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**Application**

**Instructions**

**Print to PDF** will convert the application plus any PDF attachments into a single PDF file. **Release for Review** will change the status of the application to Under Review and move it on to the evaluation process. **Negotiation** will allow you to unlock one or more sections of the application and route the application back to the applicant for further editing. **Annotations** allow internal staff to add notes that are visible to internal staff only and possibly also reviewers if they have a special security privilege. The applicant cannot see these notes. **Versions** will display all component versions that were created as a result of the negotiation process. **Feedback** allows staff to enter feedback about the application to the applicant. The feedback text will appear at the bottom of the application and will be visible to anyone who has access to the application. **Withdraw** changes the status of the application to Withdrawn and removes the app from the evaluation process.

**Application Details**

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**15254 - FY15 Region/CVB Marketing Plan - Final**

**16753 - FY15 Bozeman CVB Marketing Plan**  
**DOC Office of Tourism**

Status: Under Review

Original Submitted Date: 04/30/2014 2:27 PM

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**Applicant Information**

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**Organization Information**

Name:\* Bozeman Area Chamber of Commerce

Organization Type: Non-Profit Organization

Organization Website: [www.bozemanchamber.com](http://www.bozemanchamber.com)

Address:\* 2000 Commerce Way

\* Bozeman Montana 59715  
City State/Province Postal Code/Zip

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## Community & Brand Support

### 1. Describe your destination.

*Describe your destination (who you are, who you wish to attract and why would they come) addressing your strengths, opportunities, and potential challenges. How does your destination align with Montana's brand pillars?*

*Bozeman, Montana, is an eclectic mix of ranchers, artists, professors, ski enthusiasts and entrepreneurs, drawn here by world-class recreation, rich culture, an easy pace of life and the energy of a university town. It's where blue jeans meet blazers, down home meets downtown and Gore-Tex meets gourmet. And with Yellowstone National Park just a stone's throw away, and a number of blue-ribbon trout fishing streams in even closer proximity, you'll find endless opportunities to carve out your own outdoor adventure.*

**Bozeman, MT**, is the epicenter of adventure, with year round recreation, rich history and a dynamic culture. Our proximity to the state's only land-grant university, blue-ribbon fly-fishing, spectacular alpine and nordic skiing and the world's first national park attract our visitors to experience the outdoor lifestyle while getting the benefit of a rich culture comprised of interesting dining, theatre, festivals, art galleries and world class museums, including Museum of the Rockies, which houses one of the world's largest and most famous dinosaur collections.

#### Strengths:

- Close proximity to Yellowstone National Park. In 2013, 68% of the people who visited Bozeman said YNP was an attraction to Montana, 28% said it was the primary attraction. (ITRR, 2013, Non-resident Visitor Profile).
- World Class Recreation. Three nationally recognized ski areas, blue ribbon fly-fishing waters, dozens of nearby trails and 360 degrees of spectacular views make Bozeman a grand escape.
- A growing, vibrant downtown, home to dozens of restaurants, art galleries and retail establishments.
- Air Service: Bozeman Yellowstone International Airport leads the state in deboardings and now has 13 cities we connect to with non-stop flights and a customs station for international charter flights.
- Montana State University: A leading university in engineering, architecture, business and film, MSU brings a rich culture to Bozeman, resulting in a sophisticated university town with a vibrant energy.
- Bozeman offers year round cultural opportunities. The Museum of the Rockies, registered historic sites, numerous festivals, concerts, live theater and rodeos are all key factors to visitors who choose Bozeman as a destination.

#### Opportunities:

- Increased airlift across the board.
- Increasing international arrivals, Asia and Canada in particular.
- Creating travel packages for tour groups.

#### Challenges:

- Seasonality of leisure tourism results in lower shoulder season visitors.
- Significant weather events such as a light snow winter, or heavy fire seasons, can cause sudden large reductions in leisure tourism.
- International and national economic climate.
- Sequestration of Yellowstone National Park. Budget cuts could affect the length of time the park stays open. These cuts are not just for this fiscal year, but ongoing, which will have a long-term effect.

#### The Bozeman story aligns with the Montana Brand Pillars in the following ways:

##### Spectacular, Unspoiled Nature

Located between two entrances to Yellowstone National Park, three world-class ski resorts, blue ribbon fishing and surrounded by majestic mountain ranges, few areas offer such a variety of year round recreation. Be it scenic drives, hiking a tall peak or snowmobiling through the backcountry, Bozeman offers countless opportunities to experience spectacular, unspoiled nature.

##### Breathtaking experiences by day, relaxing hospitality at night

Bozeman is comprised of wide-open spaces, quality shopping, dining and an artistic culture, creating an urban feel amidst a mountain mecca.

