



**BIG \* SKY**  
CHAMBER OF COMMERCE

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### **Marketing Plan for Fiscal Year 2014**

#### **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 the mission statement of their umbrella organization – Visit Big Sky:

*“Visit Big Sky” brands the premier destination of Big Sky, Montana through a balanced destination marketing strategy designed to enhance the local economy by attracting visitors who appreciate the unique attributes of Big Sky’s year-round, world-class resort community.*

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.

Administered by the Big Sky Chamber of Commerce, and supported by the Visit Big Sky board of directors, 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 into 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>

| <i>Yellowstone National Park Visitors by Entrance for 2012</i> |         |         |           |         |           |           |
|--|---------|---------|-----------|---------|-----------|-----------|
| Month  | East    | North   | Northeast | South   | West      | Total     |
| Jan  | 223     | 13,933  | 0         | 2,930   | 7,680     | 24,766    |
| Feb  | 202     | 13,919  | 0         | 3,888   | 9,743     | 27,752    |
| Mar  | 1       | 14,147  | 0         | 1,838   | 4,262     | 20,248    |
| Apr  | 0       | 14,900  | 0         | 0       | 14,156    | 29,056    |
| May  | 30,588  | 57,551  | 15,420    | 44,624  | 120,068   | 268,251   |
| Jun  | 93,338  | 111,917 | 41,657    | 147,673 | 277,240   | 671,825   |
| Jul  | 122,905 | 139,707 | 61,702    | 195,464 | 368,557   | 888,335   |
| Aug  | 104,570 | 127,995 | 58,968    | 173,167 | 315,586   | 780,286   |
| Sep  | 66,954  | 99,566  | 42,188    | 113,354 | 205,547   | 527,609   |
| Oct  | 19,038  | 37,241  | 9,768     | 35,139  | 75,884    | 177,070   |
| Nov  | 1,246   | 8,231   | 0         | 1,454   | 3,128     | 14,059    |
| Dec  | 108     | 9,825   | 0         | 2,628   | 5,911     | 18,472    |
| <b>Total</b>   | 439,173 | 648,932 | 229,703   | 722,159 | 1,407,762 | 3,447,729 |

\*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 (opened 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. The new Warren Miller Performing Arts Center facility with state-of-the-art infrastructure unmatched by any other performing art center in Montana, 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), 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 a 13% increase in lodging tax collected in 2012 over the previous year. This helped us achieve our goal of collecting over \$1 million in 2012.

**Lodging Tax Report**

|             | 2007        |        | 2008        |        | 2009      |        |
|-------------|-------------|--------|-------------|--------|-----------|--------|
| 1/1 - 3/31  | \$664,149   | (+12%) | \$730,005   | (+10%) | \$531,010 | (-27%) |
| 4/1 - 6/30  | \$107,607   | (+75%) | \$64,701    | (-40%) | \$50,047  | (-23%) |
| 7/1 - 9/30  | \$271,089   | (+7%)  | \$232,179   | (-14%) | \$168,926 | (-27%) |
| 10/1 -12/31 | \$177,148   | (-2%)  | \$126,063   | (-29%) | \$145,814 | (+16%) |
| Total:      | \$1,219,993 | (+12%) | \$1,152,948 | (-5%)  | \$895,797 | (-22%) |

|             | 2010      |        | 2011        |        | 2012        |        |
|-------------|-----------|--------|-------------|--------|-------------|--------|
| 1/1 - 3/31  | \$464,710 | (-12%) | \$577,537   | (+24%) | \$586,612   | (+2%)  |
| 4/1 - 6/30  | \$62,642  | (+25%) | \$110,525   | (+76%) | \$99,605    | (-10%) |
| 7/1 - 9/30  | \$187,424 | (+11%) | \$182,385   | (-3%)  | \$282,691   | (+55%) |
| 10/1 -12/31 | \$154,133 | (+6%)  | \$154,895   | (+0%)  | \$189,634   | (+22%) |
| Total:      | \$868,908 | (-3%)  | \$1,025,341 | (+18%) | \$1,158,543 | (+13%) |

Source:[http://travelmontana.mt.gov/newsandupdates/bed\\_tax\\_revenue/Lodging%20Tax%20Revenue/REG-CVBS.htm](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 has completed this project.

