DESTINATION

Missoula

CONVENTION & VISITORS BUREAU

2013-2014 MARKETING PLAN

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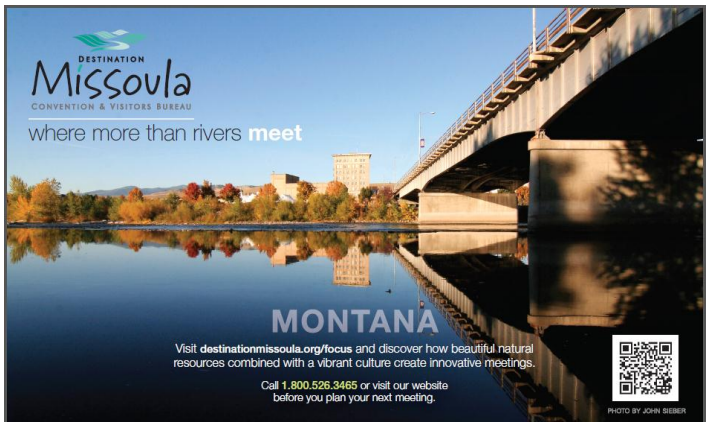
INTRODUCTION

Missoula strives throughout its marketing to uphold the Montana State Tourism brand pillars. Sitting at the confluence of the Bitterroot, Clark Fork and Blackfoot Rivers and surrounded by seven wilderness areas, Missoula is encircled by spectacular, unspoiled nature. And although Missoula is the second largest city in the State of Montana, to those visitors from large urban areas, Missoula is indeed a vibrant and charming small town perfectly situated half way between our State's two jewels – Glacier and Yellowstone National Park. Served by Missoula International Airport and three major highways, it is the ideal hub from which to explore the many wonders of our State. The accessibility of Missoula's recreation makes it unparalleled. Where else can you kayak or surf downtown or take a hike or mountain bike in 60,000 acres of wilderness a mere 5 miles away.

Missoula is also a regional destination for shopping and dining, featuring three distinct shopping districts and an abundance of restaurants, cafes, coffee houses and breweries with something to fit all budgets and palates. Known for its eclectic culture, visitors will find this arts and cultural hub filled with a seeming endless array of arts and entertainment events. Think symphony, theater, film festivals, author's readings at independent bookstores, college sports, ballet, opera and roller derby! And we proudly live our history – Native American and Lewis & Clark to smokejumpers and Glacial Lake Missoula.

Some might call it unique, cool or hip. Others will experience it as serene, welcoming and replete with natural beauty. You might see it as vibrant, active and pulsating with places to go and things to do. The beauty of Missoula is that it is all that and more.

We strive to show our unique character, as well as incorporating brand fonts, colors and imagery in our marketing.



MISSION STATEMENT

Marketing Missoula and surrounding areas as a premiere travel destination thereby creating vibrant growth in the economy and enhancing the quality of life.

IDENTITY

"*The cultural capital of Montana, Missoula has a long-standing reputation as the state's most progressive city.*"
Forbes Magazine

Missoula is the state's most cosmopolitan and diverse community and the heart of arts and culture in the State of Montana, blending contemporary culture and historical heritage seamlessly. Missoula is also a regional hub and state leader in commerce, education and health care.

A unique travel destination resting halfway between Glacier and Yellowstone, Montana's two majestic parks, Missoula in itself offers paramount outdoor recreational opportunities. At the confluence of three rivers and surrounded by seven wilderness areas, its uniqueness lies in its accessibility. It provides travelers with scenic beauty, outdoor adventure, unique attractions, regionally renowned shopping and rich and diverse cultural attractions and events.

"And there you have Missoula, Montana, a brilliant combination of urbane sophistication and pastoral ideal."
AAA Home & Away Magazine

The Missoula area market comprises a number of strengths and challenges.

STRENGTHS

Missoula presents the following attributes:

- Missoula's cultural arts community is diverse and in many cases nationally and internationally renowned. The arts community is unifying and developing partnerships and is looking to DM as a leader in this effort.
- Proximity to natural resources (wildlife viewing, lakes, mountains, rivers and wilderness areas) makes Missoula a prime destination for outdoor enthusiasts. What makes it unique is the immediacy of the access to these resources. There are few places, even within Montana, where access to such varied natural resources is in or within minutes of downtown.
- Quality of life in Missoula is so unique and impressive that a number of publications have mentioned the city as a prime place to visit, live or retire.
- Recreational opportunities exist for many different activities such as biking, boating, fishing, golfing, hiking, hockey, curling, baseball and tennis.
- Restaurants with varied price ranges which produce high quality, ethnically diverse food, many of whom promote sustainability by using locally grown products.
- Competitive rates are available in Missoula's food, lodging, service and surface transportation industries in a marketplace where rates have escalated nationally.
- International airport service includes a variety of carriers and direct flights to major air hubs, with new direct service to Oakland added this year.

