Messaging to downtown businesses to illustrate the economic opportunities represented by convention attendees.
- Wayfinding assistance for convention delegates within downtown Phoenix and the midtown corridor.
- Increased communication and information sharing with downtown hotels, restaurants and other convention partners about convention-group demographics and dynamics.
- Integration of all available downtown Phoenix entertainment information, mapping and logistical applications for ease of use in convention-group mobile apps.
- A platform for downtown and midtown businesses to highlight customized promotions targeting convention delegates.
- Educating incoming groups about the expanded downtown convention footprint, inclusive of the midtown business district where additional attendee-requested amenities are located.

MARKETING

The Marketing Department oversees all advertising and marketing efforts for Visit Phoenix. This includes advertising, visitphoenix.com, email marketing, social media, travel guides, collateral development, video production, photography and consumer research. 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.

OBJECTIVES

In fiscal year 2016-17 the Marketing Department will focus on programs that will best enhance the brand's reach through a variety of advertising opportunities in proven markets. The department's objectives in the new fiscal year remain consistent: to build and strengthen awareness of the destination and drive traffic to our newly enhanced website, visitphoenix.com. As always, our goal is to increase travel to the Greater Phoenix area from both leisure travelers and meeting attendees.

STRATEGIES

Maintaining a strong online presence is essential to keeping Greater Phoenix a top-of-mind destination for consumers. This is especially important during the winter months, when the destination's attributes resonate with residents in cold-weather cities.

We will continue to advertise and partner with websites and platforms such as TripAdvisor, Facebook and Travelzoo, which have consistently produced strong results for us. Additional websites and platforms where we will advertise this year include Place IQ and Roadtrippers.

We will increase our commitment to the Google platform, which includes paid search, display, retargeting and video. We continue to see positive results with Google. Our cost-per-click (CPC) campaign generates nearly 10 percent of the traffic to visitphoenix.com, and more than 575,000 video views have resulted from our YouTube advertising in the past two years. Additionally, we are able to use our nSight travel intelligence to optimize Google buys geographically and by visitor personas.

Online banner advertising will allow us to reach potential visitors through geotargeting, as well as reinforce our print and/or outdoor digital presence in markets such as Los Angeles, San Francisco, Chicago, Minneapolis and Canada.

Reaching travelers via print remains an important part of our consumer-marketing strategy. We will advertise in *Midwest Living* (Greater Chicago and Minnesota) and *Sunset* (Southern California). These targeted regional ads, in conjunction with our other in-market advertising efforts, have historically proven effective at driving traffic to our website. We also will continue to advertise in airline publications, including *American Way*, *EnRoute* (Air Canada) WestJet's *Up!* magazine and Southwest's *Spirit*.

We will continue to complement our online and print advertising with out-of-home (OOH) digital placements in Chicago, Dallas, Denver, Los Angeles, Minneapolis, New York, San Diego, San Francisco, Washington D.C., and Canada.

For the meetings market, we will maintain a strong presence in trade publications such as *Meetings & Conventions*, *Successful Meetings*, *Associations Now* and *Convene*. Additional publications include *Smart Meetings*, *Association FORUM of Chicago* and *ASPIRE*. These print placements will be supplemented by digital efforts such as native advertising and e-newsletters, direct sales and participation in several trade events that target meeting planners. We will also purchase outdoor digital placements in Washington D.C. and Chicago to support Visit Phoenix's sales efforts in these significant meetings markets.

In addition to advertising programs, the Marketing Department will continue to reinforce both citywide and resort sales efforts with collateral development, video/photography production, email-marketing support and website content.

DETAILED MEDIA PLAN

For a detailed media plan, refer to page 17. Please note that this plan is subject to change and dependant on our final marketing budget.

WEBSITE, SOCIAL MEDIA & EMAIL MARKETING

The Marketing Department launched a new, responsive website in November 2015. During fiscal year 2016-17 we will continue to create content and optimize the site to ensure a positive user experience and drive organic search. We will also work with Destination Analysts to conduct a new website ROI study. (Our last study with Destination Analysts was completed in fiscal year 2012-13.)

