

# Montana Grants and Loans

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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 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 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 applicant entering 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 **Withdraw** application to Withdrawn and removes the app from the evaluation process.

### Application Details

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## 41744 - FY17 Region/CVB Marketing Plan - Final Application

**44027 - FY17 Big Sky CVB Marketing Plan**  
**DOC Office of Tourism**

|                |              |                                 |                    |
|----------------|--------------|---------------------------------|--------------------|
| <b>Status:</b> | Under Review | <b>Original Submitted Date:</b> | 05/06/2016 5:38 PM |
|                |              | <b>Last Submitted Date:</b>     | 05/17/2016 9:39 AM |

### Applicant Information

#### Primary Contact:

|                        |  |                               |                                |
|------------------------|--|-------------------------------|--------------------------------|
| <b>Name:*</b>          | Ms.  | Alexandra                     | A                              |
|                        | <small>Salutation</small>  | <small>First Name</small>     | <small>Middle Name</small>     |
| <b>Title:</b>          |  |                               |                                |
| <b>Email:*</b>         | <a href="mailto:alex@bigskychamber.com">alex@bigskychamber.com</a> |                               |                                |
| <b>Alternate Email</b> |  |                               |                                |
| <b>Address:*</b>       | 55 Lone Mountain Trail   |                               |                                |
|                        | P.O. Box 160100  |                               |                                |
| <b>* City</b>          | Big Sky  | Montana                       | 59716                          |
|                        | <small>City</small>  | <small>State/Province</small> | <small>Postal Code/Zip</small> |
| <b>Phone:*</b>         | 406-995-3000   |                               |                                |
|                        | <small>Phone<br/>###-###-####</small>                              |                               |                                |

#### Alternate Phone

**Fax:**

**Comments:**

#### Organization Information

|                              |  |
|------------------------------|--|
| <b>Name:*</b>                | Big Sky Convention of Visitors Bureau                            |
| <b>Organization Type:</b>    | Non-Profit Organization  |
| <b>Organization Website:</b> | <a href="http://www.visitbigskymt.com">www.visitbigskymt.com</a> |

**Address:\*** 55 Lone Mountain Trail  
P.O. BOX 160100

\* Big Sky Montana 59716  
City State/Province Postal Code/Zip

**Phone:\*** 406-995-3000

Ext.

**Alternate Phone**

**Fax:**

**Email address** [alex@bigskychamber.com](mailto:alex@bigskychamber.com)

**Alternate Email** [alex@bigskychamber.com](mailto:alex@bigskychamber.com)

**Comments:**

## 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 destination align with Montana's brand pillars?*

Big Sky, Montana is located off of US Hwy. 191 just one hour south of the Bozeman Yellowstone International Airport and 45 minutes north of National Park. Big Sky is a premier destination resort community boasting spectacular nature and wildlife, breathtaking experiences during but preserving the character of our vibrant and charming small community.

Visit Big Sky (VBS) is the official destination marketing organization (DMO) that manages Resort Tax grants awarded during an annual competition funds with state lodging taxes generated in the community and returned by the state as earmarked for Convention and Visitors Bureau promotion allow VBS to accomplish an important role for the community and execute a year-round marketing plan. This plan is created based on research stakeholders and key business activity measurements to insure the best return on investment of public and private funds.

Optional: Include attachments here

[Describe Your Destination Continued FY17.pdf](#)

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

**Inspiration** - One of Big Sky's strategies is to develop a community identity by raising awareness and perception of our destination. Our marketing trusted media channels to build brand awareness and brand perception. During the last three winter campaigns Visit Big Sky used OOH advertising broad audiences early during the trip planning process. This medium complimented our print strategy and goal to align with content relevant to passions. Finally we used geo-targeted online advertisements to connect with audiences during the booking cycle. Our current summer marketing geo-targeted digital as the foundation. The plan is based on media habits and consumption, along with targeting opportunities to key markets strategic magazine placements to build brand awareness and align with those content relevant environments. We are also using traditional radio market awareness and increase message reach and frequency.