- Rich population of “top in the field” professionals serves as an excellent resource for meeting planners.
- Missoula is a regional center for retail, health care, education, forestry, ecology and culture.
- The University of Montana brings students, families, speakers and dignitaries from around the world to experience Missoula and who take that experience back to their communities.
- Unique opportunities presented through the University of Montana Grizzly athletics, nationally recognized events and other performing arts and entertainment events.
- A vibrant historical downtown district which is the center for major events.
- Missoula has international appeal. It is Montana’s most ethnically diverse community and is host to world renowned annual international events.
- Missoula is home to three teams representing professional baseball, semi-professional hockey and football.
- The Missoula Marathon was named the No. 1 Overall marathon in the US by Runner’s World Magazine in 2010 and awarded the 2011 Governor’s Conference on Tourism – Tourism Event of the Year. Registration numbers for the 2012 Marathon were nearly 5,000, bringing people from all 50 States and a number of countries around the world. Three-quarters of the attendees are from outside the City of Missoula, with half of the participants coming from outside the State of Montana. The Missoula Marathon brings an economic impact of over $1.3 million to Missoula annually.
- Destination Missoula’s partnership with the Tourism Business Improvement District has enhanced DM’s ability to market Missoula and keep Missoula competitive with similar size cities within our region.
- Breweries and distilleries are becoming a niche travel market, and Missoula has an ever increasing variety of local breweries providing unique products, and saw the successful opening of its first distillery in 2012.
- Missoula’s wide range of events provide entertainment for visitors any time of the year and satisfy every taste.
- With the continual fluctuation of gas prices, Missoula is highly accessible for Montanan’s and visitors from our surrounding States, providing a wide variety of recreational, cultural, and dining experiences in close proximity to home.

CHALLENGES

Missoula presents the following challenges:

General

- Missoula does not have a strong ‘brand’ for use in enticing visitors to the area and unifying the community.
- Perception exists that Missoula is simply a stopping point between Yellowstone and Glacier National Parks with no inherent destination value to visitors.
- Due to the arrival of low cost carriers in many of the airports in Montana, as well as Spokane, in comparison Missoula’s air service is inadequate and expensive. Although the demand continues to rise in Missoula, the supply of seats provided by current air carriers is limited, thus making the cost of air travel from Missoula some of the highest rates in the State.
- There is a general lack of awareness about the city’s amenities among potential customers.
- In many respects, residents do not perceive Missoula as a tourist destination and do not understand the economic importance of tourism to the city.
- Lack of an all events center to host city-wide conventions and events limits our ability to attract many large events.
- Although Missoula has a more balanced annual visitation than most Montana cities, the vast majority is within the months of April through October, leaving on average $20.7 million in vacant room nights during the months of November through March.

- Although Missoula is easily accessible by car being situated at crossroads of Interstate 90, US 93 and US 12, due to rising gas prices visitation has the potential to drop in the coming year.
- Transportation in the city is becoming an issue which could create negative experiences for visitors due to traffic gridlocks, lack of funding for infrastructure, maintenance and public transportation.
- Lack of cohesion between city/county government and key community organizations.
- Due to the economic challenges of the past year, the correlating decrease in travel and the current Montana legislative tenor, Missoula's bed tax funding will remain uncertain.
- Without a comprehensive Wayfinding System in Missoula, it can be difficult and confusing for visitors to navigate the city.
- Regional markets are becoming more competitive.
- Negative national media coverage related to the University of Montana has presented a skewed perception of those outside the community as to its safety and values.

Conventions and Meetings

- Convention planners tend to follow tradition about locations for meetings; Missoula does not have a top of mind awareness in that marketplace.
- Larger meetings which want all their events "under one roof" may find it challenging to find adequate facilities in Missoula as the city does not currently have a large convention center with onsite accommodations.
- Missoula's distance from large population centers also leaves it distant from planners' minds.
- Perceptions of limited exhibit space leaves Missoula out of consideration for meetings with need for extensive exhibit space.
- The city's lack of large meeting and convention space renders it challenging for large meetings and conventions.
- There is a lack of awareness among meeting planners of the potential for the combination of the University, hospital and hotel meeting spaces.
- Due to the relatively low number of available airline seats for flights into and out of Missoula, meeting planners have difficulty booking the number of seats necessary to bring larger numbers of convention attendees to Missoula and the airlines are hesitant to add additional flights specifically for conventions.

MARKETING GOALS AND MEASUREABLE OBJECTIVE

A. **Increase Room Nights 3%.** Although Missoula saw a decrease in occupancy of 1.3% between 2011 and 2012, in 2013 Missoula has seen an 8% increase in occupancy, a 7.7% increase in ADR, and 16.3% increase in RevPAR, out-trending STR Global's 2013 forecast of a 0.5% increase in occupancy, 4.6% ADR and 4.9% RevPAR. STR Global's 2014 forecast also predicts an upward trend in all three major indicators: Occupancy up 1.3%; ADR up 4.6% and RevPAR up 6%.

1. Continue to work in partnership with the Missoula International Airport to bring key new service to Missoula and to work with the community to keep and strengthen our present service through:
    a. Partnership marketing campaigns with the Missoula International Airport to raise awareness of available air service and Missoula as a destination in our direct flight cities, as well as potential markets.
    b. Work in partnership with the Missoula International Airport to pitch new air service to key targeted markets.
    c. Work in partnership with the Missoula International Airport, Missoula Economic Partnership, Missoula TBID, city and county government, key organizations, private businesses and individuals to create a fund to be used for flight guarantees for new air service and as matching funds for grant applications by the airport.

2. Destination Missoula will partner with the Missoula International Airport, the Missoula Cultural Council, the Missoula Downtown Association, Southgate Mall, the University of Montana and other local organizations and businesses to help promote 2-3 events in Missoula, with an emphasis on off peak/shoulder seasons. DM will specifically target cultural, sporting and entertainment events, and will help establish unique winter events. These events will be advertised to Missoula's direct flight and drive markets.