Social media will remain an integral part of our marketing and communication efforts. We continue to grow our presence in this medium with the goal of engaging our audiences and influencing travel to Greater Phoenix.

Here is where social-media-savvy consumers can find us:



facebook.com/visitphoenix



twitter.com/visitphoenix



instagram.com/visitphoenix



youtube.com/visitphoenix



thehotsheetblog.com



pinterest.com/visitphoenix

Email marketing continues to be an effective way for us to reach consumers who have expressed interest in traveling to Greater Phoenix. We communicate with our opt-in database once a month, providing information on events, deals and activities—which, according to recent polling of our subscribers, is the type of information that is most beneficial to them. The department will continue to focus on growing the opt-in consumer list, with the goal of breaking the 50,000 mark this year.

2016-17 MEDIA PLAN: LEISURE - PRINT

SUBJECT TO CHANGE

LEISURE - PRINT	July	August	September	October	November	December	January	February	March	April	May	June
Air Canada EnRoute												
American Way AAL												
Arizona Official State Visitors Guide (Madden)												
Arizona Pride Guide												
Midwest Living												
Passport												
Southwest												
SummerScapes Pre-Print Insert												
Sunset - SoCal Distrib												
Tucson Lifestyle												
WestJet Magazine												

2016-17 MEDIA PLAN: MEETINGS - PRINT

SUBJECT TO CHANGE

MEETINGS - PRINT	July	August	September	October	November	December	January	February	March	April	May	June
ASPIRE (RCMA)												
Associations Now ASAE												
Connect Corporate (Collinson)												
Connect Association (Collinson)												
Connect Faith (Collinson)												
Convene PCMA												
Assoc. FORUM of Chicagoland												
Meetings & Conventions												
Meetings & Incentive Travel (Canada)												
Meeting Mentor												
MPI The Meeting Professional												
Meetings TODAY (Prev. Focus)												
PMPI Engage												
Smart Meetings												
Successful Meetings												
USAE Custom News												

2016-17 MEDIA PLAN: LEISURE - DIGITAL

SUBJECT TO CHANGE

LEISURE - DIGITAL	July	August	September	October	November	December	January	February	March	April	May	June
Air Canada TBD Distrib: Vancouver/ Western Canada Circulation: 300,000				17-Oct 300x250	7-Nov 300x250		9-Jan 300x250	6-Feb 300x250				
Passport Magazine Distrib: National Circulation: 164,000							200k Banner Ad 300x250 728x90 Prem. HP Slider 4 wks E-Newsletter Spons					
SWA swamedia.com/ magazine Distrib: National Circulation: 447,928								Southwest the Magazine 200x200 button	Digital Edition Video			

2016-17 MEDIA PLAN: MEETINGS - DIGITAL

SUBJECT TO CHANGE

MEETINGS - DIGITAL	July	August	September	October	November	December	January	February	March	April	May	June
ASAE asaecenter.org Distrib: National					728x90	728x90	728x90					Assoc. Buyer's Guide enhanced listing inc.50 words
Aspire (RCMA) e newsletters Distrib: National Distrib.: 2,000			14-Sep 728x90 or 300x250			14-Dec 728x90 or 300x250				8-Mar 728x90 or 300x250		8-Jun 728x90 or 300x250
Mcmag.com Distrib: National Impressions: 375k/mo.				Destination of the Month Spons. HP, dest. Pf, facility search, 2 dedicated emails			HP Native Content 1 mos. Top Banner, Rectangle			Destination of the Month Spons. HP, dest. Pf, facility search, 2 dedicated emails		
Meeting News DIGITAL Distrib: National Impressions: 11k/mo.					Meeting News TUESDAY Video Pre-Roll Top logo + Link 75k/day for 4 days 11/1, 11/8, 11/15, 11/22			Meeting News TUESDAY Video Pre-Roll Top logo + Link 75k/day for 4 days 2/1, 2/8, 2/15, 2/22		Meeting News TUESDAY Video Pre-Roll Top logo + Link 75k/day for 4 days 4/4, 4/11, 4/18,		
MeetingsToday.com Distrib: National Impressions: 8k/mo.			Sponsored Content	300x250 feature video						Sponsored Content	300x250 feature video	
MPIweb.org Distrib: National Impressions: 8k/mo.					HP Spons. Video					HP Advertorial		
MPI Digital Edition MPIweb.org Distrib: National Impressions: 8k/mo.				Video link; digital edition		Video link; digital edition		Video link; digital edition				Video link; digital edition