**Resort Tax Collection Report**

| Unaudited Tax Collections | Audited Tax Collections |                    |                    |                    |
|---------------------------|-------------------------|--------------------|--------------------|--------------------|
|                           | 2013                    | 2012               | 2011               | 2010               |
| July                      | 218,629                 | 207,874            | 185,273            | 173,629            |
| August                    | 236,452                 | 211,638            | 173,908            | 159,793            |
| September                 | 156,422                 | 125,656            | 135,096            | 95,827             |
| October                   | 36,672                  | 36,501             | 40,878             | 51,988             |
| November                  | 50,339                  | 49,869             | 49,730             | 45,019             |
| December                  | 429,278                 | 409,415            | 374,307            | 315,233            |
| January                   | 410,531                 | 368,822            | 357,652            | 316,583            |
| February                  | 492,097                 | 485,336            | 456,052            | 406,000            |
| March                     | 16,670                  | 562,587            | 555,354            | 434,174            |
| April                     |                         | 182,245            | 158,699            | 122,977            |
| May                       |                         | 32,063             | 75,516             | 21,607             |
| June                      |                         | 70,207             | 96,564             | 60,578             |
|                           |                         |                    |                    |                    |
| PYC***                    | 33,782                  | 37,556             | 20,778             | 7,501              |
| <b>Total</b>              | <b>\$2,080,871</b>      | <b>\$2,779,769</b> | <b>\$2,679,807</b> | <b>\$2,210,908</b> |

**Socio and Economic Factors:**

- **Traveler Attitudes:** The recession of 2009-2011 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 433,829 passengers boarding airline flights in 2012. This represents an 9.1% increase of 36,007 passengers more than the previous record set in 2011.\*

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

| MONTH   | ENPLANED PASSENGERS |         |        | DEPLANED PASSENGERS |         |        | TOTAL REVENUE PASSENGERS |         |        |
|---------|---------------------|---------|--------|---------------------|---------|--------|--------------------------|---------|--------|
|         | 2012                | 2011    | CHANGE | 2012                | 2011    | CHANGE | 2012                     | 2011    | CHANGE |
| JAN     | 30,843              | 31,716  | -2.8%  | 30,501              | 31,329  | -2.6%  | 61,344                   | 63,045  | -2.7%  |
| FEB     | 32,009              | 30,715  | 4.2%   | 32,936              | 31,000  | 6.2%   | 64,945                   | 61,715  | 5.2%   |
| MAR     | 37,880              | 35,603  | 6.4%   | 36,784              | 33,623  | 9.4%   | 74,664                   | 69,226  | 7.9%   |
| APR     | 25,425              | 24,429  | 4.1%   | 23,185              | 23,691  | -2.1%  | 48,610                   | 48,120  | 1.0%   |
| MAY     | 28,218              | 26,598  | 6.3%   | 29,683              | 27,649  | 7.4%   | 57,964                   | 54,247  | 6.9%   |
| JUN     | 39,731              | 34,731  | 14.4%  | 45,697              | 39,872  | 14.6%  | 85,428                   | 74,603  | 14.5%  |
| JUL     | 55,722              | 48,315  | 15.3%  | 56,696              | 49,909  | 13.6%  | 112,418                  | 98,224  | 14.5%  |
| AUG     | 55,111              | 50,067  | 10.1%  | 52,734              | 47,309  | 11.5%  | 107,845                  | 97,376  | 10.8%  |
| SEP     | 38,834              | 34,390  | 12.9%  | 35,114              | 32,486  | 8.1%   | 73,948                   | 66,876  | 10.6%  |
| OCT     | 32,093              | 28,196  | 13.8%  | 29,751              | 26,298  | 13.1%  | 61,844                   | 54,494  | 13.5%  |
| NOV     | 25,441              | 22,578  | 12.7%  | 24,953              | 22,286  | 12.0%  | 50,394                   | 44,864  | 12.3%  |
| DEC     | 32,459              | 30,484  | 6.5%   | 35,254              | 32,836  | 7.4%   | 67,713                   | 63,320  | 6.9%   |
| TO DATE | 433,829             | 397,822 | 9.1%   | 433,288             | 398,288 | 8.8%   | 867,117                  | 796,110 | 8.9%   |

\*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.