##### Vibrant small towns that serve as gateways

Of all towns surrounding Yellowstone National Park, Bozeman offers visitors the easiest access to the area, a variety of dining and lodging options, cultural events and the energy of a thriving college town.

[Optional: Include attachments here](#)

## 2. How will your marketing plan address the three phases of the travel decision process of inspiration, orientation and facilitation?

### Inspiration

Our campaign "Only in Bozeman" is designed to position ourselves as a unique destination because of the close proximity to our rich assets. The creative consists of video, print and online publication and centers around the various activities that can be done within the course of one day.

### Orientation

"Only in Bozeman" will be geotargeted in direct flight and regional drive markets and will direct people to the new website which will address our location and the ease of getting here. When possible, print collateral will also include flight maps.

### Facilitation

Our new website will make it easier for visitors to plan their trip. Social media will keep people abreast of current activities, and our new "Only in Bozeman" stickers will increase awareness.

[Optional: Include attachments here.](#)

## 3. Who is your market?

### *a. Define your target markets (demographic, geographic and psycho-graphic)*

#### Geographic

- Direct flight markets who are adding or increasing service. Seattle and San Francisco are both affluent cities with a propensity for outdoor recreation and are also entry points for the fast growing Asian market. United has added a direct flight from LaGuardia and American has added a direct flight from Houston. We will continue in Atlanta and Minneapolis, who have also increased service to Bozeman.
- Additional markets include California, Colorado, Illinois and Florida.
- Regional drive markets such as North Dakota, Canada, Idaho, South Dakota, Utah, Wyoming and Colorado.

#### Demographic

- Average group size is 2 travelers, from 45-64 years old. Income levels from \$50-\$150K. (ITRR 2013 Non-resident travel report.)

#### Psychographic

Geo-travelers who are outdoor enthusiasts and have an interest in culture and history.

Top activities while visiting Bozeman include:

- 64% Scenic driving
- 53% Day hiking
- 46% Recreational shopping
- 39% Nature photography
- 38% Wildlife watching
- 19% Car/RV camping
- 18% Visiting Museums
- 18% Visiting other historical sites
- 15% Attending festivals or events
- 11% Fishing/fly fishing

Other activities include visiting farmers markets, viewing art exhibits, road biking, birding, skiing, canoeing, backpacking and other outdoor recreation. (ITRR 2013 Non-resident travel report.)

#### Meetings

- Meetings of 500 people or less, with a focus on the following industries: environmental, conservation, agriculture, education, professional associations, trade associations and technology.

#### **Film**

- Independent film companies and production companies seeking to film commercials, television, music videos and documentaries.

#### **Sports Tournaments and Events**

- Traditional sports tournaments on a statewide and regional basis.
- Family based athletic events such as soccer tournaments.
- Continue to build momentum around running events such as the Bozeman Marathon and Run to the Pub.
- LaCrosse and soccer tournaments now that a \$7.5 million bond has passed to build new fields which will open 2015.

#### *b. What are your emerging markets?*

Emerging markets include Texas and New York, who are offering new direct flights, as well as Canada as a regional drive market.

The Asian market is showing huge potential. with the average stay 10-14 days and spending at \$1100, per day, per person. We gained a lot of traction in cooperation with the Montana Office of Tourism at IPW, and will be continuing to look for collaborative opportunities to continue building on this momentum.

#### *c. What research supports your target marketing?*

#### **ADDITIONAL FLIGHTS**

Air service inventory is up 18%, June through September 2014. Direct flights have been added from Houston and New York and Minneapolis and Atlanta have increased their service, along with Newark who is adding an additional day to their schedule. Delta is looking into additional flights from Seattle and the international hubs of Seattle and San Fransisco make it easier for the growing Asian market to reach Yellowstone National Park.

#### **WEBSITE VISITATION**

Top states, July 1, 2013 - April 22, 2014:

- Montana
- California
- Washington
- Colorado
- New York
- Texas
- Minnesota
- Utah
- Illinois
- Florida

#### **SKI RESORT VISITATION, Bridger Bowl, 2014**

MN - 25%

MT - 17%

Saskatchewan, Canada - 16%

ND - 12%

Manitoba, Canada - 5%

WI - 4%

Canada overall represented 23% of all out of state visitors this season to Bridger Bowl

Optional: Include attachment here.

**4. Overall Goals**

To position Bozeman as the epicenter of adventure through a multi-media, holistic and integrated advertising and social media campaign.

Subsets of this goal are to:

- Collaborate with private and public partners to increase awareness of the ease of direct flight access via Bozeman Yellowstone International Airport, Montana's busiest airport.
- Increase winter and shoulder season visitation.

Optional: Include attachments here.