2016-17 MEDIA PLAN: MEETINGS - DIGITAL (continued)

SUBJECT TO CHANGE

MEETINGS - DIGITAL	July	August	September	October	November	December	January	February	March	April	May	June
PCMA ConveneMag.org Digital Edition Distrib: National			Video link; digital edition DMAI Co-Op Use CVBs	Video link; digital Urban Planner edit profile		Video link; digital Full PG 4C	Video link; digital Leadership Profile			Video link; digital Spec. Sec. Top 10 Reasons to Visit PHX	Video link; digital DMAI Co-Op Use CVBs	
PCMA Convene@PCMA Weekly e-newsletter Distrib: National			TH 9/29 300X250	TH 10/27 300X250			TH 1/19 300X250					
PCMA.ORG Distrib: National Tuesday - Monday				20-Oct Native Advertising PKG		15-Dec Native Advertising PKG		2/7/2017 Native Advertising PKG		4/18/2017 Native Advertising PKG		
Suc. Mtgs.com DIGITAL Distrib: National Impressions: 11,000 avg; 398 Cl			Destination of the Month Spons. HP, dest. Pf, facility search, 2 dedicated emails								Native Adv. Spons. Content	
USAe Custom News Distrib: National e-Blasts 4000; digital editions 20,000				Custom Eblast				Custom Eblast				
USAe Digital USAe-MAIL 2x wkly nwsltr Distrib: National TU; TH WKLY newsletters 36k	7/7 Video+ link email 7/13 Webinar Cldr 700pX120p	8/2 Video link wkly email 700pX120p	9/8 Video+ link email 9/19 Splash PG 700pX120p	10/11 Video+ link email 10/12 Webinar Cldr 700pX120p	11/13, 11/22 Video link wkly email 700pX120p	12/6 Video link wkly email 700pX120p						

2016-17 MEDIA PLAN: OUTDOOR

SUBJECT TO CHANGE

Outdoor	July	August	September	October	November	December	January	February	March	April	May	June
Chicago - Lamar Distrib: Chicago Loop, Downtown, River North				4 Digital LED Panels 10'x10' 10/10-11/20			4 Digital LED Panels 10'x10' 1/16-2/26					
Chicago - GreenSigns Distrib: Loop & Near West				4 Digital LED Panels 10'x10' 10/10-11/20			4 Digital LED Panels 10'x10' 1/16-2/26					
Chicago-Intersection Distrib: Transit Chicago Loop, Downtown, River North				Digital Transit Platform & Urban Panels 10/31-11/27			Digital Transit Platform & Urban Panels 1/16-2/26					
Chicago - Macerich Shops at North Bridge Distrib: 520 N. Michigan Ave.				Lg. Digital 2-sided 7'x12" 10/17-11/13			Lg. Digital 2-sided 7'x12" 1/16-2/26					
Chicago -MGMalls-Water Tower Place Distrib: 835 N. Michigan Ave.				Lg. I 2-sided 18'H x 13'W 10/17-11/13			Lg. I 2-sided 18'H x 13'W 1/16-2/26					
Dallas - Outfront Downtown Digital Network				Dwtn Ntwk 16'x9" HD 10/3-10/30			Dwtn Ntwk 16'x9" HD 1/16-2/12					
Denver - Branded Cities Theater District #DTD 1001 14th St. & Champa St.				Theatre Dist. 25'x60' 10/3-11/13			Theatre Dist. 25'x60' 1/16-2/26					
Denver-StreetMedia Group Street Kiosks downtown Denver 16thSt Mall				Dwtn Ntwk 10/3-11/13			Dwtn Ntwk 1/16-2/26					