A new Customs and Border Patrol facility 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 Newark, 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 attractive 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. Changing 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 continue 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 a slight increase in skier days from previous season, setting a new record.

The community of Big Sky is very pleased with the positive results and Big Sky Resort had record number of skier visits for the 12-13 winter season, reporting over 370,000 and Moonlight posted over 110,000 skier days for a total combined skier day count of over 480,000.

The campaign partners' primary audience was the 35-55 year old mom as primary travel planner, \$50-500k HHI, interested in downhill skiing in addition to other activities. The secondary audience was groups (35-55 year old groups of travelers looking for a destination for their group "themed" trip, ie - guys' or girls' trips, etc.) NY was selected as primary focus of campaign to augment the direct flight and significant State efforts. Presence was continued in Minneapolis, as well as some additional geo-targeting in Atlanta, Chicago and San Francisco. 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™](#) 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 FY14

- Goal 1
  - Increase lodging 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 5%.
  - 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 2013 - 17*.

#### 6. TARGET MARKETS

Primary geographic target markets include:

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

Secondary markets:

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

We will consider the 2012-2013 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 when statewide sales opportunities are available.

## 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, publications, PR, social media, marketing personnel, and new technologies to implement our FY14 Marketing Plan.

**Marketing Personnel:** The Marketing Coordinator 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](http://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 are currently developing a new destination website utilizing web 3.0 technologies. It is scheduled to launch in June 2013. Our on line content will deliver visitor information on local businesses (such as restaurants, hotels, and outfitters), maps, routing, events, snow conditions, resort and tourist info, and activities throughout Big Sky.

The following page details the annual budget overview for FY14.

**ANNUAL BUDGET OVERVIEW FY14:**

| <b>Income</b>                                    |                       |                     |                |
|--|-----------------------|---------------------|----------------|
| Estimated bed tax revenue (95%)                  | 156,000               |                     |                |
| Estimated rollover from MTOT                     |                       |                     |                |
| Estimated funds uncommitted from FY13            |                       |                     |                |
|  |                       |                     |                |
| <b>Project Description</b>                       | <b>Project Budget</b> | <b>Total Budget</b> | <b>Percent</b> |
| <i>Marketing Support</i>                         |                       | 67,000              |                |
| Administration/Supplies (max 20% of new revenue) | 24,200                |                     |                |
| Marketing & Public Relations Coordinator         | 29,000                |                     |                |
| Photos/Web updates                               | 9,400                 |                     |                |
| Crisis Management                                | 1,000                 |                     |                |
| DMAI Membership                                  | 1,900                 |                     |                |
| TAC Gov Conference                               | 1,500                 |                     |                |
|  |                       |                     |                |
| <i>Infrastructure</i>                            |                       | 16,500              |                |
| Visitor Information Center staff and signage     | 16,500                |                     |                |
|  |                       |                     |                |
| <i>Consumer Marketing</i>                        |                       | 69,500              |                |
| Print  | 10,000                |                     |                |
| Fulfillment/Postage                              | 500                   |                     |                |
| Publications                                     | 22,000                |                     |                |
| Online, Social Media                             | 14,500                |                     |                |
| Broadcast  | 14,000                |                     |                |
| Joint/Opportunity Ventures - MTOT Co-ops         | 3,500                 |                     |                |
| Creative Services                                | 5,000                 |                     |                |
|  |                       |                     |                |
| <i>Publicity</i>                                 |                       | 3,000               |                |
| Fam Tours  | 3,000                 |                     |                |
|  |                       |                     |                |
|  |                       | 156,000             |                |

**Organization Name:** Big Sky Convention and Visitor's Bureau

**Project Name:** Marketing Support:  
Marketing and Public Relations Coordinator  
(3/4 time, gross wages)

**Application Completed by:** Kitty Clemens

|                        |
|------------------------|
| _____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.**

The Marketing and Public Relations Coordinator position is designed to manage projects and ensure consistent progress, 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. This position will also be responsible for creating the yearly marketing plan.

**Does this project support the Strategic Plan?** Yes

**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 traffic by 5%.
- Establish a system of tracking room nights directly related to marketing programs.
- 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.

This marketing plan supports the *Montana Tourism and Recreation Strategic Plan 2013 - 17*.