**Orientation** - The driving force of our marketing efforts are digital advertisements in the form of online display banners, tourism sponsorship and e-newsletters, paid search and paid social. All of these efforts drive prospective visitors to our owned media. Our digital assets serve to orient breadth of knowledge about our destinations product. Our multiple web products are utilized strategically and serve as landing pages for marketing 2015, Visit Big Sky produced internationally translated materials for our websites in addition to printed distribution for travel and trade shows. build awareness of Big Sky and the Visit Big Sky brand, but also seamlessly orient them with the proximity campaign. When allowable, our content illustrates Big Sky's proximity to YNP and the creative copy describes our location.

**Facilitation** – Facilitation in tourism marketing is analyzing the needs and wants of prospective travelers, presenting destination options and those travelers. Our national, multi-channel marketing campaigns will continue to facilitate our consumers throughout the planning and buying and owned media. VBS worked with a professional PR firm who further facilitated our consumers by pitching our destination to news hubs on a budget. Additionally, Big Sky hosted a FAM tour at the end of summer 2015 to allow for face-to-face interaction and write articles about our destination. Visit Big Sky also contracted a blogger who has been producing 20-30 blogs per month with content/short stories relevant to Big Sky.

Optional: Include attachments here.

### 3. Who is your market?

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

##### Demographic

- Adults 22-55
- HHI: 75K +
- Well Educated: College student or graduate

##### Geographic

###### 1. Winter geographic target markets:

- Chicago, IL
- Minneapolis, MN
- Seattle, WA
- San Francisco, CA
- New York, NY
- Dallas, TX

###### 2. Summer geographic target markets:

- State of Montana
- Seattle, WA
- Spokane, WA
- Boise, ID
- Idaho Falls, ID
- Casper, WY
- Minot, ND
- Sioux Falls, SD
- Rapid City, SD
- Minneapolis, MN
- Portland, OR
- Dallas, TX
- Calgary/Alberta, Canada

The target audiences for our summer consumers are similar to the winter; however some of our target geographies are different due to their travel patterns. During the winter months our ideal consumer is primarily flying to our destination and during the summer months they are primarily driving, with the exception of the recently added direct flight to the Bozeman Yellowstone International Airport.

**Psychographic** - The geo-traveler is concerned with preserving a destination's geographic character– the entire combination of natural and cultural elements that make a destination distinct from another. They are interested in both the cultural, environmental and their individual economies and lifestyles. These travelers are curious, well-connected, engaged, and adventurous. By creating an emphasis on our abundant natural beauty and its proximity for activities at every level, we will focus all aspects 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 to our destinations and who tend to be high-value, low-impact visitors. These also tend to be environmentally aware consumers.

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

An emerging market for Big Sky this year is Dallas, TX and international tourism. In January 2016, American Airlines announced a direct flight Bozeman, MT (BZN). The flight will begin service June 2 and run daily through the beginning of October. The daily service will start again in [ This new flight allows us to capitalize on a wide range of marketing opportunities.

The US Department of Commerce expects international inbound travel to increase through 2021. All major markets are expected to contribute market represents great growth potential for summer and winter in Big Sky. Tour operators are shifting away to traditional destinations. Their experiences, cultural local events and creative ideas. According to the Travel and Tourism International Trade Administration, depending on various economic factors, a maximum of 7.3 million Chinese could travel to the United States by 2021, resulting in an \$84 billion per year economic impact.

\*Source: [http://trade.gov/topmarkets/pdf/Travel\\_and\\_Tourism\\_Top\\_Markets\\_Report.pdf](http://trade.gov/topmarkets/pdf/Travel_and_Tourism_Top_Markets_Report.pdf)

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

Big Sky performs a comprehensive market analysis with our professional media buying service annually. We compare market research data from USA@ Syndicated Study, ITRR, past website analytics, past campaign effectiveness and visitor information to determine our current target.

Optional: [Include attachment here.](#)

## **4. Overall Goals**

1. Increase brand awareness and immediate visitation from national and regional markets during the summer and winter travel seasons, and awareness of YNP, especially since this year is the Centennial Anniversary of the National Park Service.
2. Increase average length of stay/average spending in Big Sky from domestic visitors.
3. Enhance, develop, and market more effective digital assets, including website, mobile web, social media and email campaigns. Obtain better enhance the user experience and ensure the websites deliver the appropriate information to potential visitors to Big Sky.
4. Inventory, develop and grow content database (photos, videos, editorial) and use to increase consumer interactions/engagement and email media, online, print and blogs). Develop a media library on our website for press to utilize.

