



80 Snowy Mountain Circle/P.O. Box 160100 Big Sky, MT 59716
Big Sky Convention and Visitor's Bureau
Phone: (406) 995-3000 Fax (406) 995-3054
Website: visitbigskymt.com/bigskychamber.com Email: info@bigskychamber.com

Marketing Plan for Fiscal Year 2013

1. PURPOSE:

The purpose of the Big Sky CVB is to define the tourism needs of the community and develop marketing strategies and promotional projects that increase tourism, and enhance the economic development of Big Sky. Additionally, the CVB focuses on stabilizing the economic base for the community of Big Sky by working towards building strong year round tourism that addresses different messaging needs for different markets, including expanded shoulder seasons.

We strive to support meeting and convention business in conjunction with our community partners, and encourage tourist activity so that all Big Sky businesses' interests shall be recognized and prosper. We strive to maintain and enhance the unique qualities of the Big Sky area, encouraging visitor returns and referrals, growing the tourism base which is the major driving force in our community's economy.

The Big Sky CVB strives to achieve the above while adhering to our mission statement:

The Big Sky CVB's mission is to support economic growth and development of Big Sky through the promotion of tourism; and by showing support toward private organizations' ongoing efforts to encourage meetings & conventions in the Big Sky area. We aim to increase the year-round visitation of Big Sky by promoting our community as a premier Destination Resort Community boasting world-class recreation and amenities, all the while preserving the character of the community.

2. IDENTITY:

The change in Big Sky's strengths and challenges reflects the need for community branding, and the need to define our summer message. The CVB seeks to clearly define its goals and strategies in order to produce the best long-term results. We are charged with budgeting more wisely and marketing more effectively in future years based on the results of our intended branding and planning process.

Structured under the Big Sky Chamber of Commerce, the CVB takes on an important marketing role for the community of Big Sky by planning and executing year-round marketing based on input from community stakeholders and the Chamber of Commerce Board of Directors.

Strengths:

Proximity to Yellowstone National Park - Visitation to Montana's national parks is the #1 draw for visitors to our state. Specifically, visitation to Yellowstone National Park continues at near-record levels with visitation at more than 3.39 million people, including more than 1.39 million visitors traveling into the park via the busiest entrance at nearby West Yellowstone. Last year was the second highest visitation year in Yellowstone National Park. To put that in perspective and based on MDT traffic calculations, that comes to an annual average estimated daily traffic of 4,000 vehicles driving through our CVB per day. Big Sky is conveniently located within 50 miles of the west entrance to Yellowstone National Park. The Big Sky CVB is presented with great potential to capitalize off of this upward trend, specifically in warm season park visitation.

*Source: <http://www.yellowstone.co/stats.htm>

Yellowstone National Park Visitors by Entrance for 2011						
Month	East	North	Northeast	South	West	Total
Jan	213	12,716	0	3,217	8,371	24,517
Feb	157	13,946	0	3,817	10,254	28,174
Mar	20	12,600	0	1,766	4,342	18,728
Apr	0	15,473	0	0	12,674	28,147
May	8,921	56,654	14,270	34,981	93,017	207,843
Jun	85,624	116,555	32,544	139,610	259,982	634,315
Jul	121,040	148,433	59,855	195,483	382,125	906,936
Aug	101,811	144,538	57,970	171,627	329,227	805,173
Sep	64,707	108,100	41,484	112,505	209,554	536,350
Oct	18,079	35,821	11,510	32,497	77,526	175,433
Nov	559	7,633	0	1,110	2,895	12,197
Dec	57	9,813	0	2,502	4,137	16,509
Total	401,188	682,282	217,633	699,115	1,394,104	3,394,322

*Source: <http://www.yellowstone.co/stats.htm>

Our past research indicates that 75% of Big Sky's visitors took at least one day-trip, with 60.9% traveling to Yellowstone. Furthermore, 46.4% of Big Sky visitors were motivated to take the trip to Big Sky due to the proximity to the Park.*

*Source: Big Sky Convention & Visitor Bureau Conversion Research, Strategic Marketing & Research, Inc. April 2009 Visitor Profile Report

Recreational activities - Big Sky has a myriad of year-round recreational activities all located in our backyard. We are ideally suited for the geo-tourist with adventure and outdoor recreation such as, but not limited to: The Biggest Skiing in America®, the nation's #1 Nordic skiing center, snowboarding, snowmobiling, world-class blue-ribbon fly fishing, horseback riding, whitewater rafting & kayaking, golf, mountain biking, rock/ice climbing, world-class hiking trails, camping, zip-lining, and Big Sky Resort's Basecamp with the Lone Peak Tram (opening summer 2012 for the first time), high ropes course, climbing wall and paintball course. In addition, activities during the summer have been expanded to include weekly outdoor concerts including a multi-day Classical Music Festival, farmers' market series with over 80 vendors, arts festivals, and a two-day Professional Bull Riders (PBR) event. The 2009 SMARI study reports that winter visitors to Big Sky enjoy skiing/snowboarding (95% participate), visiting Yellowstone National Park (50% participate) and snowmobiling (30% participate). Summer visitors enjoy wildlife viewing (93% participate), visiting Yellowstone National Park (79% participate), hiking (64% participate), fishing (43% participate) and whitewater sports (29% participate). Our community is perfectly suited for winter and summer visitation, with an especially strong potential for increased warm season visitation.

Unique Experiences - The continued development and enhancement of unique activities and entertainment make Big Sky enticing to both the regional drive market and the out-of-state visitor. Big Sky's 25+ acre Community Park with growing amenities and trail expansion, summer concert series, farmers market, Shakespeare in the Park, PBR (Professional Bull Riders series stop), TEDx Big Sky (an international, innovative think tank), Country Fair & Festival of the Arts, winter-season events such as Dummy Jump, Pond Skim, Big Sky Big Grass, hosting a stop on the World Freeskiing Tour circuit, Headwaters Spring Runoff, guided ice climbing in Ousel Falls and a continued focus on children's activities, mountain top safari (jeep) tours, zip-lining, Gold Wing motorcycle rally, new restaurants and pubs, and a new two-screen movie theater

make Big Sky the ideal base camp for a weekend getaway or week-long trip dedicated to exploring the area. Average event attendance in Big Sky is over 900 people/event, and the community hosts at least 40 major events annually. Additionally, we have some of the greatest access to regional experiences that can be offered as a part of any trip to Big Sky (Quake Lake, Headwaters of the Missouri, Ennis/Virginia City, the Internationally acclaimed Bozeman Ice Climbing Festival in Hyalite Canyon located between Big Sky and Bozeman etc.)

Increase in Lodging Revenue – Big Sky reported an 18% increase in lodging tax collected in 2011 over the previous year, the second highest percentage increase in Montana (behind Miles City - oil influence). This helped us achieve our goal of collecting over \$1 million in 2011.