## Detail Page

### Summary

The Marketing and Public Relations Coordinator will collaboratively plan, develop, coordinate and deliver assigned marketing promotions and to meet the objectives and goals of the CVB. To serve, support and guide the CVB board with a goal of successful implementation of marketing programs funded to serve a a multi-season destination marketing strategy.

This position may be responsible for managing vendors designing and producing print and digital artwork and materials and monitoring media buying effectiveness for the CVB.

### **Job Description - Areas of Responsibility (including, but not limited to):**

#### **External Communications and Member Support**

- Recommend a new media communication program designed to engage key visitor target markets and members of the press. (Blogging, Instagram, Twitter, Facebook, Pinterest, Google +)
- Suggest promotions designed to increase visitation to the VIC.
- Help maintain Visit Big Sky Website, monitor SEO, Google analytics and keep databases updated.
- Prepare monthly blog for the executive director.
- Monitor Trip Advisor, travel blogs and other travel centric digital sources. Actively seek opportunities to provide content in support of growing Big Sky web site traffic.

#### **Graphics and Brand Standards Support:**

- Develop a photo library and document usage rights with photographers.
- Actively seek the most cost effective methods for production of collateral materials.
- Seek competitive bids for projects and retain records for audit purposes.
- Coordinate graphic needs and prepare materials as needed.
- Monitor inventory of printed collateral materials and seek competitive bids to restock as necessary
- Apply the Big Sky brand and graphic standards as adopted Visit Big Sky.
- Manage printing projects (in-house or with outside vendors) flyers, promotional materials and signage.
- Organize and archive production files for future uses.

#### **Marketing and Advertising**

- Ensure annual marketing plan for MTOT appropriations submission is accurate and completed on time.
- Proactively research best practices of similar destination marketing organizations and make recommendations for new programs or projects.
- Recommend and contribute to the Visit Big Sky marketing strategies, tactics, budgets and timelines.
- Prepare RFQs and RFPs as needed.
- Monitor and report on media buy effectiveness and report on predetermined measurement metrics such as cost per response, cost per click, and overall web analytics.
- Collect data and develop ROI reports for marketing committee and cooperative funding partners
- Prepare leads such as convention, group, family reunion and wedding.
- Monitor and report on lodging inventory.

#### **Press Relations**

- Develop media database.
- Prepare media FAM itineraries and reservation confirmations for visiting members of the travel trade. Be available to escort VIP's when necessary.
- Recommend creative "pitch" points to sell the destination as a vacation/meeting/film location and track earned media for the destination.
- Provide content for an on-line press room with photographs and story ideas.
- Actively seek opportunities to promote Big Sky with members of the press.

***Website***

- Update and coordinate creation of new content for website: pages, posts, header, homepage images, and calendar entries.
- Support vendors, programmers and digital media suppliers.
- Monitor online content and make recommendation to enhance SEO, reduce bounce rates, increase unique visitor traffic and click through to member links.

***Visitor Information Support***

- Keep the Executive Director and VIC staff informed of current developments throughout the region such as new attractions, key personnel changes, business closings, relocations, etc.
- Prepare information and statistics and reports for monthly Board meetings.
- Track occupancy rates and availability of rooms during peak season.
- Develop a monthly “what’s happening” e-blast for visitor inquires.
- Develop a system for communicating with consumer leads generated through trade show booth efforts.
- 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).

**FY14 Project: Marketing Support – Marketing Coordinator (3/4 Time)**

|                               | State Tourism Funds |   | Other Funds |   | Total      |
|-------------------------------|---------------------|---|-------------|---|------------|
| <b>PROFESSIONAL SERVICES:</b> |                     |   |             |   |            |
| 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        |
| <b>TOTAL</b>                  | <b>\$0</b>          |   | <b>\$0</b>  |   | <b>\$0</b> |

|                |            |   |            |   |            |
|----------------|------------|---|------------|---|------------|
| <b>TRAVEL:</b> |            |   |            |   |            |
| Personal Car   | \$0        | + | \$0        | = | \$0        |
| Meals          | \$0        | + | \$0        | = | \$0        |
| Lodging        | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
| <b>TOTAL</b>   | <b>\$0</b> |   | <b>\$0</b> |   | <b>\$0</b> |

|                              |                 |   |            |   |                 |
|------------------------------|-----------------|---|------------|---|-----------------|
| <b>OTHER:</b>                |                 |   |            |   |                 |
| ¾ Time Position              | \$29,000        | + | \$0        | = | \$29,000        |
| Training, classes, workshops | \$0             | + | \$0        | = | \$0             |
|                              | \$0             | + | \$0        | = | \$0             |
|                              | \$0             | + | \$0        | = | \$0             |
| <b>TOTAL</b>                 | <b>\$29,000</b> |   | <b>\$0</b> |   | <b>\$29,000</b> |