Measurable outcomes from Goals

### **Goal 1**

- Increase lodging tax collections during the summer months by 5% and during the winter months by 4%.

### **Goal 2**

- Increase Visitor Center visitors by 6%.

### **Goal 3**

- Track conversions on website to direct ROI and economic impact with generally accepted digital measurement metrics.
- Track social media presence through likes, engagements, and virality metrics from Facebook, Instagram, Google+, Twitter, Pinterest
- Track email statistics including open rates, CTR, etc.
- Improve website rankings with dynamic SEO.
- Improve website usability based upon results/recommendations from usability test. Track change through analytics and comparing to previous

**Goal 4**

- Evaluate PR placements (online and print) and their value.
- Track analytics on specific page on website once media library is implemented.

Optional: Include attachments here.

**5. Joint Venture Opportunities*****a. In what types of Joint Ventures with MTOT would you like to participate?***

The Big Sky CVB did not participate in any MTOBD co-ops during the FY16 winter season, but we did participate in the Backpacker print co-op which aligned well with our strategy. We are working with MTBOD and other regions/CVBs to tap into the Dallas market and have asked to see the report. We have not received the final update for what call to action the users will see.

We will evaluate and select the MTOBD co-ops on a method by method basis. We will consider the 2015-16 visitation and statewide travel trade market or Dallas as a fly market, and using a portion of our funding to take advantage of MTOBD opportunities for out-of-state exposure. Through trade-shows and building our online presence, we also intend to reach more domestic markets our limited advertising funds cannot penetrate (New York) and international markets when statewide sales opportunities are available.

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

The Big Sky CVB will consider co-op opportunities with other tourism regions, regional chambers and CVBs, and tourism organizations. Visit partnerships with lodging and recreation businesses year round. These partnerships are essential in delivering actionable marketing messages and reducing marketing spend.

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

Past MTOBD co-op participation - The Big Sky CVB has participated in digital co-op opportunities and the campaigns were unsuccessful. The unsuccessful were due to the owned media the consumers were directed to. At the time of our last co-op participation MTOBD was directing traffic to the Chamber website. These campaigns resulted in low CTR, time on site, pages per visit and high bounce rate. As we are participating in the Dallas market we see the performance and ROI will allow us to see the success of the campaign and evaluate participation for future co-ops.

Optional: Include attachments here.

Include pie chart here.

[FY17 CVB required charts.pdf](#)

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**Marketing Segment, Strategy & Budget**