	<u>2002</u>		<u>2003</u>		<u>2004</u>		<u>2005</u>		<u>2006</u>	
1/1 - 3/31	\$486,012	(+0%)	\$496,147	(+2%)	\$500,690	(+1%)	\$547,076	(+9%)	\$594,205	(+9%)
4/1 - 6/30	\$72,627	(+62%)	\$53,556	(-26%)	\$67,272	(+26%)	\$73,437	(+9%)	\$61,567	(-16%)
7/1 - 9/30	\$175,250	(-9%)	\$184,175	(+5%)	\$203,414	(+10%)	\$248,507	(+22%)	\$253,817	(+2%)
10/1 -12/31	\$96,051	(-10%)	\$119,524	(+24%)	\$134,602	(+13%)	\$166,253	(+24%)	\$181,443	(+9%)
Total:	\$829,939	(+0%)	\$853,402	(+3%)	\$905,979	(+6%)	\$1,035,274	(+14%)	\$1,091,032	(+5%)

	<u>2007</u>		<u>2008</u>		<u>2009</u>		<u>2010</u>		<u>2011</u>	
1/1 - 3/31	\$664,149	(+12%)	\$730,005	(+10%)	\$531,010	(-27%)	\$464,710	(-12%)	\$577,046	(+24%)
4/1 - 6/30	\$107,607	(+75%)	\$64,701	(-40%)	\$50,047	(-23%)	\$62,642	(+25%)	\$109,551	(+75%)
7/1 - 9/30	\$271,089	(+7%)	\$232,179	(-14%)	\$168,926	(-27%)	\$187,424	(+11%)	\$181,697	(-3%)
10/1 -12/31	\$177,148	(-2%)	\$126,063	(-29%)	\$145,814	(+16%)	\$154,133	(+6%)	\$153,211	(-1%)
Total:	\$1,219,993	(+12%)	\$1,152,948	(-5%)	\$895,797	(-22%)	\$868,908	(-3%)	\$1,021,505	(+18%)

Source: http://travelmontana.mt.gov/newsandupdates/bed_tax_revenue/Lodging%20Tax%20Revenue/REG-CVBS.htm

Home to one of the largest convention properties in Montana - Big Sky Resort's Yellowstone Conference Center offers state-of-the-art accommodations, can host over 750 guests, and attracts national and international corporations and organizations for conferences and incentive travel that bring additional consumers to the area like APEC. While we are not specifically focusing our efforts on attracting new meeting and convention business, we will continue to show support for conventions recruited by the partner properties in our community.

Challenges:

Signage – Big Sky has struggled to find a way to let visitors traveling to and from Yellowstone know to turn off Hwy 191 and come up the hill into town and to the resorts. So many times we hear “I didn't know there was anything up there.”

To address this issue, funds were made available from the Big Sky Resort Tax board to design and permit a community way-finding signage system and a world-class entry monument for the community. After issuing an RFP, CTA Architects of Bozeman was hired and is presently nearing the end of the permitting process for the signs.

Community Identity - Despite our national and regional reputation as a winter ski destination, and our winter brand promise of The Biggest Skiing in America®, Big Sky has historically struggled to define an equally powerful and appropriate summer branding identity. Summer marketing, and expanded marketing into a potentially growing warm season has been challenging, with the absence of a clear community identity that drives home 'who we are' in the warm season. The Chamber and CVB have coordinated marketing efforts over the years, sharing the seasonal promotional project load, but only recently have both organizations identified and acted on the need to develop a long term strategic plan and define the community brand that will lead to stronger and better-defined warm season messaging, and more consistent branding for Big Sky on a year round basis, but specifically during the warm season.

To address this issue, funds were made available from the Big Sky Resort Tax Board to define the community's brand. After issuing an RFP, AD Creative Group from Billings was hired to define the brand

identity for the community and complete a 3-year community-wide marketing plan. After hundreds of hours of stakeholder workshops and creative work, the team is nearing the end of this work, and is preparing to move on to the second phase of the project -- implementation.

Socio and Economic Factors:

- **Traveler Attitudes:** The recession of 2009-2011 has changed how travelers spend and created a high demand for value in every experience.
- **Increases in the price of fuel** restricts drive vacations and increases prices for flights and rental vehicles. This has resulted in more domestic and regional travel to Montana and the Big Sky area.
- **National and world events like** fires, earthquakes, hurricanes, volcanoes, and tsunamis that impact tourism. Additionally, local weather and seasonal conditions (including forest fires, earthquakes, droughts, and floods) that impact traveler routes and length of stay.

Perception - Fighting the perceptions that travelers have about Big Sky has been identified as one of our challenges. Where we have individually identified transportation, air access, reputation, and other factors in the past, we now collectively identify these factors as issues with *perception*. The perception exists that Big Sky is hard to get to, although the Bozeman Yellowstone International Airport has some of the best, if not the best, air access and direct flights (13 cities) in Montana and the Pacific Northwest, including the new direct flight to New York. Bozeman also has the highest de-boarding rates in the state, where travelers de-board the plane and stay off. Travelers are not re-boarding to connect to some other destination.*

*Source: Norma Nickerson, ITRR

The newly renamed Bozeman Yellowstone International Airport recorded an all time passenger boarding record with 397,822 passengers boarding airline flights in 2011. This represents an 8.9% increase of nearly 33,000 passengers more than the previous record set in 2010.*

*Source: <http://www.bozemanairport.com/>

BOZEMAN MONTH	2010 PASSENGERS			2011 PASSENGERS			%2011 VS. 2010		
	ON	OFF	TOTAL	ON	OFF	TOTAL	ON	OFF	TOTAL
Jan	27,432	26,362	53,794	31,716	31,329	63,045	15.6%	18.8%	17.2%
Feb	28,700	28,626	57,326	30,715	31,000	61,715	7.0%	8.3%	7.7%
Mar	33,290	32,277	65,567	35,603	33,623	69,226	6.9%	4.2%	5.6%
Apr	21,485	19,402	40,887	24,429	23,691	48,120	13.7%	22.1%	17.7%
May	22,015	23,580	45,595	26,598	27,649	54,247	20.8%	17.3%	19.0%
Jun	30,088	34,588	64,676	34,731	39,872	74,603	15.4%	15.3%	15.3%
Jul	43,343	44,845	88,188	48,315	49,909	98,224	11.5%	11.3%	11.4%
Aug	44,821	41,214	86,035	50,067	47,309	97,376	11.7%	14.8%	13.2%
Sep	34,073	32,529	66,602	34,390	32,486	66,876	0.9%	-0.1%	0.4%
Oct	28,193	26,436	54,629	28,196	26,298	54,494	0.0%	-0.5%	-0.2%
Nov	23,163	22,660	45,823	22,578	22,286	44,864	-2.5%	-1.7%	-2.1%
Dec	28,607	30,309	58,916	30,484	32,836	63,320	6.6%	8.3%	7.5%
TO DATE	365,210	362,828	728,038	397,822	398,288	796,110	8.9%	9.8%	9.4%
TOTALS	365,210	362,828	728,038						

*Source: <http://www.bozemanairport.com/>

During 2011, a new “state of the art” \$40 million dollar terminal expansion was opened. The terminal addition added three new gates, a third baggage claim carousel, improved passenger and baggage screening space and increased food, beverage and retail concessions in the terminal. New concessions include a full-service Grill and Bar inside security, a “Destination Yellowstone” retail and information store sponsored by the Yellowstone Association and the Yellowstone Park Foundation, and the new “Copper Horse Market” serving the needs of arriving passengers.