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|                                 |                 |          |            |          |                 |
|---------------------------------|-----------------|----------|------------|----------|-----------------|
| <b>REGION/CVB PROJECT TOTAL</b> | <b>\$29,000</b> | <b>+</b> | <b>\$0</b> | <b>=</b> | <b>\$29,000</b> |
|---------------------------------|-----------------|----------|------------|----------|-----------------|

**ORGANIZATION NAME:** Big Sky Convention and Visitor's Bureau  
**PROJECT NAME:** Photos/Web Updates  
**APPLICATION COMPLETED BY:** Kitty Clemens

|   |
|---|
| _____Final                                      |
| <input checked="" 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 CVB needs to continue a strong online presence through up-to-date content. This involves adding additional day trip itineraries, more information on the Biggest Skiing in America, as well as the implementation of social media elements and links, which have now become more of a trusted resource than traditional web sites. Monitoring site visits and page views to determine effectiveness will also be continued to track new online campaign elements and their effect on site visitation.

The CVB is focusing on developing a media library of photographs, videos and editorial content to drive our consumer marketing efforts of online and social media. This content will be important in staying connected with our online audience, and displaying a consistent branding campaign for Big Sky. Photos and promotional website posts 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.

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 online outlets.

**Does this project support the Strategic Plan?** Yes This marketing plan supports the *Montana Tourism and Recreation Strategic Plan 2013 - 17*.

**Detail pages attached** Yes

**Budget page must be attached for approval.**

**FY14 Project: Web/Photos**

|                               | State Tourism Funds |   | Other Funds |   | Total          |
|-------------------------------|---------------------|---|-------------|---|----------------|
| <b>PROFESSIONAL SERVICES:</b> |                     |   |             |   |                |
| Web Creative Services         | \$4,400             | + | \$0         | = | \$4,400        |
| 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            |
| <b>TOTAL</b>                  | <b>\$4,400</b>      |   | <b>\$0</b>  |   | <b>\$4,400</b> |

|                               |            |   |            |   |            |
|-------------------------------|------------|---|------------|---|------------|
| <b>MARKETING/ADVERTISING:</b> |            |   |            |   |            |
| Media Placement               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
| <b>TOTAL</b>                  | <b>\$0</b> |   | <b>\$0</b> |   | <b>\$0</b> |

|                |            |   |            |   |            |
|----------------|------------|---|------------|---|------------|
| <b>TRAVEL:</b> |            |   |            |   |            |
| Personal Car   | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
| <b>TOTAL</b>   | <b>\$0</b> |   | <b>\$0</b> |   | <b>\$0</b> |

|                                |                |   |            |   |                |
|--------------------------------|----------------|---|------------|---|----------------|
| <b>OTHER:</b>                  |                |   |            |   |                |
| Matchprint/Shipping            | \$0            | + | \$0        | = | \$0            |
| Photography/Video Footage      | \$5,000        | + | \$0        | = | \$5,000        |
| Expenses – Press Relations/FAM | \$0            | + | \$0        | = | \$0            |
|                                | \$0            | + | \$0        | = | \$0            |
| <b>TOTAL</b>                   | <b>\$5,000</b> |   | <b>\$0</b> |   | <b>\$5,000</b> |

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|                                 |                |          |            |          |                |
|---------------------------------|----------------|----------|------------|----------|----------------|
| <b>REGION/CVB PROJECT TOTAL</b> | <b>\$9,400</b> | <b>+</b> | <b>\$0</b> | <b>=</b> | <b>\$9,400</b> |
|---------------------------------|----------------|----------|------------|----------|----------------|

**Organization Name:** Big Sky Convention and Visitor's Bureau

**Project Name:** Infrastructure: VIC Staff

**Application Completed by:** Kitty Clemens

|   |
|---|
| <input type="checkbox"/> Final                  |
| <input checked="" 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.**

This year The Big Sky CVB and Chamber moved 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 requires 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 5%.
- 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 This marketing plan supports the *Montana Tourism and Recreation Strategic Plan 2013 - 17*.