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| Marketing Segment | Marketing Method       | Does research support this method? | Describe your method.  | Supporting research/statistics   | Provide a brief rationale.   | Plan to measure success?  | Market Method Evaluation |
|-------------------|------------------------|------------------------------------|--|--|--|---|--------------------------|
| Consumer          | Billboards/Out-of-Home | Yes                                | <p>Visit Big Sky will use a mix of traditional print, radio, OOH and online advertising during FY17. We will strategically leverage the CVB funds to compliment all marketing efforts of Visit Big Sky while following all TAC rules and regulations. During FY17 Visit Big Sky will continue to execute a national and regional key market warm season campaign, utilize Biggest Skiing in America to execute national and regional winter campaign, continue to participate in MTOBD co-op opportunities and execute a marketing campaign/effort to source more visitors from YNP.</p> | <p>Visit Big Sky used syndicated research to understand media consumption habits of the core target audience and, ultimately used this data to determine which channels would drive the most awareness and relate strongest to our audiences. Our ideal winter consumer was identified as a well-educated, high value adult aged 22-55 years old with an annual income over \$75k. Our winter target geographies are New York, Chicago, Minneapolis, Seattle, San Francisco, and Dallas. The campaign consists of OOH, print and online placements with percentage of funding allocation towards each medium at 11%, 26% and 63% respectively. The Big Sky summer consumer is similar to the winter consumer, but expects a more experiential vacation. This year the summer target geographies are Montana, the regional drive market and Dallas, TX as a fly market. The campaign consists of radio, OOH, print and online with percentage of funding allocation towards each medium at 3%, 12%, 28% and 56% respectively.</p>   | <p>In FY16, the goal was to use a combination of traditional, non-traditional, online and social media using what was established during the planning and branding process. The ultimate goal of Visit Big Sky is to increase visitation to Big Sky by executing advertising campaigns in regional and national markets in the winter and warm seasons.</p> <p>Billboard advertising utilizes mass reach to lift awareness and branding for destinations. Digital billboards provide the option to alter messaging based on time of day, seasonality and economic relevancy.</p> | <p>Measurability for OOH advertising will be determined by cost per exposure.</p>   |                          |
| Consumer          | Travel/Trade Shows     | Yes                                | <p>Big Sky will continue to build upon their investment in international travel trade sales by attending shows during FY17. Expenses will include registration fees and travel, meal and lodging expenses. Tradeshow the Big Sky CVB will consider attending are as follows:</p> <ul style="list-style-type: none"> <li>• IPW</li> <li>• Go West Summit</li> </ul>   | <p><b>IPW:</b> IPW is produced by the U.S Travel Association, and is the travel industry's premier international marketplace and the largest generator of travel to the U.S. - During three days of intensive, prescheduled business appointments, U.S. travel executives representing more than 1,000 supplier organizations and destinations from every region of the U.S, and representing all industry category components, meet with over 1,200 international and domestic buyers from more than 70 countries. Since IPW 2017 will take place in Denver, more buyers interested in the west will be attending; therefore we want to have a big presence at the tradeshow. We will also work with other partners across the state to help increase Montana's presence at the booth.</p> <p><b>Go West Summit:</b> Go West's successful event formula and comprehensive, well-rounded program are designed to provide destinations with every available opportunity to negotiate business contracts, establish relationships, and gain a better understanding about a variety of topics relevant to the tourism industry. Suppliers representing destinations, properties and attractions from the American West and international tour operators participate in multi-day networking sessions, familiarization trips and Adventure Day activities with the goal of showcasing the destination for future tourism business. Their effective and easy to use, custom-designed computer software ensures a successful</p> | <p>These events serve the purpose of connecting DMOs to prospective travel wholesalers and retailers, both FIT and group that would otherwise be generated only through an exhaustive number of around-the-world trips. IPW FY17 will be held in Denver and the Big Sky CVB would like to have a big presence at the tradeshow in a co-op with MOTBD.</p>  | <p>Measurement will be tracked by cost per lead, increases in lodging tax collections and increases Resort Tax collections.</p> |                          |

|          |                                      |     |  |  |  |   |
|----------|--------------------------------------|-----|--|--|--|---|
|          |                                      |     |  | <p>meeting experience. By matching tour operators from around the globe with Western U.S.-based suppliers in a one-on-one, business-friendly environment, Go West Summit is an event where exciting, profitable and lasting relationships are born. "Go West combines the conveniences of a large event with the intimacy of a smaller event, and we pride ourselves on our low supplier to tour operator ratio."</p> <p>*Source: Go West Summit</p>   |  |   |
| Consumer | Print Advertising                    | Yes | <p>Visit Big Sky will use a mix of traditional print, radio, OOH and online advertising during FY17. We will strategically leverage the CVB funds to compliment all marketing efforts of Visit Big Sky while following all TAC rules and regulations. During FY17 Visit Big Sky will continue to execute a national and regional key market warm season campaign, utilize Biggest Skiing in America to execute national and regional winter campaign, continue to participate in MTOBD co-op opportunities and execute a marketing campaign/effort to source more visitors from YNP.</p> | <p>Visit Big Sky used syndicated research to understand media consumption habits of the core target audience and, ultimately used this data to determine which channels would drive the most awareness and relate strongest to our audiences. Our ideal winter consumer was identified as a well-educated, high value adult aged 22-55 years old with an annual income over \$75k. Our winter target geographies are New York, Chicago, Minneapolis, Seattle, San Francisco, and Dallas. The campaign consists of OOH, print and online placements with percentage of funding allocation towards each medium at 11%, 26% and 63% respectively. The Big Sky summer consumer is similar to the winter consumer, but expects a more experiential vacation. This year the summer target geographies are Montana, the regional drive market and Dallas, TX as a fly market. The campaign consists of radio, OOH, print and online with percentage of funding allocation towards each medium at 3%, 12%, 28% and 56% respectively.</p> | <p>In FY16, the goal was to use a combination of traditional, non-traditional, online and social media using what was established during the planning and branding process. The ultimate goal of Visit Big Sky is to increase visitation to Big Sky by executing advertising campaigns in regional and national markets in the winter and warm seasons.</p> <p>Print advertising increases reach with national exposure and circulation. We can target varying segments of our target audience and maintain frequency by running placements consistently in relevant editorial environments.</p> | <p>Measurability for print advertising will be determined by cost per impression (CPI).</p>   |
| Consumer | Website/Internet Development/Updates | Yes | <p>In 2013, CVB funds were used to develop and launch a new website. CVB funds will be used to focus on developing a media library of editorial content, photographs and videos to drive our consumer online marketing efforts. This content will be important to staying connected with our online audience, and for a consistent branding campaign for Big Sky. This content is also the backbone of our effective search engine optimization (SEO). Photos and</p>  | <p>Today's modern consumer is using new technology to dream about, plan, book, experience and share travel. DMOs aim to reach these consumers to inspire travel and encourage an increase in spending.</p> <p>65% of leisure travelers begin researching online before they've decided where or how to travel.</p> <p>The average traveler visits 22 travel related sites during the booking process 37% of leisure travelers say the internet prompted them to book.</p> <p>*Source: <a href="http://www.destinationmarketing.org/sites/destinationmarketing.org/files/DMAI_DigitalMobi_Toolkit_final.pdf">http://www.destinationmarketing.org/sites/destinationmarketing.org/files/DMAI_DigitalMobi_Toolkit_final.pdf</a></p> <p>According to <i>The State of the American Traveler Study</i> by Destination Analysts, 34.2% of travelers</p>  | <p>Big Sky is continuously updating and altering their website to respond to ever changing consumer demands, keep the content fresh and improve traffic. Moreover, there is a priority on tracking all hard media dollars and using landing pages as part of a sophisticated tracking system. Content changes are frequently in</p>  | <p>Measurability for digital updates is determined by increases in website visitor traffic, partner website pass through, increases in lodging tax collections, increases in Resort Tax collections and universally accepted analytical metrics (visits, unique visits, time on site, bounce rate, pages per visit, exit rate etc.). We</p> |