3. DM will partner with the Missoula TBID to provide Public Relations services. This will include a media/press kit to include interchangeable information on sports, group travel, events and conference planning, press releases, and story pitches to appropriate publications in our drive and direct flight markets. These story lines will be directed to niche marketing efforts and to drive off peak/shoulder season business. We will also work to create a social media marketing strategy with a unified voice and message across all social media platforms. We will continue to build on the reach and awareness of our area established in the bid for the 2013 Social Media Tourism Symposium – SoMeTUS13.

4. DM will arrange a minimum of one (1) FAM trip specifically targeting culture/arts in Missoula and/or meeting planners. This trip will be designed to highlight what is truly unique about Missoula, especially during our off peak/shoulder seasons. The FAM trip may be arranged solely or in partnership with Glacier Country Tourism Commission and/or Montana Office of Tourism, other tourism organizations, local organizations and private businesses.

5. Destination Missoula will redesign and update www.destinationmissoula.org and continue to maintain and develop its websites, www.destinationmissoula.org and www.missoulameetings.com. We will attempt to increase site visitation numbers by 2%. DM achieved a 4% increase in the visitations to www.destinationmissoula.org and increased its visitation to www.missoulameetings.com by 2.5%. DM will maintain social networking sites Twitter, Facebook and Pinterest and will increase fans and followers by 25% over 2012-13. DM's Facebook fans increased 35% to VisitMissoula and our Missoula Facebook Partnership now has 38,000 fans. DM increased our Twitter followers by 33%. DM created a new sport website, www.PlayMissoula.org, and will be focused on a goal of 1,000 visitors per month to the website this year.

6. DM will continue to market cooperatively with Montana Office of Tourism, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, sport/event planners and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

7. DM will increase by 1% the 2013-14 level of potential visitors with up-to-date and accurate information on Missoula and the surrounding areas through its call center and 800 number. DM exceeded its goal of 2% by increasing growth by 4.5% in 2012-13.

8. DM will continue to maintain and expand its photo library of Missoula area attractions, recreation, and events, and create a library of 'hero' shots to use in the 2013-14 marketing campaign.

9. DM will work to maintain existing and create new funding sources to compliment, supplement and expand its present marketing budget available through accommodation tax funding.

10. DM will collaborate with the Missoula Downtown Association, Missoula City and County representatives, and leading organizations and attractions to plan and implement a comprehensive Wayfinding system for Missoula. At the request of the Mayor, DM became the lead organization regarding planning and implementation of an Urban Wayfinding System for Missoula. An RFP was written and released across the country, and Merje Design from West Chester, PA, in collaboration with Alta Planning & Design from Bozeman, MT, was chosen to design a multi-modal wayfinding system, to include gateway signage, directional signage to Missoula's major destinations and parking, and the use of kiosks and advanced wayfinding technologies. We anticipate the planning and design portion of the project to be complete by Fall of 2013.

11. DM in conjunction with the Missoula TBID will increase overnight visitation to Missoula with emphasis on the months of November through April, by concentrating marketing funds on the following areas:

A. Meetings & Conventions -

- Concentrate sales efforts in Missoula's naturally strong industry demographics: Education, Conservation, Medical, Legal, Forest Service, Government, Real Estate and Banking.
- Missoula will host a minimum of 3 city-wide conferences and large national/regional meetings.
- Increase the number of qualified leads by attending some or all of the following annual conventions and trade shows: DMAI Destination Showcases – D.C. & Chicago, PCMA and Meetings Focus Live, as well as state and regional sales blitzes.
- Continue to sponsor and incentivize the *Bring It Home Missoula* Campaign encouraging Missoula residents and groups to bring their meetings and conferences to Missoula.
- Providing sales support through research; subscribing to DMAI's EmpowerMINT; enhancing our trade show booth; production of sales materials; and sponsorship of site visits.

B. Sports & Events -

- Increase leads and industry knowledge by attendance at the annual Travel, Events and Management in Sports Conference, the National Association of Sports Commissions' Sports Event Symposium and Montana High School Association Conference.
- Maintain our comprehensive Missoula sports and events website – www.PlayMissoula.org.
- Work with and support MHSA to bring high school events to Missoula.
- Collaborate with the Destination Missoula Sports Commission in spreading awareness of TBID grant funding for new and existing events and how to walk through the application process for funding.
- Help to create new Missoula events.
- Print and online campaign to specific niche sports markets applicable to the Missoula market.

C. Tour and Group Travel -

- Comprehensive national and regional marketing campaign concentrating on increasing business during Missoula's shoulder seasons.
- Increase leads and industry knowledge by attendance at RMI Roundup, Go West, MSAE, RCMA, SGMP in order to directly reach planners for international, national and regional tour/travel, association, religious and government industries.
- Attend regional group travel shows in our drive and direct flight markets.
- Digital/e-mail campaign to specific tour and group travel operators directing them to missoulameetings.com.

D. Leisure Travel –

- Comprehensive national and regional marketing campaign, including print, online, and social media, concentrating on increasing business during Missoula's shoulder seasons.

B. Research and Tracking. To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

1. DM will continue to purchase appropriate Smith Travel Reports in order to track Missoula city occupancy rates, ADRs, averages and changes in the Missoula hotel market. This will aid DM in understanding the Missoula market, to identify times of need, and to develop niche marketing opportunities to increase occupancy.

2. DM will work with major event and conference planners, organizations and individuals to establish the economic impact of such events and conferences during 2013-14 through the DMAI Economic Impact

Calculator, and will work through the Bring It Home Missoula campaign to bring awareness to the community of the impact on our community.

3. DM will implement web trends and survey tools to measure inquiries, actual visitations, visitor satisfaction, and feedback in order to identify marketing successes, areas needing improvement or misperceptions about Missoula and the surrounding area, and to raise community awareness of tourism as an economic driver. DM will create a short survey to be filled out with the guest book at DM VICs.