**FY14 Project: Infrastructure - VIC Staff and Signage**

|               | State Tourism Funds |   | Other Funds |   | Total           |
|---------------|---------------------|---|-------------|---|-----------------|
| <b>OTHER:</b> |                     |   |             |   |                 |
| VIC Staff     | \$16,500            | + | \$0         | = | \$16,500        |
|               | \$0                 | + | \$0         | = | \$0             |
| <b>TOTAL</b>  | <b>\$16,500</b>     |   | <b>\$0</b>  |   | <b>\$16,500</b> |

|                                 |                 |          |            |          |                 |
|---------------------------------|-----------------|----------|------------|----------|-----------------|
| <b>REGION/CVB PROJECT TOTAL</b> | <b>\$16,500</b> | <b>+</b> | <b>\$0</b> | <b>=</b> | <b>\$16,500</b> |
|---------------------------------|-----------------|----------|------------|----------|-----------------|

**Organization Name:** Big Sky Convention and Visitor’s Bureau

**Project Name:** Consumer Marketing

**Application Completed by:** Kitty Clemens

|                        |
|------------------------|
| _____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 FY12-13, 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 FY12-13 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 FY14, 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 2014 (including Big Sky Resort and Moonlight Basin Resort). The media outlets covered in the 2012-2013 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 FY14:

- 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 5%.
- 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 This marketing plan supports the *Montana Tourism and Recreation Strategic Plan 2013 - 17*.

**POTENTIAL MEDIA OUTLET OPTIONS:**

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

**FY14 Project: Consumer Advertising Budget**

|                               | State Tourism Funds |   | Other Funds |   | Total           |
|-------------------------------|---------------------|---|-------------|---|-----------------|
| <b>MARKETING/ADVERTISING:</b> |                     |   |             |   |                 |
| Media Placement               | \$22,000            | + | \$0         | = | \$22,000        |
| Online/Social Media           | \$14,500            | + | \$0         | = | \$14,500        |
| Broadcast                     | \$14,000            | + | \$0         | = | \$14,000        |
| MTOT Co-ops                   | \$3,500             | + | \$0         | = | \$3,500         |
| Creative Services             | \$5,000             | + | \$0         | = | \$5,000         |
| <b>TOTAL</b>                  | <b>\$59,000</b>     |   | <b>\$0</b>  |   | <b>\$60,500</b> |

|                |            |   |            |   |            |
|----------------|------------|---|------------|---|------------|
| <b>TRAVEL:</b> |            |   |            |   |            |
|                | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
| <b>TOTAL</b>   | <b>\$0</b> |   | <b>\$0</b> |   | <b>\$0</b> |

|                     |                 |   |            |   |                 |
|---------------------|-----------------|---|------------|---|-----------------|
| <b>OTHER:</b>       |                 |   |            |   |                 |
| Printing            | \$10,000        | + | \$0        | = | \$10,000        |
| Fulfillment/Postage | \$500           | + | \$0        | = | \$500           |
|                     | \$0             | + | \$0        | = | \$0             |
|                     | \$0             | + | \$0        | = | \$0             |
| <b>TOTAL</b>        | <b>\$10,500</b> |   | <b>\$0</b> |   | <b>\$10,500</b> |

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|                                 |                 |          |            |          |                 |
|---------------------------------|-----------------|----------|------------|----------|-----------------|
| <b>REGION/CVB PROJECT TOTAL</b> | <b>\$69,500</b> | <b>+</b> | <b>\$0</b> | <b>=</b> | <b>\$69,500</b> |
|---------------------------------|-----------------|----------|------------|----------|-----------------|

**ORGANIZATION NAME:** Big Sky Convention and Visitor's Bureau  
**PROJECT NAME:** Publicity  
**APPLICATION COMPLETED BY:** Kitty Clemens

|   |
|---|
| <input type="checkbox"/> Final                  |
| <input checked="" 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 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.