2016-17 MEDIA PLAN: OUTDOOR (continued)

SUBJECT TO CHANGE

Outdoor	July	August	September	October	November	December	January	February	March	April	May	June
Los Angeles - OutFront The Grove - Lobby							1 LED Bulletins 5'8"hx10'1"w 1/16-4/9			1 LED Bulletins 5'8"hx10'1"w 4/10-7/2		
Los Angeles - BIG OUTDOOR Santa Monica Place				Lg. Digital 32.4'wx18'h 10/17-11/13			Lg. Digital 32.4'wx18'h 1/16- 2/12			Lg. Digital 32.4'wx18'h 4/17-5/28		
Minneapolis- OutFront Minn & St. Paul				CityLites Digital Skyway Network Minn. and St. Paul 10/3-11/13			CityLites Digital Skyway Network Minn. and St. Paul 1/9-2/26					
NYC Subway-New Tradition Distrib: Grand Central Terminal				Grand Central Terminal Digital Platform 10/24-11/20			Grand Central Terminal Digital Platform 1/16-2/12 9-Jan					
NYC Subway-New Tradition Distrib: Union Square				Union Square Digital Platform 10/24-11/20			Union Square Digital Platform 1/16-2/12					
San Diego - Big Outdoor Fashion Valley Mall											Fashion Valley - STATIC 5/1-6/25	
San Diego -Westfield Westfield UTC										Westfield UTC-Central Plaza 4/17-5/28		
San Francisco-Interseccion Distrib: BART				Montgomery Station 10/3-10/30	Montgomery Station 11/7-12/4		Montgomery Station 1/16-2/12			Montgomery Station 4/17-5/28		

2016-17 MEDIA PLAN: OUTDOOR (continued)

SUBJECT TO CHANGE

Outdoor	July	August	September	October	November	December	January	February	March	April	May	June
San Francisco-OutFront Media										Fisherman's Wharf LED 4/3-6/25		
San Francisco - CCO Distrib: Gold Rush & Cable Car Ntwk				Digital Transit Cable Car Ntwk 10/17-11/27			Digital Transit Cable Car Ntwk 1/16-2/26					
Washington DC - ClearChannel Outdoor Distrib: Washington DC										Jefferson Ntwk 30 panels Half-slot XDP Event TBD		
Washington DC - Outfront Media Distrib: Washington DC METRO			DC Metro Ntwk 10 panels 72" LCD Sales Mission TBD 9/26 -10/9							DC Metro Ntwk 10 panels 72" LCD XDP Event TBD		
Washington DC - Monumental Outdoor Distrib: Washington DC METRO			Verizon Center 5-21'x2' panels 72" LCD :15 9/12 -10/9				Verizon Center 5-21'x2' panels 72" LCD :15 DMAI Dest. Showcase 2/9 1/16 -3/12			Verizon Center 5-21'x2' panels 72" LCD :15 XDP EVENT TBD 2-wks		
Canada - Toronto Pattison Outdoor Distrib: Toronto				Path Network & Spectacular screens 10/10 - 11/6			Path Network & Spectacular screens 1/16- 2/12					
Canada - Calgary AB Pattison Outdoor Distrib: Calgary				Calgary Airport YYC Digital Pylon Network 10/3-11/27			Calgary Airport YYC Digital Pylon Network 1/16-3/12					

MEDIA RELATIONS

The Media Relations department manages domestic and international media relations to promote Greater Phoenix's assets as a premier leisure-travel and meetings destination. The department establishes and fosters relationships with newspaper and magazine writers and editors, freelance travel writers, the authors of travel-industry websites and blogs, 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.