C. Education. Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel.

1. DM will continue a series of at least two (2) educational workshops which will be open to the public to cover key issues and changing trends in the tourism industry, to encourage partnerships between community organizations to promote cooperative and key events marketing, to raise community and regional awareness of tourism as an economic driver, and to educate frontline staff on customer service and what Missoula has to offer visitors. DM will also explore the feasibility of establishing a Certified Tourism Ambassador program in Missoula.

2. DM's Executive Director will finalize the four year accreditation program through Destination Marketing Accreditation and encourage professional development of its sales, marketing and VIC managerial staff,

3. DM will begin working toward certification of Missoula as a DMA through the Destination Marketing Accreditation Program.

4. Destination Missoula will provide quality service to area visitors through maintenance of a year round visitor center in historic downtown Missoula, which will be adequately staffed and equipped to provide informative and interesting materials to visitors, inform visitors of all the area has to offer, and to track visitor satisfaction levels in order to analyze and improve service. DM expanded their visitor services into the Missoula International Airport and is looking at the potential of another VIC in partnership with Southgate Mall.

5. Missoula will actively participate with the Tourism Advisory Council, Montana Office of Tourism, Glacier Country Regional Tourism Commission and other tourism organizations in tourism related educational programs and crisis management issues related to the promotion of tourism.

METHODS OF IMPLEMENTATION

These projects will be implemented through placement of print, radio and online advertisements, maintenance and development of our DM websites and related social networking resources, direct mail, e-mail marketing, banner ads and production of printed materials appropriate to each project, such as postcards, brochures, etc., continued development of a photo library and personal, phone and online customer service.

TARGET GEOGRAPHIC MARKETS

The strategy of targeting a particular type of traveler can be enhanced by also targeting a particular geographic area. It is most effective to market to those who are predisposed to come to this area.

DM will market to geographic areas which are also targeted by Glacier Country and Montana Office of Tourism and whose residents have shown a history of traveling to Missoula in order to maximize efficiency and cost-effectiveness. We will be concentrating on more "niche" marketing this year, concentrating particularly on our

direct flight and drive markets. Our direct flight markets include Seattle, Salt Lake City, Las Vegas, Minneapolis, Chicago, Denver, Portland, Los Angeles, San Francisco, Atlanta and Phoenix. Our drive markets include an approximate 200 - 300 mile radius from Missoula – Spokane, Washington; Coeur d'Alene, Sandpoint, Lewiston, Boise, Salmon and Idaho Falls, Idaho; Yellowstone Park, Bozeman, Butte, Great Falls, Glacier Park, Kalispell, Montana.

To ensure the most effective use of marketing funds and energies, markets will be pursued in the following order:

- The primary states from which most inquires come: California, Washington, Texas, Illinois, Minnesota and Arizona.
- The secondary states from which most inquires come: Colorado, New York, Colorado, Florida, Oregon and Pennsylvania,.
- The states immediately surrounding Montana and Canada.
- Direct flight markets including Seattle, Salt Lake City, Las Vegas, Minneapolis, Chicago, Portland, Denver, Los Angeles, San Francisco, Oakland, Atlanta and Phoenix.
- Residents from other parts of Montana.

TARGET DEMOGRAPHIC MARKETS

In addition to the geographic target markets, there are four primary demographic markets DM will target with tourism promotion and marketing. Each of these markets represents a strong and growing segment of the tourism marketplace. DM will pay particular attention through this marketing plan to niche marketing for destination weddings and reunions, small and mid-size market meetings, sporting events, signature events, arts and culture, leisure and family travel. The average visitor to Missoula is 56 years of age with an income of $75,000-$100,000 and 79% are either traveling alone or as couples. Groups of 3-5 travelers represent 16% of Missoula visitors and family travel is heaviest during the summer months. The demographic markets are described below.

Individual Travelers

This group includes people traveling alone, adults traveling in small groups and families. While these travelers may have taken advantage of a travel planner or the Internet to facilitate their trip, they do not travel with a group and can be easily accommodated in one or two rooms and at any restaurant.

Individual travelers come from all demographics. It is most important for DM to concentrate its marketing efforts on the following:

- Active empty-nesters.
- Baby boomers.
- Business travelers.
- Cultural and historical experiences travelers.
- Family travel.
- Leisure travelers.
- Outdoor enthusiasts.
- Recreational Vehicle travelers.
- Motorcyclists
- Women.
- Geo-travelers.
- Multi-generational travelers.

Sports Travelers

The sports industry is currently a $212.53 billion annual business. Sports travel is responsible for $44.47 billion or 20.92% of the industry's annual worth. Sports related travel has increased 6.5% and the number of sporting events has grown 10.5% since 2010. 23.9 million travelers were classified as sports travelers in 2011. In addition to the sporting event, the sports traveler is looking for the presence of good tourism infrastructure providing accommodations, restaurants, bars, clubs, and various forms of entertainment beyond the sporting event. Just as cities have competed for decades for meetings, conventions, and traditional tourist travel they now compete to host sports events or attract the pursuit of favorite sports activities. Cities have also learned that most of the events take place whether the economy is good or in recession. This element of resistance to economic down turns has brought new cities and suppliers to the industry.