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 This marketing plan supports the *Montana Tourism and Recreation Strategic Plan 2013 - 17*.

**Detail pages attached** Yes

**Budget page must be attached for approval.**

**FY14 Project: Publicity**

|                               | State Tourism Funds |   | Other Funds |   | Total      |
|-------------------------------|---------------------|---|-------------|---|------------|
| <b>PROFESSIONAL SERVICES:</b> |                     |   |             |   |            |
| 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        |
| <b>TOTAL</b>                  | <b>\$0</b>          |   | <b>\$0</b>  |   | <b>\$0</b> |

|                               |            |   |            |   |            |
|-------------------------------|------------|---|------------|---|------------|
| <b>MARKETING/ADVERTISING:</b> |            |   |            |   |            |
| Media Placement               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
| <b>TOTAL</b>                  | <b>\$0</b> |   | <b>\$0</b> |   | <b>\$0</b> |

|                |            |   |            |   |            |
|----------------|------------|---|------------|---|------------|
| <b>TRAVEL:</b> |            |   |            |   |            |
| Personal Car   | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
| <b>TOTAL</b>   | <b>\$0</b> |   | <b>\$0</b> |   | <b>\$0</b> |

|                                |                |   |            |   |                |
|--------------------------------|----------------|---|------------|---|----------------|
| <b>OTHER:</b>                  |                |   |            |   |                |
| Matchprint/Shipping            | \$0            | + | \$0        | = | \$0            |
| Photography/Video Footage      | \$0            | + | \$0        | = | \$0            |
| Expenses – Press Relations/FAM | \$3,000        | + | \$0        | = | \$3,000        |
|                                | \$0            | + | \$0        | = | \$0            |
| <b>TOTAL</b>                   | <b>\$3,000</b> |   | <b>\$0</b> |   | <b>\$3,000</b> |

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|                                 |                |          |            |          |                |
|---------------------------------|----------------|----------|------------|----------|----------------|
| <b>REGION/CVB PROJECT TOTAL</b> | <b>\$3,000</b> | <b>+</b> | <b>\$0</b> | <b>=</b> | <b>\$3,000</b> |
|---------------------------------|----------------|----------|------------|----------|----------------|

**ORGANIZATION NAME:** Big Sky Convention and Visitor's Bureau

**PROJECT NAME:** Crisis Management Plan

**APPLICATION COMPLETED BY:** Kitty Clemens

|   |
|---|
| <input type="checkbox"/> Final                  |
| <input checked="" 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 Crisis Management Plan is a basic guide to providing a response system, by Big Sky, MT, to a major crisis or emergency occurring in the town or in the resort area. All personnel designated to carry out specific responsibilities are expected to know and understand the policies and procedures outlined in this plan. The response to any major crisis or disturbance will always be conducted within the framework of this plan. The Crisis Management Plan is designed to effectively coordinate the use of community resources to protect life and property during and immediately following a major crisis or disturbance in Big Sky. It is placed into operation whenever an emergency affecting the area cannot be controlled through routine, daily and normal channels and procedures. In Big Sky, planning ahead for a major crisis or disturbance will be part of our normal business planning.

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

- The Plan is meant to provide a safe and effective response system for coordinating and deploying essential services in the event of a major crisis or emergency in Big Sky, MT.

**Does this project support the Strategic Plan? Yes** This marketing plan supports the *Montana Tourism and Recreation Strategic Plan 2013 - 17*.

**Detail pages attached** Yes

**Budget page must be attached for approval.**

**FY14 Project: Crisis Plan**

|                               | State Tourism Funds |   | Other Funds |   | Total         |
|-------------------------------|---------------------|---|-------------|---|---------------|
| <b>PROFESSIONAL SERVICES:</b> |                     |   |             |   |               |
| 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            | \$1000              | + | \$0         | = | \$1000        |
|                               | \$0                 | + | \$0         | = | \$0           |
| <b>TOTAL</b>                  | <b>\$1000</b>       |   | <b>\$0</b>  |   | <b>\$1000</b> |

|                               |            |   |            |   |            |
|-------------------------------|------------|---|------------|---|------------|
| <b>MARKETING/ADVERTISING:</b> |            |   |            |   |            |
| Media Placement               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
| <b>TOTAL</b>                  | <b>\$0</b> |   | <b>\$0</b> |   | <b>\$0</b> |