OBJECTIVES

The Media Relations team's prime objective is to generate positive publicity about Greater Phoenix and the offerings of its member businesses via media outlets that cover consumer travel, travel trade, meeting trade, outdoor recreation, cuisine, golf, spa, arts, the environment and lifestyle interests.

Media Relations goals for fiscal year 2016-17:

- Provide content/story angles for editorial coverage in top-tier media outlets (publications or websites with a viewership exceeding 20,000).
- Connect with local media each quarter to promote the Phoenix Convention Center, downtown Phoenix and Visit Phoenix advocacy efforts.
- Provide new story angles to media outlets that have featured the destination in the past.
- Increase tourism during off-peak periods through targeted media placement.

- Enhance Greater Phoenix’s reach into the Canadian, European and Mexican markets.
- Maintain the momentum established by previous national and international PR efforts.

STRATEGIES

The Media Relations Department will endeavor to generate media coverage by conducting media missions to key markets, securing desk-side appointments at national publications, and hosting customized media tours (CMTs) for visiting journalists.

The key markets where we will seek to generate interest from national and international publications—including print travel writers and social-media influencers—include New York, Los Angeles, San Francisco, Seattle, Vancouver, Toronto, Chicago and Washington D.C. Specific strategies the department will employ to reach its objectives include:

- Publicizing Greater Phoenix’s destination advantages, packages and promotions during appropriate consumer travel-planning periods.
- Coordinating visits for and/or hosting travel and trade journalists for customized media tours (CMTs).
- Developing and coordinating media missions to key markets.
- Researching editorial calendars in key publications and releasing pertinent seasonal information to national and international media.
- Providing up-to-date facts and figures as requested by media and constituents.
- Informing travel media about the character, quality and attractiveness of Greater Phoenix at domestic trade shows and tourism-association conferences, during PR/media missions, and at writer conferences.
- Reliably measuring and tracking media results and placements.
- Promoting Greater Phoenix at international travel-trade shows in Western Europe, Canada and Mexico.

TOURISM

The Tourism Department promotes Greater Phoenix to the domestic and international leisure-travel markets with the goals of maximizing length of stay and satisfactory experiences. To do this, the Tourism team works primarily through receptive operators, tour operators and travel agents.

OBJECTIVES

The department's primary objective is to generate interest in Greater Phoenix from receptive operators, tour operators and travel agencies—both domestically and internationally—to increase the volume of visitors traveling to Greater Phoenix and the number of room nights they book.

STRATEGIES

The leisure side of tourism presents ever-changing opportunities in Greater Phoenix, depending on the origin markets of our visitors. Leisure travelers visit our destination to take advantage of temperate weather—particularly in autumn, winter and spring—while summer remains a value proposition at the area's resorts and hotels.

The Tourism Department's Program of Work will focus on tailoring direct-sales and marketing efforts to seasonal visitors in a fiscally responsible way. That Program of Work will include trade shows, sales missions, familiarization trips (FAMs) and site inspections. We will also participate in marketing programs in travel-trade publications and educate clients through email marketing.

We consider our region's natural attractions to be cornerstones of selling the destination, and we will continue to educate clients about outdoor recreation and desert sightseeing in Greater Phoenix. Our marketing and sales efforts also will continue to highlight Phoenix's proximity to the Grand Canyon and Sedona. To increase the number of nights international visitors spend in the destination, we will encourage our trade partners to establish Phoenix as the metropolitan center of the Grand Canyon and/or Sedona visitor experience.

PROGRAM OF WORK

The Tourism department's Program of Work for fiscal year 2016-17 takes into consideration the travel trends present in the market and executes marketing campaigns, destination trainings, webinars and sales missions according to seasonality.

Domestic Market

According to the Arizona Office of Tourism (AOT), in 2014 Arizona welcomed 35 million overnight visitors originating from within the United States, and 19 million of those visitors stayed in the Phoenix/Central region. Sales missions, destination trainings and trade shows will be conducted in key domestic feeder cities in order to maintain and potentially increase visitation from these important markets. Members are invited to participate in sales missions as well as in the Visit Phoenix booth at U.S. Travel's annual IPW trade show.