Demographics are as follows:

- Primarily male, 18-54 years old, and strong internet users.
- Gender – 68% male, 32% female.
- Age –
  - 6% 18-24
  - 18% 25-34
  - 72% 25-54
  - 49% 45+
  - 22% 55+
- Income –
  - 71% have a household income of $50K+
  - 47% have a household income of $75K+
- Education and Occupation –
  - 54% have graduated college or higher
  - 41% are professional/managerial
- 74% are married
- 81% attended a sport event in the last 12 months as either a spectator or participant while on a trip of 50 miles or more, one-way, away from home.
- Attending a sports event is the primary purpose of the trip for most sports event travelers (76%).
- Most sports events travelers are spectators (84%).
- Most sports events travelers stay overnight in a hotel, motel or bed and breakfast (52%).
- Sports events travelers are generally younger than total U.S. travelers. They are also more likely to have children and be employed full-time.

Group Travelers and Event Recruitment

Group travelers are looking toward small communities to provide the homey atmosphere which implies safety and personal care. They want a high-touch experience in a high-tech world. To get what they want, they personally spend more in an area than individual travelers and 43% - 60% of their total package cost stays in the destination's economy. A niche market that Missoula will be specifically marketing toward in group travel is destination weddings, motorcycle rallies and new event recruitment.

Meetings and Conventions

Missoula enjoys the distinction of having urban amenities close to those outdoor opportunities a visitor would expect to find in a resort setting. This combination of attractive features gives Missoula an advantage over strictly urban or strictly resort settings.

Meetings have many of the same needs as group gatherings and produce similar economic benefit to an area. Missoula is very well suited for small to large meetings. The personal attention and comforts, which can be delivered by Missoula's service industry, are second to none.

Missoula has done extensive work on the Meeting Planners portion of our website and will continue to update the site. We feel a targeted print and online campaign is one of the most cost effective means of reaching our target audience this year. This niche marketing will specifically target industry specific associations in our drive and direct fly markets, such as Spokane, Seattle, Portland, Minneapolis, and Chicago. Since Montana as a whole does not have a large presence at the Meeting and Convention Shows, it is hard to make an impact against States and destinations that do have a large presence and offer better pricing. Through a print, online and social media campaign, plus attendance at specific trade shows, we can work with niche markets stressing what is unique about Missoula and the surrounding area that makes it worth the extra expense to hold a meeting here.

Destination Missoula 2013-2014 Budget

	Bed Tax	Other	Total
Marketing Support	**$ 42,000**	**$ 51,035**	**$ 93,035**
Research		yes	
Photo Library	4,000	yes	
Administration	36,000	yes	
TAC/Governor's Conference	2,000	yes	
Consumer Marketing & Publicity	**$ 67,487**	**$ 50,400**	**$117,887**
Leisure	26,500		
Joint Venture	6,589		
Direct E-Mail Marketing	6,000		
Glacier Country Digital Coops	3,000		
Outside Digital Media Placement	4,800	yes	
Public Relations Firm		yes	
Press Trips		yes	
Crisis Management	100		
Marketing Personnel	15,498	yes	
Opportunity	5,000	yes	
Group Marketing	**$**	**$167,800**	**$167,800**
Sports Marketing		yes	
Meetings & Conventions Marketing		yes	
Group Travel Marketing		yes	
Sales Marketing Personnel		yes	
Sales Materials and Booth		yes	
Sales Support		yes	
Travel/Trade Shows		yes	
Meeting Planner Direct/Digital Campaign		yes	
Internet Dev./Maintenance	**$ 26,000**	**$ 18,800**	**$ 44,800**
Website Development/Maintenance	18,000	yes	
Search Engine Marketing	5,000	yes	
Search Engine Optimization	3,000	yes	
Fulfillment/Visitor Assistance	**$ 52,650**	**$ 8,300**	**$ 60,950**
Field Inquiries/Guide Storage	27,000		
Maintain 800 Number	4,800		
Live Helper (2 licenses)	2,100		
Certified Folder (distribution & shipping)		yes	
Postage		yes	
VIC	18,750	yes	
Total 2013/14 Budget	**$188,137**		

MTOT Projection @ 100%	$180,000
Uncommitted Funds @ Audit (under budget line items)	
Rollover @ MTOT (unanticipated revenue)	
FY 2013 Project Monies moved to FY 2014	$ 8,137
TOTAL PROJECTED BUDGET FY 2013-14	$188,137

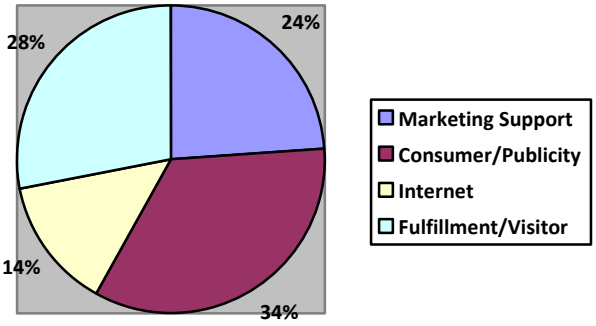
Please identify projects and amounts you would eliminate or reduce if revenue decreases by 10%.

Destination Missoula would reduce consumer advertising, opportunity, joint venture and Internet development/maintenance/marketing as necessary.