|                |            |   |            |   |            |
|----------------|------------|---|------------|---|------------|
| <b>TRAVEL:</b> |            |   |            |   |            |
| Personal Car   | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
| <b>TOTAL</b>   | <b>\$0</b> |   | <b>\$0</b> |   | <b>\$0</b> |

|                                |            |   |            |   |            |
|--------------------------------|------------|---|------------|---|------------|
| <b>OTHER:</b>                  |            |   |            |   |            |
| Matchprint/Shipping            | \$0        | + | \$0        | = | \$0        |
| Photography/Video Footage      | \$0        | + | \$0        | = | \$0        |
| Expenses – Press Relations/FAM | \$0        | + | \$0        | = | \$0        |
|                                | \$0        | + | \$0        | = | \$0        |
| <b>TOTAL</b>                   | <b>\$0</b> |   | <b>\$0</b> |   | <b>\$0</b> |

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|                                 |               |          |            |          |               |
|---------------------------------|---------------|----------|------------|----------|---------------|
| <b>REGION/CVB PROJECT TOTAL</b> | <b>\$1000</b> | <b>+</b> | <b>\$0</b> | <b>=</b> | <b>\$1000</b> |
|---------------------------------|---------------|----------|------------|----------|---------------|

**ORGANIZATION NAME:** Big Sky Convention and Visitor's Bureau  
**PROJECT NAME:** Destination Marketing Association International  
**APPLICATION COMPLETED BY:** Kitty Clemens

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

Destination Marketing Association International (DMAI) supports the profession of destination marketing, provided peer to peer idea exchange, access to research on visitor centers, training for meeting professionals and the travel trade buyers.

**Objectives (if not stated in narrative):**

The Big Sky CVB strives 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.

The efforts of the CVB strives 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.

**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.

Specifically:

- 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.

**Does this project support the Strategic Plan?** Yes This marketing plan supports the *Montana Tourism and Recreation Strategic Plan 2013 - 17*.

**Detail pages attached** Yes

**Budget page must be attached for approval.**

**FY14 Project: DMAI**

|                               | State Tourism Funds |   | Other Funds |   | Total      |
|-------------------------------|---------------------|---|-------------|---|------------|
| <b>PROFESSIONAL SERVICES:</b> |                     |   |             |   |            |
| 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        |
| Membership                    | \$1900              | + | \$1900      | = | \$3800     |
| <b>TOTAL</b>                  | <b>\$0</b>          |   | <b>\$0</b>  |   | <b>\$0</b> |

|                               |            |   |            |   |            |
|-------------------------------|------------|---|------------|---|------------|
| <b>MARKETING/ADVERTISING:</b> |            |   |            |   |            |
| Media Placement               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
|                               | \$0        | + | \$0        | = | \$0        |
| <b>TOTAL</b>                  | <b>\$0</b> |   | <b>\$0</b> |   | <b>\$0</b> |

|                |            |   |            |   |            |
|----------------|------------|---|------------|---|------------|
| <b>TRAVEL:</b> |            |   |            |   |            |
| Personal Car   | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
|                | \$0        | + | \$0        | = | \$0        |
| <b>TOTAL</b>   | <b>\$0</b> |   | <b>\$0</b> |   | <b>\$0</b> |

|                                |            |   |            |   |            |
|--------------------------------|------------|---|------------|---|------------|
| <b>OTHER:</b>                  |            |   |            |   |            |
| Matchprint/Shipping            | \$0        | + | \$0        | = | \$0        |
| Photography/Video Footage      | \$0        | + | \$0        | = | \$0        |
| Expenses – Press Relations/FAM | \$0        | + | \$0        | = | \$0        |
|                                | \$0        | + | \$0        | = | \$0        |
| <b>TOTAL</b>                   | <b>\$0</b> |   | <b>\$0</b> |   | <b>\$0</b> |

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|                                 |               |          |               |          |               |
|---------------------------------|---------------|----------|---------------|----------|---------------|
| <b>REGION/CVB PROJECT TOTAL</b> | <b>\$1900</b> | <b>+</b> | <b>\$1900</b> | <b>=</b> | <b>\$3800</b> |
|---------------------------------|---------------|----------|---------------|----------|---------------|