Soon the airport will open a new Customs and Border Patrol facility that will permit international arriving general aviation aircraft for the first time. This project is funded in cooperation with Signature Flight Support and the Yellowstone Club.

Bozeman Yellowstone International Airport serves Big Sky, Southwest Montana and Yellowstone National Park and is served by five airline brands with year round non-stop service to Chicago, Denver, Las Vegas, Minneapolis/St. Paul, Phoenix-Mesa, Salt Lake City and Seattle/Tacoma. Winter and summer schedules include non-stop service to Atlanta, San Francisco and Los Angeles.

The perception that Big Sky is too expensive is also a constant struggle, but in fact we have some of the most competitive pricing amongst our competitive destination markets, and regionally some of the most competitively priced winter and summer lodging compared with Yellowstone National Park, West Yellowstone, and even some Bozeman properties. Marketing to these perceptions is important in our messaging and how we present opportunities and realities about the Big Sky experience to our key audiences and potential markets. These perception challenges pose marketing opportunities as well; to address our community branding and appropriate messaging in a way that reduces misunderstandings about who we are and what we offer.

Cross-Seasonal Promotion - The Biggest Skiing in America© has grown to be a strong and recognizable brand for the Big Sky winter season. As a community and a CVB, we are challenged with creating an equally strong warm season brand and message that defines Big Sky outside of the ski season. Conducting a strategic branding process through which this identity is reached, and which further creates a message that can be effective across both seasons is part of our collective challenge. We need to create a warm season brand that can leverage The Biggest Skiing in America© brand promise and give Big Sky a stronger year round identity and tourism base.

Opportunities:

Yellowstone National Park Corridor/Summer Messaging - Yellowstone National Park is Big Sky's primary differentiating point from other resort towns such as Aspen, Park City, Telluride, and Vail. Particularly in the summer, experiencing Yellowstone National Park is the #1 draw for visitors to the area. The opportunity for Big Sky to leverage this unique aspect still remains relatively untapped. Exploring partnership opportunities with the Bozeman CVB, the West Yellowstone CVB, and Yellowstone Country Tourism Region which would brand the entire Yellowstone National Park corridor creates the platform by which we can brand a destination experience unlike any other in the country. We recognize the warm season as our biggest potential growth area and will begin executing our 3-year strategic marketing plan and our new logo and brand that will help us identify and market Big Sky in the warm season.

Biggest Skiing in America© - The Biggest Skiing in America©, Big Sky's winter marketing campaign, continues as a partnership of businesses and resorts in the Big Sky community for its fourth year. This year, the campaign resulted in

- slight increase in skier days from previous season, setting a new record,
- 26% increase in packages booked, and
- 11% increase in redeemed free ski tickets

In a year when most ski areas across the country were down single and double digits, the community of Big Sky is very pleased with the positive results and Big Sky Resort had record number of skier visits for the 11-12 winter season, reporting over 340,000 and Moonlight posted over 95,000 skier days for a total combined skier day count of over 435,000. The campaign partners also made two big changes to the campaign this past season which improved the results -- the first was focusing the marketing efforts largely in the target market of Minneapolis, strategically building on the awareness the Montana Office of Tourism has generated. The second was revamping the website with the goal of better engaging the user, which has led to increased time on site, more pages/visit and a lower bounce rate. We continue to see this partnership brand promise as a great community-wide opportunity for winter business.

*Source: Big Sky Resort and Moonlight Basin

Domestic Travel Patterns

Business Travel - Modest Signs of Improvement

Group demand began to grow year-over-year in March of 2010, according to [Smith Travel Research](#). Since then, the [group occupancy rate](#) has steadily increased, but has yet to reach the pre-recession levels observed in 2007 and 2008.

According to [PKF Hospitality Research's](#) (PKF-HR) annual [survey](#) of meeting planners, one-third of planners expected conditions in the meetings industry to improve in 2012, but 59 percent believe the environment will remain the same. Overall, the number of meetings and exhibitions organized by planners is on the rise, but the rate of growth appears to be reaching a plateau. The vast majority of survey respondents expect the number of meetings (62% of planners) and exhibitions (80%) they will coordinate to remain the same in 2012 as they managed in 2011. Growth in meeting attendance also appears to be tapering off, but to a lesser degree. Forty-three percent (43%) reported that attendance will remain the same this year as last, but 38 percent are expecting an increase. On a more positive note, 44 percent of the planners in the survey have budgeted for an increase in meetings expenditures in 2012, suggesting that expenditure-per-event is on the rise. Nevertheless, 72 percent of planners expect to cut costs in certain areas with food and beverage and off-site events remaining the top targets.

Traveler Confidence and Intentions Somewhat Stronger

Reflecting overall gains in consumer confidence, travelers are feeling somewhat better as well. February's Traveler Sentiment Index TM (TSI), prepared by [MMGY Global](#) and [U.S. Travel Association](#) based on its ongoing [travelhorizons](#)TM study, soared 10.1 percent above the last measurement taken in October 2011, with all six factors that comprise the Index exhibiting substantial improvement. "Money available for travel" increased 20 percent over October. However, February 2012's overall TSI of 93.6 (March 2007 = 100) is nearly two points below the level observed in February 2011 (95.2). Only one variable – "money available for travel" – is higher than the index value recorded in February 2011, and by only 1.2 points. In effect, then, perceptions about travel among U.S. adults are essentially the same now versus the same time last year.

Leisure travel intentions have, similarly, changed little. Fifty-six percent of U.S. adults now intend to take at least one leisure trip between now and July, down from 59 percent in February 2011, equal to leisure travel intentions measured in February 2010 and virtually unchanged from the 57 percent of adults who expressed leisure travel intentions in pre-recession February 2007. Not surprisingly, the "price of a gallon of gasoline" topped the list of potential deterrents to travel in both February 2011 and February 2012.

Alternatively, Travelocity's recently released [Traveler Confidence Report](#), shows more bullishness in consumer travel plans. The majority of consumers in this survey (53%) plan to travel more in 2012 than they did in 2011, an 18 percentage point year-over-year increase from 2011. And among those planning to travel more, about two-thirds plan to increase their travel budget in 2012. Yet travelers remain quite intent upon saving money: nearly 50 percent say they plan to increase their comparison shopping, date flexibility and booking window in the months ahead.