|          |                            |  |  |   |  |   |
|----------|----------------------------|--|--|---|--|---|
|          |                            |  | <p>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.</p>   | <p>said they will increase the number of leisure trips take this year, up from 31.1% last year. About 67.6% of travelers visited a destination's visitor or convention bureau's website before they decided to travel to the destination and 44.4% visited after they decided to travel to the destination.</p> <p>*Source: <a href="http://www.destinationanalysts.com/wp-content/uploads/2016/03/TheStateoftheAmericanTraveler-January2016.pdf">http://www.destinationanalysts.com/wp-content/uploads/2016/03/TheStateoftheAmericanTraveler-January2016.pdf</a></p> <p>The method of planning and booking is becoming heavily skewed toward digital. According to the 2014 Longwoods International Travel USA data, 47% of all Montana visitors planned and booked their trip online, 68% of all Montana visitors who visited a national park planned and booked online, and 69% of all YNP visitors planned and booked online.</p> | <p>the special event section, with our blogs, videos and photographs etc. Visit Big Sky will be looking to do a full redesign of the websites in the next fiscal year after the usability study is completed.</p>  | <p>also measure the websites ranking performance from a search engine standpoint.</p> |
| Consumer | Online/Digital Advertising | <p>Visit Big Sky will use a mix of traditional print, radio, OOH and online advertising during FY17. We will strategically leverage the CVB funds to compliment all marketing efforts of Visit Big Sky while following all TAC rules and regulations. During FY17 Visit Big Sky will continue to execute a national and regional key market warm season campaign, utilize Biggest Skiing in America to execute national and regional winter campaign, continue to participate in MTOBD co-op opportunities and execute a marketing campaign/effort to source more visitors from YNP.</p> | <p>Visit Big Sky used syndicated research to understand media consumption habits of the core target audience and, ultimately used this data to determine which channels would drive the most awareness and relate strongest to our audiences. Our ideal winter consumer was identified as a well-educated, high value adult aged 22-55 years old with an annual income over \$75k. Our winter target geographies are New York, Chicago, Minneapolis, Seattle, San Francisco, and Dallas. The campaign consists of OOH, print and online placements with percentage of funding allocation towards each medium at 11%, 26% and 63% respectively. The Big Sky summer consumer is similar to the winter consumer, but expects a more experiential vacation. This year the summer target geographies are Montana, the regional drive market and Dallas, TX as a fly market. The campaign consists of radio, OOH, print and online with percentage of funding allocation towards each medium at 3%, 12%, 28% and 56% respectively.</p> | <p>In FY16, the goal was to use a combination of traditional, non-traditional, online and social media using what was established during the planning and branding process. The ultimate goal of Visit Big Sky is to increase visitation to Big Sky by executing advertising campaigns in regional and national markets in the winter and warm seasons.</p> <p>Online advertising provides meaningful scale, cost-efficiency, frequency and has abilities to self-optimize. It also intercepts audiences within their core digital environments where consumers are actively looking for information. We can maximize impressions while leveraging targeting platforms to drive greater effectiveness and efficiency.</p>   | <p>Measurability is determined by increases in website visitor traffic, partner website pass through, increases in lodging tax collections, increases in Resort Tax collections and universally accepted website analytical metrics (visits, unique visits, time on site, bounce rate, pages per visit, exit rate etc.).</p> |   |