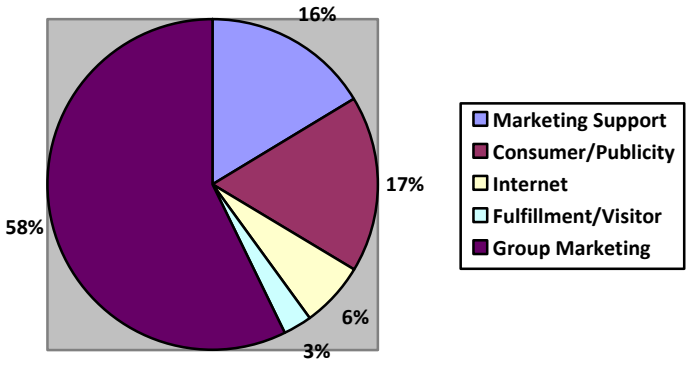
If you choose to reserve funds for future years, please identify purpose, anticipated project budget and amount of funds to be reserved this year.

Destination Missoula will hold no funds in reserve this year.

Bed Tax:



Other Funding Sources:



Organization Name: Destination Missoula

Project Name: MP13/14: **Marketing Support** Photographic Library

Application Completed by: Barbara Neilan, Executive Director

Approval Requested
__X__Final
_____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.

DM will purchase photographs from various photographers to add to a photographic library of Missoula and the surrounding areas for use in marketing Missoula. Such library may be used in all means of promotion that the DM shall conduct, i.e. print advertising, website, publications, television, trade show booth, etc.

- The photos will be high quality, all-season photographs of landmarks, events, attractions, recreation and scenery in Missoula and surrounding areas.
- DM will have unrestricted use of all photographs.
- DM will own the rights to said photographs.
- DM will encourage non-professional photographers to submit their favorite area photos for potential use by the DM in Missoula marketing through an online contest or other creative alternatives.
- DM will purchase photo/design software to work with and catalogue photographs in said library.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

A. Increase Room Nights 3%.

2. Destination Missoula will partner with the Missoula International Airport, the Missoula Cultural Council, the Missoula Downtown Association, Southgate Mall, the University of Montana and other local organizations and businesses to help promote 2-3 events in Missoula, with an emphasis on off peak/shoulder seasons. DM will specifically target cultural, sporting and entertainment events, and will help establish unique winter events. These events will be advertised to Missoula's direct flight and drive markets.

3. DM will partner with the Missoula TBID to provide Public Relations services. This will include a media/press kit to include interchangeable information on sports, group travel, events and conference planning, press releases, and story pitches to appropriate publications in our drive and direct flight markets. These story lines will be directed to niche marketing efforts and to drive off peak/shoulder season business. We will also work to create a social media marketing strategy with a unified voice and message across all social media platforms. We will continue to build on the reach and awareness of our area established in the bid for the 2013 Social Media Tourism Symposium – SoMeTUS13.

5. Destination Missoula will redesign and update www.destinationmissoula.org and continue to maintain and develop its websites, www.destinationmissoula.org and www.missoulameetings.com. We will attempt to increase site visitation numbers by 2%. DM achieved a 4% increase in the visitations to www.destinationmissoula.org and increased its visitation to www.missoulameetings.com by 2.5%. DM will maintain social networking sites Twitter, Facebook and Pinterest and will increase fans and followers by 25% over 2012-13. DM's Facebook fans increased 35% to VisitMissoula and our Missoula Facebook Partnership now has 38,000 fans. DM increased our Twitter followers by 33%. DM created a new sport website, www.PlayMissoula.org, and will be focused on a goal of 1,000 visitors per month to the website this year.

6. DM will continue to market cooperatively with Montana Office of Tourism, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, sport/event planners and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

8. DM will continue to maintain and expand its photo library of Missoula area attractions, recreation, and events, and create a library of 'hero' shots to use in the 2013-14 marketing campaign.

11. DM in conjunction with the Missoula TBID will increase overnight visitation to Missoula with emphasis on the months of November through April,

C. Education. Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel.

4. Destination Missoula will provide quality service to area visitors through maintenance of a year round visitor center in historic downtown Missoula, which will be adequately staffed and equipped to provide informative and interesting materials to visitors, inform visitors of all the area has to offer, and to track visitor satisfaction levels in order to analyze and improve service. DM expanded their visitor services into the Missoula International Airport and is looking at the potential of another VIC in partnership with Southgate Mall.

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

Marketing Goals:

A. Increase Room Nights by 3%.

C. Education. Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013-17.

You may put additional information on the back if necessary.

Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.

Detail information below: Yes No

Project Budget:

Accommodations tax funds to be used on this project:

Photographic Library and software	$4,000
Total for project	**$4,000**

		Approval Requested
Organization Name:	Destination Missoula	
Project Name:	MP13/14: **Consumer Marketing & Publicity** Consumer Advertising	__X___Final _____Preliminary
Application Completed by:	Barbara Neilan, Executive Director	

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.

- DM will place print advertising in a variety of publications and stations, including but not limited to or all inclusive of: Glacier Country Travel Guide; VIA Magazine; VIA Mountain West Magazine; Cultural Treasurers; Rediscover Montana; Farmers Friendly Exchange Magazine; Fearn's Yellowstone and Glacier Maps; Yellowstone Journal, 99 Things to Do In Yellowstone and Yellowstone.com; Missoulian Summer Hotel Newspaper Wrap, University of Montana Alumni Magazine; Modern Bride; Montana Bride; Bride & Groom; Oprah; Texas Monthly; Audubon; Good Housekeeping; Ladies Home Journal; Horizon; SkyWest; Big Sky Journal; Meetings West Magazine; Madden Spring Getaway; Medical Meetings; Northwest Meeting & Events; Smart Meetings; USA Today Travel Guide; Sports Travel Magazine; Atlanta Magazine; Northwest Travel Magazine and the major newspapers in Chicago, Portland, Seattle, Minneapolis, Denver, Phoenix, San Francisco, Salt Lake City, Atlanta or Spokane.
- The advertisements will show what is unique and desirable about the Missoula area, with an emphasis toward off peak/shoulder seasons.
- DM will encourage readers to visit our website, or to call our 800 number and request a unique extension number for more information about the Missoula area.
- These advertisements will be placed to reach diverse geographic and demographic markets.
- In as many instances as possible we will promote partnerships with other tourism entities, businesses, attractions and events in reaching these markets.
- E-Direct Mail Campaigns – 4 targeted seasonal electronic email campaigns will remind past visitors to destinationmissoula.com to visit Missoula and return to the website for new content. Periodic text alerts and email mini-blasts that focus on major events and happenings in Missoula to our loyal marketing database of contacts.
- Site Marketing – Keywords will be purchased in Google and Yahoo to promote destinationmissoula.org as an online tourism resource for Montana. (See Appendix A for complete keyword list)
- Participate with Glacier Country in their National Banner Advertising Campaign – to reach an extended online audience in key drive markets.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