Potential tourism partners with West Yellowstone, Bozeman, National Park Gateway communities, Regional Chambers (including those outside of Montana in places like Jackson, Wyoming), Yellowstone Country Tourism, and other regional organizations.

3. GOALS

- Increase brand awareness and immediate visitation from national and regional markets during the summer and winter travel seasons capitalizing on the high visitation and awareness of Yellowstone.
- Increase average night stay/average dollars spent in Big Sky from Yellowstone area visitors.
- Enhance, develop, and market more effective digital assets, including website, mobile application, social media and email campaigns.
- Inventory, develop and grow content database (photos, videos, editorial) and use to increase consumer interactions/engagement and exposure through PR outlets (social media, online, print and blogs).

Strategies established from goals:

- Execute a national and regional key market warm season marketing campaign, utilize Biggest Skiing in America© to execute national and regional key market winter marketing campaign, continue to participate in Montana Office of Tourism programs such as the Get Lost campaign to source more regional visitors and execute a marketing campaign/effort to source more visitors from YNP.
- Focus on driving more traffic/dollars from the visitors traveling through Yellowstone Park corridor. This can be accomplished through a more strategic location for the visitors' center by making sure that people come through stop for lunch, choose a Big Sky business to go horseback riding with, and decide to stay a night instead of continuing on. Provide travelers the tools to stay in Big Sky longer and take advantage of the world-class amenities we have to offer.
- Re-design or enhance our website by making sure it is very effective in SEO, and CRO a keyword strategy is in place and goals are set up on Google Analytics, create a social media plan for Facebook, Twitter, Pinterest, 4Square, and other sites, and support/resources to keep it active year-round, including blogging and the creation and marketing of a robust mobile application to showcase the community, and our comprehensive events calendar, etc.
- Partner with freelance writers, bloggers, visitors to Big Sky, local photographers, videographers, and others to help drive content. This content will help feed efforts for marketing and help keep Big Sky fresh, front and center online.

4. MEASURABLE OBJECTIVES FOR FY13

- Goal 1
 - Increase resort tax collections during the summer months by 5% and during the winter months by 3%.
 - Increase lodging tax collections and occupancy rates by 3%.
 - Track performance of campaigns with conversions, click-throughs, etc.
- Goal 2
 - Compare traffic counts from vehicles traveling Hwy. 191
 - Increase Visitor Center visitors by 10%.
 - Track dollars spent by non-resident visitors by collaborating efforts with local businesses.
 - Establish a comprehensive and strategic email campaign to receive feedback through surveys to visitors.
- Goal 3
 - Track conversions on website and other website stats once set baseline.
 - Track social media presence through likes, engagements, and virility metrics from Facebook, Twitter, Pinterest, etc.
 - Track email statistics including open rates, click-throughs to website, etc.
 - Increase our page rank in keywords and by utilizing mobile application once established.
- Goal 4
 - Track and record virility of content (shares, likes, views, etc.)
 - Evaluate PR placements (online and print) and their value.

5. STRATEGIC PLAN:

This marketing plan supports the *Montana Tourism and Recreation Strategic Plan 2008-2012*. Specifically this plan supports the following sections of the statewide strategic plan.

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.

- 1.1.a. Expand public-private marketing partnerships in publicity, web marketing, advertising, publications, and other promotions.
- 1.1.b. Continue winter marketing.
- 1.1.c. Attend consumer travel shows.
- 1.1.e. Enhance tracking and reporting of results and return on investment (ROI).

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.

- 1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences.
- 1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination.

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts

- 1.3.a. Attend an annual Marketing Plan meeting with the Montana Office of Tourism, Regions, CVBs, Tourism Advisory Council, MTTA, and other state/federal agencies involved in tourism and recreation
- 1.3.b. Implement the new Montana tourism brand.

Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.

Action 2.1: Build awareness through statewide publicity efforts about the new Montana Tourism Charter, geo-tourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.

- 5.1.b. Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).

Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.

Action 8.2: Implement improvements to make Montana communities more visitor-friendly.

- 8.2.a. Improve the appearance of community entrances, highway commercial areas, and public parks/facilities

Goal 9: Increase funding to maintain sustainable tourism and recreation.

Action 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities.

Action 9.2: Foster opportunities to pool public and private marketing dollars.

Action 9.3: Enhance funding for region and CVB marketing efforts.

Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.

Action 10.2: Create public/private partnerships for cooperative project implementation.

Action 10.5: Obtain strategic research to inform tourism marketing development, and policy decisions, and disseminate results and implications.

10.5.a. Continue to conduct research about resident and nonresident travelers in Montana.

10.5.c. Continue regular monitoring of Montanans' opinions about tourism and recreation.

6. TARGET MARKETS

Primary geographic target markets include:

- Chicago
- Minneapolis
- Seattle
- San Francisco
- New York
- Phoenix
- Atlanta

Secondary markets:

- Las Vegas
- Los Angeles
- Portland
- Oakland
- Williston, ND

We will consider the 2011-2012 visitation and statewide travel trends, looking at our regional drive market, and using a portion of our funding to take advantage of MT Office of Tourism opportunities for in-state exposure. Through public relations efforts, trade-shows and building our online presence, we also want to reach more domestic markets (i.e. Texas, Colorado, California) and international markets in Europe, Africa, Australia and Asia.

7. TARGET DEMOGRAPHICS

Geo-Travelers (An Activity-Based Group)

The Geo-traveler is concerned with preserving a destination's geographic character– the entire combination of natural and human attributes that make one place distinct from another. They are interested in both the cultural and environmental and their individual economies and lifestyles. These travelers can be described as: creative, curious, connected, engaged, and adventurous. By creating an emphasis on our abundant natural beauty and its proximity for activities at every level, we intend to develop the creative aspect of our marketing efforts to attract those who value Montana's values. We need to create an allure for those willing to commit their time and resources to less accessible locations and who tend to be high-value, low-impact visitors. These also tend to be environmentally aware consumers.

Geo-traveler portrait:

- 35-55 (may be older and appears Gen Y will mature into practicing geo-traveler)
- 50/50 male/female
- Most likely married
- 1/3 have children under 18 living in HH
- College educated and beyond
- \$65/75K-\$150K Annual HH Income (may be higher)
- Internet savvy; use internet for travel related activities
- Take 3+ leisure trips a year
- Skews to western U.S.

8. MARKETING METHODS (INCLUDING ADVERTISING MEDIUMS)

Big Sky plans to use a combination of traditional, non-traditional and online advertising, website, mobile application, publications, PR, social media, marketing personnel, and new technologies to implement our FY13 Marketing Plan.