|                   |                               |     |   |  |   |  |  |
|-------------------|-------------------------------|-----|---|--|---|--|--|
| Consumer          | Opportunity Marketing         | No  | Visit Big Sky will use this method to take advantage of any marketing opportunities that arise after this submission.   |  | There are often times where opportunities arise after our plan is submitted that we were unaware of at this time. This will help us take advantage of such opportunities.   |  | This will vary depending on the type of project. |
| Consumer          | Photo/Video Library           | Yes | Visit Big Sky will add photos and video content to our library to use as selling points on our website and in advertisements.   | According to <i>The State of the American Traveler Study</i> by Destination Analysts, about 67.6% of travelers visited a destination's visitor or convention bureau's website before they decided to travel to the destination and 44.4% visited after they decided to travel to the destination. About 18.3% of those travelers used online video content to plan their trip and 6.3% used social photo sharing websites. | Visual images and video content are becoming big influencers' decisions to travel to a destination. These visuals are the ultimate selling point for our consumers to experience the natural beauty and splendor of our area.   | New photos and videos in our advertisements and website will attract more visitors to our destination. We will measure success by an increase in visitation and an increase in lodging tax collections.              |  |
| Marketing Support | DMAI                          | Yes | Destination Marketing Association International (DMAI) supports the profession of destination marketing, provides peer to peer idea exchange, access to research on visitor centers, training for meeting professionals and the travel trade. Big Sky is requesting funding for the membership fees and conference registration fees.   | DMAI's members become connected to a community of over 600 official destination marketing organizations that collectively command more than US \$2 billion in annual budgets around the world. DMAI is the passionate advocate and definitive resource for official destination marketing organizations and professionals worldwide.<br><br>*Source: DMAI  | DMAI serves as a customer relationship management (CRM) system where the Big Sky CVB can, "connect and collaborate with like-minded peers, thereby protecting and advancing the success of the destination marketing industry locally and globally." – DMAI   | N/A  |  |
| Marketing Support | Marketing/Publicity Personnel |     | The Marketing Manager position is designed to manage projects, 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 essential. This position is responsible for publicity and media communications, development and distribution of online press and information releases; development of a media (print) database and distribution of | N/A  | The Marketing Manager is responsible for closely monitoring and managing all marketing efforts of the Big Sky CVB. Tourism is the driving force of our local economy and destination marketing ensures a consistent brand message and encourages sustainable growth. Measurable statistics are found within each marketing method the Big Sky CVB | Measurement for the Marketing Manager's effectiveness is determined upon completion of each marketing method. Measurement will also be determined by increase in lodging tax collections and Resort Tax collections. |  |