**5. Cooperative Opportunities**

*a. In what types of co-ops with MTOT would you like to participate?*

*On the Snow* has been a very successful partnership in the past. Depending on the offerings, we will explore digital packages focused on travel and outdoor recreation.

*b. In what other types of co-ops would you like to participate? (Regions/CVBs, etc.)*

We are working with area CVBs and private entities to promote direct flights into Bozeman. Our budget is allocated to promoting the flights, as requested by the airlines. We have also partnered with Bridger Bowl to promote ski and stay packages.

We are also partnering with Glacier Country and the Montana Office of Tourism to create packages targeted to the Asian market.

*c. What types of co-ops have you done in the past? Were they successful - why or why not?*

We have participated in state advertising co-ops such as *On the Snow* and various other digital placements such as *Sojern*, *iExplore* and *Skimag.com*.

*On the Snow* packages have been most successful, though other opportunities will always be considered.

Optional: Include attachments here.

Include pie chart here.

[Bozeman CVB FY 15 Budget Charts.docx](#)

**Marketing Segment, Strategy & Budget**

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure success?	Marketing Method Evaluation	Estimated budget for each method.	Non bed tax funds?	Add'l Atttchmnts
			Targeted print	Big Sky Journal offers a quality audience from across the country. The average income is \$172,000, and readers	Our use of print					

Consumer	Print Advertising	Yes	<p>advertising such as Big Sky Journal, may be used to create brand awareness. In the past we have partnered with Bridger Bowl for ski based advertising and have run solely in recreation specific editions such as the Fly Fishing Issue. In-flight magazines have also been part of the media mix.</p>	<p>are primarily outdoor enthusiasts who enjoy the arts and Western lifestyle. The publication is in the Salt Lake, Denver, Seattle and Los Angeles airports, hotel rooms in surrounding resort areas, and Delta Sky Clubs across the country.</p> <p>Alaska/Horizon in-flight magazines often have content targeted to our area and the Seattle airport is a hub for international and east coast travelers to the west.</p>	<p>advertising is primarily for brand awareness and to familiarize people with Bozeman in general. The publications used are very specific to our audience both geographically and psychographically.</p>	<p>We tag our URL specifically to the publication, though we often don't see a lot of direct traffic from the URL's.</p>		\$10,000.00	No	
Consumer	Webpage Marketing/SEO/SEM	Yes	<p>Simultaneously with the launch of our new website, we'll be doing a complete SEO audit for use in developing both website content and ongoing SEO/SEM and Keyword marketing strategies.</p>	<p>SEO is important to help search engines figure out what each page is about and how it may be useful for users. In a constantly shifting landscape websites in positions 1, 2 and 3 receive more click through's and results than others. (<a href="http://moz.com/beginners-guide-to-seo/why-search-engine-marketing-is-necessary">http://moz.com/beginners-guide-to-seo/why-search-engine-marketing-is-necessary</a>).</p>	<p>Our SEO efforts to this point have been minimal, however statistics from other regions have offered a significant return on investment, (for example, Yellowstone Country has seen an 11% increase in their organic search traffic from 2013.</p> <p>Ongoing SEO and SEM management is vital in growing our organic search traffic. Our budget includes both the keyword research and ongoing management.</p>	<p>Our success will be measured by year over year growth in our organic and paid search traffic.</p>		\$7,000.00	No	
Consumer	Social Media	No	<p>Our social media strategy centers around Facebook and we will be adding Twitter. We plan to hire an intern, or contract the work to have a dedicated part time person who can concentrate on editorial calendars, engaging with followers, boosting posts, researching content and trends and generate activity which will increase our "likes" and awareness.</p>	<p>Through focused efforts we have increased our FB "likes" by 500% in just a few months. Our engagement per post has increased from 500 impressions per post to 8000 impressions through strategically boosting content.</p>	<p>Our current staffing levels don't allow for us to expand our social media marketing and continue to stay abreast current trends. In order to maintain our aggressive growth and stay competitive, this function will be contracted in order to increase our social media presence and generate content that will create more interaction and get our readers to share on their own social media platforms.</p>	<p>Social media metrics are very straightforward and trackable. Although our growth has been exponential, there is tremendous room for more.</p>		\$6,000.00	No	
			<p>Our digital marketing makes up the bulk of</p>							