Marketing Personnel: The Marketing Specialist position was designed to manage projects to ensure consistent progress and message, and to create strong public/private sector partnerships to expand our marketing resources. Coordination with other local and regional marketing funds, events, and projects is also key. This position is also responsible for publicity and media communications, development and distribution of online press and information releases; development of a media (print) database and distribution of information to these sources on a regular basis; development and maintenance of a social networking marketing strategy focused on web-based travel sites, social networking sites, personal information/blogs sites, and community outreach.

Community Outreach Program (Brand Extension): We realize that our best advertising advocates are employees and businesses that have daily, face-to-face front line interaction with visitors. The more knowledge these people have about events, attractions and activities, and the other seasons the more they can sell for us. Our goal is to help create the most positive visitor experience possible so our visitors are inspired to return again and again to Big Sky with their families and friends. We will use various tools in this Community Outreach program, including but not limited to:

- Publicize and promote use of the website — a new comprehensive Events Calendar at www.bigskyinfo.org, etc.
- Regular, consistent email newsletters to community members and people who have “opted in” for Big Sky information. This list, if everyone participates and shares email lists, could approach 100,000 emails.
- Work with business owners and their employees to further a virtual community of Big Sky businesses using a variety of social networking and travel-related websites.
- Create a “How to Sell Big Sky” brochure that can be used as a guide to front line staff.
- This program would cover both warm and winter seasons.

New Technologies: We would like to develop or partner on a mobile application for Big Sky and that could cross-promote Yellowstone, West Yellowstone, and the surrounding area. This application could be downloaded prior to or while visiting Yellowstone and Montana. It would contain visitor information on local businesses (such as restaurants, hotels, and outfitters), maps, routing, events, snow conditions, resort and tourist info, and activities.

The following page details the annual budget overview for FY13.

ANNUAL BUDGET OVERVIEW FY13:

Income			
Estimated bed tax revenue (95%)	107,295		
Estimated rollover from MTOT	3,587		
Estimated funds uncommitted from FY12	65,000		
	175,882		
Project Description	Project Budget	Total Budget	Percent
<i>Marketing Support</i>		52,979	30%
Administration (max 20% of new revenue)	21,459		
Opportunity Marketing (max 10% of new revenue)	2,500		
Cooperative Marketing (max 20% of new revenue)	500		
Joint Ventures	500		
TAC Meetings/Gov. Conference/Partners Marketing	1,500		
Marketing Specialist (3/4 Time)	26,520		
<i>Infrastructure</i>		15,000	9%
Visitor Information Center staff and signage	15,000		
<i>Consumer Marketing</i>		73,903	42%
Print, Online, Broadcast, Social Media Advertising, Publications, Trade Show Booth	71,903		
Publications	1,000		
Trade Show Booth	1,000		
<i>Electronic Marketing</i>		15,000	9%
Website Enhancement	5,000		
Mobile Application/Smart Technology	10,000		
<i>Publicity</i>		19,000	10%
Fam Tours	8,000		
Public Relations - publicity	1,000		
Media Content - develop library of photos and videos of Big Sky/events	5,000		
Big Sky promotional video	5,000		
	175,882	175,882	100%

10% decrease in budget: We would decrease funds in administration, publicity, and consumer marketing. (Approx. \$17,588.29)

Organization Name: Big Sky Convention and Visitor's Bureau

Project Name: Marketing Support:
 Marketing Specialist (3/4 time)

<input checked="" type="checkbox"/>	Final
<input type="checkbox"/>	Preliminary

Application Completed by: Wendy Swenson

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The Marketing Specialist position is designed to manage projects to ensure consistent progress and message, and to create strong public/private sector partnerships to expand our marketing resources. Coordination with other local and regional marketing funds, events, and projects is also key. This position will be responsible for publicity and media communications, development and distribution of online press and information releases; development of a media (print) database and distribution of information to these sources on a regular basis; development and maintenance of a social networking marketing strategy focused on web-based travel sites, social networking sites, personal information/blogs sites, and community outreach.

Objectives:

- + Increase resort tax collections during the summer months by 5% and during the winter months by 3%.
- + Increase lodging tax collections and occupancy rates by 3%.
- + Track performance of campaigns with conversions, click-throughs, etc.
- + Increase Visitor Center visitors by 10%.
- + Establish a comprehensive and strategic email campaign to receive feedback through surveys to visitors.
- + Track conversions on website and other website stats once set baseline.
- + Track social media presence through likes, engagements, and virility metrics from Facebook, Twitter, Pinterest, etc.
- + Track email statistics including open rates, click-throughs to website, etc.
- + Increase our page rank in keywords and by utilizing mobile application once established.
- + Track and record virility of content (shares, likes, views, etc.)
- + Evaluate PR placements (online and print) and their value.

Identify the portions of your marketing plan that support this project.

- + Increase brand awareness and immediate visitation from national and regional markets during the summer and winter travel seasons capitalizing on the high visitation and awareness of Yellowstone.
- + Increase average night stay/average dollars spent in Big Sky from Yellowstone area visitors.
- + Enhance, develop, and market more effective digital assets, including website, mobile application, social media and email campaigns.
- + Inventory, develop and grow content database (photos, videos, editorial) and use to increase consumer interactions/engagement and exposure through PR outlets (social media, online, print and blogs).

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

“Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment.”
 1.1.b. Continue winter marketing.

1.1.e. Enhance tracking and reporting of results and return on investment (ROI).

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

“By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.”

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets. (Page 63).

Detail pages attached Yes

Budget page must be attached for approval.

Detail Page

Summary:

The Marketing Specialist will collaboratively plan, develop, coordinate and deliver assigned marketing promotions and events to meet marketing objectives and goals of the Chamber/CVB. To serve, support and guide co-workers and Chamber and CVB boards through successful implementation of marketing-related promotions and events.

This position may be responsible for conceptualizing, designing and producing print and digital artwork and materials that supports the Chamber/CVB.

The main duty of the marketing specialist will be to act as a liaison for the Chamber/CVB and outside vendors for marketing purposes.