|                   |                               |     |   |  |   |  |
|-------------------|-------------------------------|-----|---|--|---|--|
|                   |                               |     | <p>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.</p> <p><b>Job Description - Areas of Responsibility (including, but not limited to):</b> attached separately</p> |  | completes.  |  |
| Marketing Support | Administration                | No  | The administrative budget is to cover costs incurred in the implementation of approved marketing methods/ funded by the lodging facility use tax.   | N/A  | N/A   | N/A  |
| Marketing Support | VIC Funding/Staffing /Signage | Yes | <p>In FY13, the Big Sky Chamber and Visit Big Sky moved to the corner of Hwy 191 and Lone Mountain Trail. This location requires additional, dedicated VIC staff and signage. CVB funds will support visitor center staffing for additional weekly, weekend, evening and holiday coverage during the peak summer and winter months.</p>   | <p>Statistics from the Big Sky VIC during the 2015 calendar year are as follows:</p> <ul style="list-style-type: none"> <li>• Total number of visitors: 21,668</li> <li>• Top visiting states: MN, MT, CA, TX, WA, FL, GA, IL, OH</li> <li>• Total hours open: 2,723 hrs.</li> <li>• Top five states requesting information: CA, FL, WA, TX, PA</li> <li>• Top visiting countries: Canada, France, Germany, Australia, China, UK, The Netherlands, Switzerland, Belgium, Singapore</li> </ul> <p>The Institute for Tourism &amp; Recreation Research (ITRR) research shows that visitors who use VIC staff as a source of information during their trip spend almost 55% more than that of all visitors and their length of stay is almost 31% longer.</p> <p>Source: ITRR</p> | <p>The Big Sky VIC is a vital part of the Big Sky Community. Big Sky is uncommon in that it currently lacks a sense of arrival upon entering our community. This issue is compounded by a lack of cell service an hour in either direction of our community. Many visitors utilize the visitor information center not only to find accurate directions, but to ensure that they have arrived.</p> <p>The Big Sky VIC is not a self-service visitor center. Travel counselors spend an estimated 8 to 10 minutes per group assisting visitors with directions, accommodations, dining and activities. Travel counselors are committed to</p> | <p>Measurability for the Big Sky VIC includes increases in visitors, increases in information inquiries, increases in lodging tax collections and increases in Resort Tax collections.</p> |

|                   |                                    |     |   |   |  |  |  |
|-------------------|------------------------------------|-----|---|---|--|--|--|
|                   |                                    |     |   |   |  | giving high quality personalized service on a year round basis to assist visitors during our robust summer park season and our ever growing winter ski season. |  |
| Marketing Support | TAC/Governor's Conference meetings | No  | The TAC and Governors conference expense is to ensure attendance at Tourism Advisory Council meetings, the annual marketing plan meeting with the Department and the annual Governors Conference on Tourism & Recreation. These expenses shall include transportation/mileage, meals and lodging. | N/A   | N/A  | N/A  |  |
| Marketing Support | Printed Material                   | Yes | Big Sky produced translated materials to assist in facilitating our international visitors. CVB funds will enhance current creative assets by producing printed collateral for usage in our VIC, the Bozeman Yellowstone International Airport, and travel and trade shows.                       | <p>According to the U.S. Department of Commerce, by 2020, the U.S. should see a 20% growth and an additional 15 million international visitors compared to 2014. International travel to the U.S. from China, Canada, the UK, and Mexico are expected to account for 56% of the projected growth from 2014 to 2020.</p> <p>*Source: <a href="http://travel.trade.gov/view/f-2000-99-001/forecast/Forecast_Summary.pdf">http://travel.trade.gov/view/f-2000-99-001/forecast/Forecast_Summary.pdf</a></p> <p>During the 2015 VIC grant funding cycle the Big Sky VIC documented a high-volume of international visitors seeking information. Staff anticipates a higher volume of international visitors, especially from China because 2016 is also the US-China Tourism Year, established by President Obama and President Xi. The U.S. National Travel and Tourism Strategy has a goal set to welcome 100 million international visitors to the United States by the end of 2021. Additionally, 2016 marks the Centennial Anniversary of the National Park Service. This celebration and the #FindYourPark campaign has been, and will continue to be promoted to all visitors, domestic and international. With Big Sky's proximity to YNP, the VIC expects to see a very high amount of international travelers.</p> <p>*Source: <a href="http://beijing.usembassy-china.org.cn/business/2016-u.s.-china-tourism-year">http://beijing.usembassy-china.org.cn/business/2016-u.s.-china-tourism-year</a></p> | International visitation to Big Sky is continuing to grow. In FY16, Resort Tax funds developed single page materials translated to Chinese, French, Spanish, Japanese and German. Assisting in the production of printed collateral to help visitors in Big Sky is essential to their ultimate visitor experience. | Measurement will be tracked by increases in international visitation to Big Sky, increases in lodging tax collections and increases Resort Tax collections.    |  |
| Marketing Support | Research                           |     | DMAI's Destination NEXT will provide DMOs with practical actions and strategies for sustainable success in a changing world. The first phase of the Destination NEXT workshop will be to complete a   | "The foundation of Destination NEXT is data collected from 327 tourism bureaus in 36 countries in early 2014 to assemble the most significant travel trends and the top DMO strategies designed to exploit them. The trends and strategies were condensed into three "Transformational Opportunities" that DMOs could embrace to elevate their effectiveness. Those three opportunities were:   | Destination NEXT will help us better understand and protect Big Sky's brand and become more knowledgeable about destination marketing and management.  | Measurement will be tracked by the results of the workshop and determining where Big Sky is located on the scenario plot map. DMAI will also give Big Sky      |  |