August 2016	L.A. Receptive Mission
October 2016	Chicago Tourism Sales Mission
November 2016	East Coast Tourism Sales Mission
January 2017	Seattle/Portland Tourism Mission
February 2017	National Tour Association (NTA) Travel Exchange
April 2017	Las Vegas Tour Operator Tourism Mission
May 2017	AAA Southern California Tourism Sales Mission
June 2017	U.S. Travel Association's IPW

Mexico

Mexico continues to be the No. 1 market for international visitation to Arizona. The Arizona Office of Tourism reported that 3.8 million of the 5.7 million total international overnight travelers to Arizona in 2014 originated from Mexico.

October 2016	18th Annual Arizona Showcase
March 2017	AOT Mexico Sales & Media Mission

Canada

The Canadian market remains a strong target for Greater Phoenix, as nearly 900,000 Canadians visited Arizona in 2014, according to AOT. The Tourism department will conduct two sales missions to Canada this fiscal year, one to Eastern Canada and another to Western Canada. These missions will be open to member participation and include a client-appreciation event as well as visits to major travel agencies.

August 2016	Vancouver Tourism Sales Mission
December 2017	Toronto Tourism Sales Mission

Overseas

Arizona is a popular destination for the overseas market, and in fiscal year 2016-17 the Tourism team will focus on increasing destination exposure in the United Kingdom and Germany. After almost five years of not traveling to these markets, we will partner with AOT and visit one of these countries in fiscal year 2016-17. The department will continue to educate overseas operators about the destination's attributes by hosting them on FAMs, site inspections and destination trainings.

November 2016	World Travel Market (London)
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COOPERATIVE MARKETING PROGRAMS

September 2016	AZ Magazine-AZ Showcase
October 2016	Arizona Program Co-op UK
October 2016	Southwest Airlines Vacations
October 2016	Travel Impressions
November 2016	AZ Magazine Pre-Christmas Shopping
November 2016	GoGo Vacations Canada
November 2016	Arizona Co-Op Germany
March 2017	NTA Courier Magazine
April 2017	Southwest Airlines Vacations Consumer
May 2017	Pleasant Holidays

MEMBERSHIP

The Membership Department provides industry-focused resources to Visit Phoenix member businesses, exposing them to—and educating them about—the convention, meeting and leisure-visitor markets. Entering fiscal year 2016-17, Visit Phoenix has 1,106 unique members. The department is committed to supplying these members with relevant education, industry-specific business intelligence, and networking and marketing opportunities.

OBJECTIVES

In fiscal year 2016-17, the Membership Department will endeavor to forge new alliances with corporate partners that have a stake in economic development through tourism. Our department will endeavor to forge new alliances with corporate partners that have a stake in economic development through tourism. In addition, we will implement programming that creates awareness of Visit Phoenix activities and expands our members' understanding of how to best serve our mutual clients.

STRATEGIES

The Membership Department plans to enlist the services of a leading authority on membership to assist in revamping our offerings and increasing our effectiveness. We will continue to host quality mixers, giving our members the opportunity to engage in business-to-business networking opportunities and to meet a broader base of individuals in the hospitality industry.

New this year, we plan to collaborate with industry-related organizations like HSMAI, MPI, local DMOs and AzLTA to maximize business exposure for members, create greater awareness of Visit Phoenix and deepen our ties within the community.

Additional strategies we will pursue in fiscal year 2016-17 include:

- Refreshing the department's marketing and presentation materials to ensure their effectiveness and appeal.
- Redesigning the Orientation Program to better suit the needs of our members.
- Implementing on-boarding procedures to ensure retention of our newest members.
- Participating in activities and events in Greater Phoenix that forward our objectives.
- Continuing our role as project manager for the production of Visit Phoenix's signature publications, the *Destination Guide for Meeting and Travel Professionals* and the *Official Travel Guide to Greater Phoenix*.



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