Consumer	Online/Digital Advertising	Yes	<p>our budget. Our methods include video pre-roll, banner ads on vertical sites such as powdermagazine.com, travel focused sites such as iExplore and Bootprints and use of Ad Networks which take big data and allow us to geographically and psychographically target our audience. We will also be incorporating some advertising within travel specific email newsletters from specific publications.</p> <p>We are also continuing with a significant Ad Words campaign and FB boosts.</p>	<p>Our tracking from previous campaigns shows that our traffic from digital advertising brought the biggest return on investment, and when our campaigns are running, these referrals continuously jump to the #2 driver of visitors to the website.</p> <p>Top campaign drivers are:</p> <p>Google cpc: 7,583</p> <p>Madden Media: 2,605</p> <p>iExplore: 660</p> <p>OnTheSnow.com: 338</p> <p>outsideonline.com: 164</p>	<p>Continuing to build on the awareness and direct traffic created through this digital advertising mix will increase not only our brand awareness, but will offer us the reach and frequency needed for visitors to actually pursue visiting the Bozeman area.</p>	<p>Our success is tracked through direct click through's to our website. We will also implement tracking goals focused on Visitor Guide request and email registrations.</p>		\$73,500.00	No
Marketing Support	Opportunity Marketing	No	<p>We are allocating \$5000 for unknown opportunities that may arise during FY15. These projects must fall in line with our overall strategy, geographic and demographic targets and may include, but are not limited to, traditional advertising such as print, broadcast, digital or out of home.</p>					\$5,000.00	No
Marketing Support	TAC/Governor's Conference meetings	No	<p>Money allocated for hotel, food and mileage while attending TAC meetings and the 2015 Governor's Conference.</p>					\$2,000.00	No
Marketing Support	Marketing Plan Development	No	<p>Budget allocation for assistance from contracted marketing agency to develop the FY16 marketing plan.</p>	<p>Past marketing plans submitted with assistance from Marketing Agency have been passed as submitted by the Tourism Advisory Council.</p>	<p>Our marketing and advertising is contracted to an agency, therefore working in conjunction with the agency on our marketing plan allows us to continuously monitor our current marketing efforts and develop future plans based on prior results. This also allows us to stay abreast of new marketing trends and creative options.</p>	<p>Implementing the marketing planned as outlined.</p>		\$4,500.00	No
			<p>Budget allocation for potential partnerships not yet identified.</p>						

Marketing Support	Joint Ventures	No	Projects could be in conjunction with other regions and CVB's as well as private partnerships that may arise. All projects must meet our overall marketing goals as well as our geographic and demographic targets.					\$10,000.00	No	
Marketing Support	Fulfillment/Telemarketing	No	Our current contract for telemarketing and fulfillment is up and we will be sending it out for rfp.	Inquiries from direct calls and website referrals are fulfilled by sending Visitor's Guides. Leads generated are passed on to our Chamber and TBID members for follow up and individual marketing.	A contracted firm/center is needed to fulfill the number of inquiries generated by our ad campaigns and direct visits to the website.	Success is measured by continuously responding to inquiries and fulfilling information requests. Once leads are gathered, passing on the contact information to our business community for further marketing.		\$16,500.00	No	
Marketing Support	Administration	No	Our administration budget includes wages, office use, equipment purchases and overall costs of doing business.					\$34,000.00	No	
Publicity	Fam Trips	No	Our FAM trips are curated to give journalists and tour guides the experience of recreation and culture in the Bozeman area. These efforts are often in cooperation with other regions and CVB's and supplement our advertising with earned media. We also coordinate tours to showcase our area to potential film productions.  We are also doing joint marketing with the Montana Office of Tourism to promote the area at IPW.	Past trips have been successful in partnering with the state and regions to give tour operators, journalists and film makers the experience of visiting Bozeman.	Interest in our area is continuous with new interest from various groups, publications and production companies. We need to not only seek out opportunities, but be ready to turn on a dime when they come to us.	Evaluating earned media, additional tour groups and film or commercial production.		\$1,500.00	No	
								<b>\$170,000.00</b>		

**Marketing Method Budget**

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Print Advertising	\$10,000.00	\$0.00
Consumer	Online/Digital Advertising	\$73,500.00	\$0.00
Consumer	Webpage Marketing/SEO/SEM	\$7,000.00	\$0.00
Consumer	Social Media	\$6,000.00	\$0.00

		<b>\$96,500.00</b>	<b>\$0.00</b>
Marketing Support	Administration	\$34,000.00	\$0.00
Marketing Support	Opportunity Marketing	\$5,000.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$2,000.00	\$0.00
Marketing Support	Marketing Plan Development	\$4,500.00	\$0.00
Marketing Support	Joint Ventures	\$10,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$16,500.00	\$0.00
		<b>\$72,000.00</b>	<b>\$0.00</b>
Publicity	Fam Trips	\$1,500.00	\$0.00
		<b>\$1,500.00</b>	<b>\$0.00</b>
		<b>\$170,000.00</b>	<b>\$0.00</b>

**Miscellaneous Attachments**

**Region/CVB Required Documents**

File Name	Description	File Size
<a href="#">MOT Signa Pages.pdf (717 KB)</a>	MTOT Required Documents	717 KB

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