|  |  |  |   |   |   |   |
|--|--|--|---|---|---|---|
|  |  |  | <p>real-time self-assessment of the community of Big Sky so we can determine priorities and strategies for the future. We'll review and discuss results with DMAI. This workshop will provide a framework so that leaders and the community can begin to discuss and focus on what needs to be done or changed in the future.</p> | <ol style="list-style-type: none"> <li>1. Making a shift toward bi-directional conversations with both leisure visitors and meeting planners rather than broadcasting information and offers;</li> <li>2. Creating and delivering a uniquely compelling brand essence that manifests at each visitor engagement point and is community-embraced;</li> <li>3. Exploring business-model alternatives to ensure the sustainability of DMOs and long-term support for the local tourism industry."</li> </ol> | <p>The Destination NEXT workshop will outline where the Big Sky community stands in terms of community support and if we have a strong or weak destination. From this information, we will be able to see trends and create marketing strategies that highlight our threats and, ultimately, turn them into opportunities. We will work as the destination manager for visitor experiences to help create value for a successful, positive experience. In addition to our recreational aspects, cultural experiences are becoming an important aspect of a destination and we should be focusing on what we're doing best and do <i>that</i> better instead of thinking about doing more.</p> | <p>recommendations for areas to focus on strengthening in the future. From this position we will work to positively increase our positioning and turn our threats into opportunities. It will also be tracked by increases in visitor guide requests and increases in lodging tax collections and increases Resort Tax collections.</p> |
|  |  |  |   | <p>*Source:<br/> <a href="http://www.destinationmarketing.org/destinationnext">www.destinationmarketing.org/destinationnext</a></p>   |   |   |

**Marketing Method Budget**

| Marketing Segment | Marketing Method                     | Bed tax funded budget |
|-------------------|--------------------------------------|-----------------------|
| Consumer          | Billboards/Out-of-Home               | \$22,000.00           |
| Consumer          | Travel/Trade Shows                   | \$11,500.00           |
| Consumer          | Print Advertising                    | \$25,500.00           |
| Consumer          | Website/Internet Development/Updates | \$4,050.00            |
| Consumer          | Online/Digital Advertising           | \$54,300.00           |
| Consumer          | Photo/Video Library                  | \$4,000.00            |
| Consumer          | Opportunity Marketing                | \$1,000.00            |
|                   |                                      | <b>\$122,350.00</b>   |
| Marketing Support | DMAI                                 | \$2,115.00            |
| Marketing Support | Marketing/Publicity Personnel        | \$34,000.00           |
| Marketing Support | Administration                       | \$44,759.00           |
| Marketing Support | VIC Funding/Staffing/Signage         | \$20,000.00           |
| Marketing Support | TAC/Governor's Conference meetings   | \$1,500.00            |
| Marketing Support | Printed Material                     | \$2,400.00            |
| Marketing Support | Research                             | \$9,750.00            |
|                   |                                      | <b>\$114,524.00</b>   |
| Publicity         | Press Promotions/Media Outreach      | \$0.00                |
|                   |                                      | <b>\$0.00</b>         |

|  |  |              |  |
|--|--|--------------|--|
|  |  | \$236,874.00 |  |
|--|--|--------------|--|

**Miscellaneous Attachments****Reg/CVB Required Documents**

| File Name   | Description                    |
|---|--------------------------------|
| <a href="#">Big Sky CVB Required Docs FY17.pdf (691 KB)</a> | Big Sky CVB Required Docs FY17 |

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