Key Areas of Responsibility (including, but not limited to):

- + Brainstorm, develop and present design marketing concepts and campaigns with Chamber /CVB.
- + Digital asset management of photos, logos, product information, and coordination with photographers for usage rights and terms.
- + Coordinate with other team members to manage projects and deadlines
- + Proactively research, plan, execute, report and account for marketing as part of the company's overall marketing goals and objectives
- + Recommend and contribute to the Chamber/ CVB marketing strategies, tactics, budgets and timelines.
- + Follow and apply the Big Sky brand and graphic standards as created by agency of record
- + Update and coordinate creation of new content for website: pages, posts, header and homepage images, and calendar entries.
- + Provide spec print jobs and gather estimates from vendors as needed
- + Deliver files to vendors and media
- + Design, produce and manage projects including multi-product layouts, flyers, digital signage, emails, online graphics, event materials and signage, print advertising, direct mail, posters, promotional materials, email content/support, sponsorship support, events/activities, direct mail, etc.
- + Printing (in-house or with outside vendors) flyers, promotional event materials, signage and information materials
- + Create, organize and manage production files.
- + Organizing, packing and shipping support materials as needed

FY13 Project: Marketing Support – Marketing Specialist

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$0	+	\$0	=	\$0
Concept Development	\$0	+	\$0	=	\$0
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
¾ Time Position	\$26,520	+	\$0	=	\$26,520
Training, classes, workshops	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$26,520		\$0		\$26,520

REGION/CVB PROJECT TOTAL	\$26,520	+	\$0	=	\$26,520
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Organization Name: Big Sky Convention and Visitor's Bureau

Project Name: Infrastructure: VIC Staff and Signage

Application Completed by: Wendy Swenson

<input checked="" type="checkbox"/> Final <input type="checkbox"/> Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The Big Sky CVB and Chamber is preparing for a huge transition this year, including a move to a new location and building on the corner of Hwy 191 and Lone Mountain Trail (formerly Big Sky Spur Rd.). This new and expanded location will require additional, dedicated VIC staff and signage. The CVB will support visitor center staffing for additional weekly, weekend and holiday coverage during the peak summer and winter months. This new location and added staffing will enhance the visitor experience by bringing more traffic and dollars into the community.

Responsibilities of the travel staff will include but are not limited to:

- Maintaining the VIC area – keep ample supply of brochures and maps
- Researching information for visitors
- Responding to tourism inquiries in person, phone, email, fax and letter
- Compiling and inputting data from walk-in visitations and online requests, tracking quantity, home state of visitors, and type of information requested
- Compile, mail and track fulfillment requests including breakdown of mailing receipts and top states requesting information
- Analyze information requests and track visitor satisfaction levels and provide reports to CVB
- Possess a thorough knowledge of the Big Sky brand, area activities and attractions, information on current road conditions and construction delays, and other community resources
- Maintain and promote an all-new calendar of events and list of available packages and sample itineraries
- Educate visitors about the lodging, dining, shopping, amenities and recreational opportunities within the area

Staff hours will include weekly, weekend and holidays during peak summer and winter months.

Objectives:

- + Increase resort tax collections during the summer months by 5% and during the winter months by 3%.
- + Increase lodging tax collections and occupancy rates by 3%.
- + Increase Visitor Center visitors by 10%.
- + Track dollars spent by non-resident visitors by collaborating efforts with local businesses.
- + Establish a comprehensive and strategic email campaign to receive feedback through surveys to visitors.

Identify the portions of your marketing plan that support this project.

- + Increase brand awareness and immediate visitation from national and regional markets during the summer and winter travel seasons capitalizing on the high visitation and awareness of Yellowstone.
- + Increase average night stay/average dollars spent in Big Sky from Yellowstone area visitors.

Does this project support the Strategic Plan? Yes

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.

Goal 9: Increase funding to maintain sustainable tourism and recreation.

Action 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities.

Action 9.2: Foster opportunities to pool public and private marketing dollars.

Action 9.3: Enhance funding for region and CVB marketing efforts.

Detail pages attached No

FY13 Project: Infrastructure - VIC Staff and Signage

	State Tourism Funds		Other Funds		Total
OTHER:					
VIC Staff & Signage	\$15,000	+	\$0	=	\$15,000
	\$0	+	\$0	=	\$0
TOTAL	\$15,000		\$0		\$15,000

REGION/CVB PROJECT					
TOTAL	\$15,000	+	\$0	=	\$15,000

Organization Name: Big Sky Convention and Visitor's Bureau
Project Name: Consumer Marketing
Application Completed by: Wendy Swenson

_____	Final
_____X_____	Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

In FY12, the Big Sky Convention and Visitor's Bureau advertised to consumer travelers in the warm season mainly through leveraging Montana Office of Tourism opportunities including: consumer advertising and advertising that focused on key markets. In the winter season, the CVB strategically held back and did very limited advertising while our strategic planning and branding work was in process. In FY12 our winter projects complemented the Big Sky Chamber and Biggest Skiing in America® advertising efforts. In the warm season, our efforts were geared towards maximizing summer travelers to Yellowstone National Park. In FY13, the goal is to use a combination of traditional, non-traditional, online and social media using what was established during the planning and branding process. The bottom line goal of the CVB is to increase visitation to Big Sky by executing advertising campaigns in regional and national markets in the winter and warm seasons. Other components that may be utilized through this process are publications and updating our trade show booth.

To complement previous advertising efforts, the CVB looks at opportunities aligned with the Biggest Skiing in America® campaign, directed by a public/private funded partnership working together to increase skier days in Big Sky to 500,000 by the year 2013 (including Big Sky Resort and Moonlight Basin Resort). The media outlets covered in the 2011-2012 campaign included ski/snowboard and snow recreation publications and online outlets for the same genre, as well as lifestyle publications and placement on user-generated content sites. Coupled with this were regional efforts attracting the same markets in a closer proximity; those interested in ski vacations but from a drive market rather than a fly-in market.

Big Sky CVB would like to continue to utilize the following strategy for the consumer advertising campaign during FY13:

- + Dynamic online campaigns focused on recreation, wildlife, lifestyle, and amenities which will enhance the visitor experience while in Big Sky
- + Sponsorship of relevant editorial/advertorial content on travel-oriented and/or lifestyle websites that reach our geographic and demographic target markets
- + Rich media ad placement on travel-oriented and/or lifestyle websites that reach our geographic and demographic target markets
- + Both print and internet joint venture/cooperative opportunities—with regional partners, and with the Montana Office of Tourism—that reach our geographic and demographic target markets
- + Leveraging advertising space in media outlets and regions where Montana Office of Tourism and other regional partners may be investing advertising dollars

Objectives:

- + Increase resort tax collections during the summer months by 5% and during the winter months by 3%.
- + Increase lodging tax collections and occupancy rates by 3%.
- + Track performance of campaigns with conversions, click-throughs, etc.
- + Increase Visitor Center visitors by 10%.
- + Track dollars spent by non-resident visitors by collaborating efforts with local businesses.

Identify the portions of your marketing plan that support this project.

Consumer advertising will encourage potential visitors to contact the Big Sky CVB for additional tourism information.

- + Increase brand awareness and immediate visitation from national and regional markets during the summer and winter travel seasons capitalizing on the high visitation and awareness of Yellowstone.
- + Increase average night stay/average dollars spent in Big Sky from Yellowstone area visitors.

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

“Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment.”

1.1.b. Continue winter marketing.

1.1.e. Enhance tracking and reporting of results and return on investment (ROI).

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season. (Page 51)

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination.

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

“By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.”

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets. (Page 63)

Detail pages attached Yes

POTENTIAL MEDIA OUTLET OPTIONS:

- | | | |
|--|---------------------------------------|---|
| + <i>Accuweather.com</i> | + <i>Jacksonhole-skiing.com</i> | + <i>Yellowstone Country</i> |
| + <i>Alaska/Horizon Magazine</i> | + <i>Lone Peak Lookout</i> | + <i>Yellowstonecountry.com</i> |
| + <i>Allaspen.com</i> | + <i>Matadornetwork.com</i> | + <i>Yahoo Network</i> |
| + <i>Allglacier.com</i> | + <i>Mountain Sports & Living</i> | + <i>Yellowstone Park Map</i> |
| + <i>Allwebcams.com</i> | + <i>Montana Travel Planner</i> | + <i>Yellowstonepark.com</i> |
| + <i>Accuweather.com</i> | + <i>Montana Winter Guide</i> | + <i>Yellowstoneparknet.com</i> |
| + <i>Afar</i> | + <i>Montana's Cultural Treasures</i> | + <i>Yellowstonewinterguide.com</i> |
| + <i>Allredlodge.com</i> | + <i>Montana Magazine</i> | + <i>Yelp.com</i> |
| + <i>Aroundyellowstone.com</i> | + <i>Mountain Living</i> | + <i>Yes Mail Direct Email</i> |
| + <i>Audubon</i> | + <i>Mountain Outlaw Magazine</i> | + <i>Yellowstone Journal/99 Things to do in Yellowstone</i> |
| + <i>Away Network</i> | + <i>National Geographic</i> | + <i>MyYellowstonePark.com</i> |
| + <i>Backpacker</i> | + <i>National Geographic Traveler</i> | + <i>Out of Home</i> |
| + <i>Bigskymontanenet.com</i> | + <i>Nationalgeographic.com</i> | + <i>Radio – national and regional</i> |
| + <i>Big Sky Weekly</i> | + <i>Newest.net</i> | + <i>MontanaTravelRecreation.com</i> |
| + <i>Bigskyinfo.org</i> | + <i>New Yorker</i> | + <i>West Yellowstone Vacation Guide</i> |
| + <i>Bozemannet.com</i> | + <i>Montana Sporting Journal</i> | + <i>TravelGuidesFree.com</i> |
| + <i>Budget Travel</i> | + <i>Northwest World Traveler</i> | + <i>Virtualtourist.com</i> |
| + <i>Budgettravel.com</i> | + <i>Onthesnow.com</i> | + <i>Jackson Hole Daily</i> |
| + <i>Cody Enterprise</i> | + <i>Outside</i> | + <i>jhnewsandguide.com</i> |
| + <i>Delta Sky</i> | + <i>Outside.com</i> | + <i>The Ski Journal</i> |
| + <i>Discovery Digital</i> | + <i>On the Snow</i> | + <i>The Flyfish Journal</i> |
| + <i>Explorebigsky.com</i> | + <i>Pandora.com</i> | + <i>Frequency – The Snowboard Journal</i> |
| + <i>Facebook.com</i> | + <i>Rediscover Montana</i> | + <i>Inlander</i> |
| + <i>Googleadwords.com</i> | + <i>Rsn.com</i> | + <i>The Insider's Guide to The Inland NW</i> |
| + <i>Familytravelforum.com</i> | + <i>Skinet.com</i> | + <i>Allegiant Air inflight magazine</i> |
| + <i>Family Circle</i> | + <i>Skiing</i> | + <i>Various Airports in target markets</i> |
| + <i>Fodors.com</i> | + <i>Skimag/Skiingmag.com</i> | + <i>Wall Street Journal</i> |
| + <i>Frommers.com</i> | + <i>Skywest Airlines</i> | + <i>New York Times</i> |
| + <i>Freeskier.com</i> | + <i>Sunset</i> | + <i>New York Times Magazine</i> |
| + <i>Facebook.com</i> | + <i>Startribune.com</i> | + <i>Williston Herald, (North Dakota)</i> |
| + <i>Flickr.com</i> | + <i>Twincities.com</i> | |
| + <i>Google.com</i> | + <i>Travel and Leisure</i> | |
| + <i>Gordonsguide.com</i> | + <i>Travelandleisure.com</i> | |
| + <i>Goski.com</i> | + <i>TripAdvisor.com</i> | |
| + <i>Iexplore.com</i> | + <i>Vibrant Media</i> | |
| + <i>Hemispheres</i> | + <i>Wildernet.com</i> | |
| + <i>Jackson Hole Daily News</i> | + <i>Wendmag.com</i> | |
| + <i>Jackson Hole News & Guide</i> | + <i>Westyellowstonenet.com</i> | |
| + <i>Jacksonholenet.com</i> | + <i>Yahoo.com</i> | |
| + <i>Jacksonholewy.com</i> | | |

FY13 Project: Consumer Advertising Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$11,000	+	\$0	=	\$11,000
Concept Development	\$0	+	\$0	=	\$0
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$2,200	+	\$0	=	\$2,200
	\$0	+	\$0	=	\$0
TOTAL	\$13,200		\$0		\$13,200

MARKETING/ADVERTISING:					
Media Placement	\$59,122	+	\$0	=	\$59,122
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$59,122		\$0		\$59,122

TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
Matchprint/Shipping	\$381	+	\$0	=	\$381
Photography/Video Footage	\$1,200	+	\$0	=	\$1,200
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$1,581		\$0		\$1,581

REGION/CVB PROJECT TOTAL	\$73,903	+	\$0	=	\$73,903
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ORGANIZATION NAME: Big Sky Convention and Visitor's Bureau

PROJECT NAME: Electronic Marketing;
Mobile Application and
Website Enhancement

_____ Final
<u> X </u> Preliminary

APPLICATION COMPLETED BY: Wendy Swenson

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The internet has fundamentally changed the way people find, discover, share, shop and connect. A recent [study](#) by [ComScore](#) found 51% of owners of mobiles such as iPhone, Android, Windows and Blackberry devices accessed travel-related products, services and other related content on their mobiles in the three-month period ending February 2012. Furthermore, one in five made a hotel or air ticket booking on their mobiles over the same period. Four out of five users included in the US-based poll (62% male/38% female, 33% aged 25-34, 22% income \$50K-\$75K), accessed both air and hotel-related content.

A Montana Department of Commerce report (Feb 15, 2011), finds that this holds true for our target demographic of Geotravelers as well. The report found that 70% have smartphones, they participate in a wide number of online activities, internet has the highest media usage among the Geotraveler – averaging 4.2 hours daily, over half have viewed/downloaded video, nearly 65% have accessed a social network site, over 8 in 10 checked the weather online in the past month, social networking is booming – and is a great place for Geotravelers to exchange and share, and that Facebook and TripAdvisor both index above average for the Geotraveler.

Because nearly all of the CVB advertising comes in electronic and online form, we intend to continue a strong and relevant web presence through up-to-date and mobile-friendly content and/or applications. The implementation of social media elements and links is simply not enough anymore. With the growing use of Smartphone technology and mobile website applications, the CVB plans to use traveler planning trends and statistics to optimize our website for multiple layouts and/or adapt our web offerings to fit the increasingly technological way that people are looking for and using information about their destinations. Monitoring site visits and page views to determine effectiveness will also be continued to be used to track new online campaign elements and their effect on site visitation. In addition, with the optimization of our website for mobile devices, we will explore tracking the browsers that our website visitors are using on their mobile devices, which pages are being viewed and how long the pages take to download, i.e., the page size.

As mobile applications and Smartphone technology is a new endeavor for us, we have no benchmark other than industry standards and user trends to measure the effectiveness of a mobile application or other technology applied to our web presence in FY13.

Moving forward, we plan to work with our web designer to apply technologies to the Chamber of Commerce's website that will allow us to be engaged in Smartphone applications and relevant means of being in front of our audience. We will monitor and optimize the Chamber site with the goal of offering better and more readily available content and trip ideas, looking at ways to offer online applications for booking lodging and activities, or offering media rich trip ideas, interactive social media capabilities and user-generated content to make the web experience much better. The focus of this project would be the creation and marketing of a mobile web application and other Smartphone technologies that would give immediate information to potential travelers. We will monitor new technology effectiveness through analytics, tracking site visitation, as well as tracking online campaign performance and click-through to the site.

Objectives:

- + Increase resort tax collections during the summer months by 5% and during the winter months by 3%.
- + Increase lodging tax collections and occupancy rates by 3%.
- + Increase Visitor Center visitors by 10%.
- + Track dollars spent by non-resident visitors by collaborating efforts with local businesses.
- + Track conversions on website and other website stats once set baseline.
- + Track social media presence through likes, engagements, and virility metrics from Facebook, Twitter, Pinterest, etc.
- + Track email statistics including open rates, click-throughs to website, etc.
- + Increase our page rank in keywords and by utilizing mobile application once established.
- + Track and record virility of content (shares, likes, views, etc.)

Identify the portions of your marketing plan that support this project.

Encourage potential visitors to contact the Big Sky CVB for additional tourism information, using improved web applications, and Smartphone technology

- + Increase brand awareness and immediate visitation from national and regional markets during the winter and summer travel seasons by capitalizing on the high visitation and awareness of Yellowstone.
- + Increase average night stay/average dollars spent in Big Sky from Yellowstone area visitors.
- + Enhance and develop more effective digital assets, including website, mobile application, social media and email campaigns.
- + Develop and grow content database (photos, videos, editorial) and use to increase consumer interactions/engagement and exposure through PR outlets (online, print and blogs).

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

“Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment.”

1.1.b. Continue winter marketing

1.1.e. Enhance tracking and reporting of results and return on investment (ROI).

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

“By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.”

Detail pages attached Yes

**FY13 Project: Website Enhancement and Mobile Application
 Electronic Marketing – Budget**

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$4,500	+	\$0	=	\$4,500
Concept Development	\$11,000	+	\$0	=	\$11,000
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$500	+	\$0	=	\$500
	\$0	+	\$0	=	\$0
TOTAL	\$15,000		\$0		\$15,000

MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
Photography	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB PROJECT TOTAL	\$15,000	+	\$0	=	\$15,000
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ORGANIZATION NAME: Big Sky Convention and Visitor's Bureau
PROJECT NAME: Publicity
APPLICATION COMPLETED BY: Wendy Swenson

_____	Final
<u> X </u>	Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The Big Sky CVB would like to re-introduce a strong publicity element into our annual marketing plan and promotional strategies. Whether through our own developed trips, or those designed by area partners (i.e. Mega Fam), our marketing approach will include efforts to increase the brand awareness of Big Sky as a winter and summer destination. Trips will be community-based and will bring together multiple partners to ensure a unique quality experience. Funding assistance will cover costs that may include transportation, lodging, meals, guide or outfitting services, and area attractions. The CVB also assists by acting as a liaison between the tours and the local area businesses. The CVB will also continue to work in conjunction with the Montana Office of Tourism on media tours scheduled in the area.

To further this publicity element, the CVB is focusing on developing a media library of photographs, videos and editorial content to drive our consumer marketing efforts of online, social media and traditional media. This content will be important in placement of PR pieces, staying connected with our online audience, and displaying a consistent branding campaign for Big Sky. A promotional video highlighting Big Sky's business, events, natural beauty, and amenities will greatly add to this media library and will help us tell the story of Big Sky. The end result will be increased visitation and awareness of Big Sky as a destination for travelers.

Our broader objectives are listed below.

Objectives:

- + Increase resort tax collections during the summer months by 5% and during the winter months by 3%.
- + Increase lodging tax collections and occupancy rates by 3%.
- + Track performance of campaigns with conversions, click-throughs, etc.
- + Increase Visitor Center visitors by 10%.
- + Track dollars spent by non-resident visitors by collaborating efforts with local businesses.
- + Establish a comprehensive and strategic email campaign to receive feedback through surveys to visitors.
- + Track conversions on website and other website stats once set baseline.
- + Track social media presence through likes, engagements, and virility metrics from Facebook, Twitter, Pinterest, etc.
- + Track email statistics including open rates, click-throughs to website, etc.
- + Increase our page rank in keywords and by utilizing mobile application once established.
- + Track and record virility of content (shares, likes, views, etc.)
- + Evaluate PR placements (online and print) and their value.

Identify the portions of your marketing plan that support this project.

Many of Big Sky's goals in the marketing plan are met with this project.

- + Increase brand awareness and immediate visitation from national and regional markets during the summer and winter travel seasons capitalizing on the high visitation and awareness of Yellowstone.
- + Increase average night stay/average dollars spent in Big Sky from Yellowstone area visitors.
- + Enhance and develop more effective digital assets, including website, mobile application, social media and email.

- + Develop and grow content database (photos, videos, editorial) and use to increase consumer interactions/engagement and exposure through PR outlets (online, print and blogs).

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

“Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment.”

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season. (Page 51)

1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination

Detail pages attached Yes

Budget page must be attached for approval.

FY13 Project: Publicity

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$2,900	+	\$0	=	\$2,900
Concept Development	\$1,500	+	\$0	=	\$1,500
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$1,500	+	\$0	=	\$1,500
	\$0	+	\$0	=	\$0
TOTAL	\$5,900		\$0		\$5,900

MARKETING/ADVERTISING:					
Media Placement	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

TRAVEL:					
Personal Car	\$100	+	\$0	=	\$100
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$100		\$0		\$100

OTHER:					
Matchprint/Shipping	\$0	+	\$0	=	\$0
Photography/Video Footage	\$5,000	+	\$0	=	\$5,000
Expenses – Fam Tour	\$8,000	+	\$0	=	\$8,000
	\$0	+	\$0	=	\$0
TOTAL	\$13,000		\$0		\$13,000

REGION/CVB PROJECT TOTAL	\$19,000	+	\$0	=	\$19,000
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