A. Increase Room Nights 3%.

1. Continue to work in partnership with the Missoula International Airport to bring key new service to Missoula and to work with the community to keep and strengthen our present service through:
    a. Partnership marketing campaigns with the Missoula International Airport to raise awareness of available air service and Missoula as a destination in our direct flight cities, as well as potential markets.
    b. Work in partnership with the Missoula International Airport to pitch new air service to key targeted markets.
    c. Work in partnership with the Missoula International Airport, Missoula Economic Partnership, Missoula TBID, city and county government, key organizations, private

businesses and individuals to create a fund to be used for flight guarantees for new air service and as matching funds for grant applications by the airport.

2. Destination Missoula will partner with the Missoula International Airport, the Missoula Cultural Council, the Missoula Downtown Association, Southgate Mall, the University of Montana and other local organizations and businesses to help promote 2-3 events in Missoula, with an emphasis on off peak/shoulder seasons. DM will specifically target cultural, sporting and entertainment events, and will help establish unique winter events. These events will be advertised to Missoula's direct flight and drive markets.

3. DM will partner with the Missoula TBID to provide Public Relations services. This will include a media/press kit to include interchangeable information on sports, group travel, events and conference planning, press releases, and story pitches to appropriate publications in our drive and direct flight markets. These story lines will be directed to niche marketing efforts and to drive off peak/shoulder season business. We will also work to create a social media marketing strategy with a unified voice and message across all social media platforms. We will continue to build on the reach and awareness of our area established in the bid for the 2013 Social Media Tourism Symposium – SoMeTUS13.

5. Destination Missoula will redesign and update www.destinationmissoula.org and continue to maintain and develop its websites, www.destinationmissoula.org and www.missoulameetings.com. We will attempt to increase site visitation numbers by 2%. DM achieved a 4% increase in the visitations to www.destinationmissoula.org and increased its visitation to www.missoulameetings.com by 2.5%. DM will maintain social networking sites Twitter, Facebook and Pinterest and will increase fans and followers by 25% over 2012-13. DM's Facebook fans increased 35% to VisitMissoula and our Missoula Facebook Partnership now has 38,000 fans. DM increased our Twitter followers by 33%. DM created a new sport website, www.PlayMissoula.org, and will be focused on a goal of 1,000 visitors per month to the website this year.

6. DM will continue to market cooperatively with Montana Office of Tourism, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, sport/event planners and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

10. DM will collaborate with the Missoula Downtown Association, Missoula City and County representatives, and leading organizations and attractions to plan and implement a comprehensive Wayfinding system for Missoula. At the request of the Mayor, DM became the lead organization regarding planning and implementation of an Urban Wayfinding System for Missoula. An RFP was written and released across the country, and Merje Design from West Chester, PA, in collaboration with Alta Planning & Design from Bozeman, MT, was chosen to design a multi-modal wayfinding system, to include gateway signage, directional signage to Missoula's major destinations and parking, and the use of kiosks and advanced wayfinding technologies. We anticipate the planning and design portion of the project to be complete by Fall of 2013.

11. DM in conjunction with the Missoula TBID will increase overnight visitation to Missoula with emphasis on the months of November through April.

B. **Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

2. DM will work with major event and conference planners, organizations and individuals to establish the economic impact of such events and conferences during 2013-14 through the DMAI Economic Impact Calculator, and will work through the Bring It Home Missoula campaign to bring awareness to the community of the impact on our community.

C. **Education.** Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel.

1. DM will continue a series of at least two (2) educational workshops which will be open to the public to cover key issues and changing trends in the tourism industry, to encourage partnerships between community organizations to promote cooperative and key events marketing, to raise community and regional awareness of tourism as an economic driver, and to educate frontline staff on customer service and what Missoula has to offer visitors. DM will also explore the feasibility of establishing a Certified Tourism Ambassador program in Missoula.

5. Missoula will actively participate with the Tourism Advisory Council, Montana Office of Tourism, Glacier Country Regional Tourism Commission and other tourism organizations in tourism related educational programs and crisis management issues related to the promotion of tourism.

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

Marketing Goals:

A. Increase Room Nights 3%.

B. Research and Tracking. To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

C. Education. Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel.

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013-17.

You may put additional information on the back if necessary.

Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.
Detail information below: Yes No
Project Budget:

Accommodations tax funds to be used on this project:

Print Production/Creative	$ 5,000
Print Advertising Placement	$ 21,500
Area marketing through direct email	$ 6,000
Participation in a National Online CO-OP with Glacier Country	$ 3,000
Outside Digital Media Placements	$ 4,800

TOTAL for project **$40,300.**

Organization Name:	Destination Missoula
Project Name:	MP13/14: **Consumer Marketing & Publicity** Crisis Management
Application Completed by:	Barbara Neilan, Executive Director

Approval Requested

_____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.

- Destination Missoula will reserve the right to transfer money from other projects in order to deal with any crisis management issues which might arise during the year.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

C. Education

5. Missoula will actively participate with the Tourism Advisory Council, Montana Office of Tourism, Glacier Country Regional Tourism Commission and other tourism organizations in tourism related educational programs and crisis management issues related to the promotion of tourism.

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

Marketing Goals:

C. Education. Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013-17.

You may put additional information on the back if necessary.
Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.

Detail information below: Yes No

Project Budget:

Accommodations tax funds to be used on this project:

Crisis Management	$	100.00
Total for Project	**$**	**100.00**

Organization Name:	Destination Missoula
Project Name:	MP13/14: **Consumer Marketing & Publicity** Marketing Personnel
Application Completed by:	Barbara Neilan, Executive Director

Approval Requested
__X__Final
_____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.

DM will hire a part-time, year-round marketing staff person, whose responsibilities may include but are not limited to:

- Help conceive and develop strategies to market Missoula as a destination.
- Research and maintain demographic and geographic data in order to most effectively market Missoula.
- Work with area meeting and convention facilities, Montana Office of Tourism, Glacier Country and other interested parties to partner to market Missoula and the surrounding area.
- Create printed materials to market Missoula.
- Public relations and help bring a public awareness to Destination Missoula's mission and services.
- Work with area hotels and partner businesses to help increase funding sources for use in marketing Missoula and the surrounding area.
- Help plan and conduct FAMS.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

A. Increase Room Nights 3%.

1. Continue to work in partnership with the Missoula International Airport to bring key new service to Missoula and to work with the community to keep and strengthen our present service through:
    a. Partnership marketing campaigns with the Missoula International Airport to raise awareness of available air service and Missoula as a destination in our direct flight cities, as well as potential markets.
    b. Work in partnership with the Missoula International Airport to pitch new air service to key targeted markets.
    c. Work in partnership with the Missoula International Airport, Missoula Economic Partnership, Missoula TBID, city and county government, key organizations, private businesses and individuals to create a fund to be used for flight guarantees for new air service and as matching funds for grant applications by the airport.

2. Destination Missoula will partner with the Missoula International Airport, the Missoula Cultural Council, the Missoula Downtown Association, Southgate Mall, the University of Montana and other local organizations and businesses to help promote 2-3 events in Missoula, with an emphasis on off peak/shoulder seasons. DM will specifically target cultural, sporting and entertainment events, and will help establish unique winter events. These events will be advertised to Missoula's direct flight and drive markets.

3. DM will partner with the Missoula TBID to provide Public Relations services. This will include a media/press kit to include interchangeable information on sports, group travel, events and conference planning, press releases, and story pitches to appropriate publications in our drive and direct flight markets. These story lines will be directed to niche marketing efforts and to drive off peak/shoulder

season business. We will also work to create a social media marketing strategy with a unified voice and message across all social media platforms. We will continue to build on the reach and awareness of our area established in the bid for the 2013 Social Media Tourism Symposium – SoMeTUS13.

4. DM will arrange a minimum of one (1) FAM trip specifically targeting culture/arts in Missoula and/or meeting planners. This trip will be designed to highlight what is truly unique about Missoula, especially during our off peak/shoulder seasons. The FAM trip may be arranged solely or in partnership with Glacier Country Tourism Commission and/or Montana Office of Tourism, other tourism organizations, local organizations and private businesses.

5. Destination Missoula will redesign and update www.destinationmissoula.org and continue to maintain and develop its websites, www.destinationmissoula.org and www.missoulameetings.com. We will attempt to increase site visitation numbers by 2%. DM achieved a 4% increase in the visitations to www.destinationmissoula.org and increased its visitation to www.missoulameetings.com by 2.5%. DM will maintain social networking sites Twitter, Facebook and Pinterest and will increase fans and followers by 25% over 2012-13. DM's Facebook fans increased 35% to VisitMissoula and our Missoula Facebook Partnership now has 38,000 fans. DM increased our Twitter followers by 33%. DM created a new sport website, www.PlayMissoula.org, and will be focused on a goal of 1,000 visitors per month to the website this year.

6. DM will continue to market cooperatively with Montana Office of Tourism, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, sport/event planners and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

8. DM will continue to maintain and expand its photo library of Missoula area attractions, recreation, and events, and create a library of 'hero' shots to use in the 2013-14 marketing campaign.

9. DM will work to maintain existing and create new funding sources to compliment, supplement and expand its present marketing budget available through accommodation tax funding.

10. DM will collaborate with the Missoula Downtown Association, Missoula City and County representatives, and leading organizations and attractions to plan and implement a comprehensive Wayfinding system for Missoula. At the request of the Mayor, DM became the lead organization regarding planning and implementation of an Urban Wayfinding System for Missoula. An RFP was written and released across the country, and Merje Design from West Chester, PA, in collaboration with Alta Planning & Design from Bozeman, MT, was chosen to design a multi-modal wayfinding system, to include gateway signage, directional signage to Missoula's major destinations and parking, and the use of kiosks and advanced wayfinding technologies. We anticipate the planning and design portion of the project to be complete by Fall of 2013.

11. DM in conjunction with the Missoula TBID will increase overnight visitation to Missoula with emphasis on the months of November through April.

B. **Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

1. DM will continue to purchase appropriate Smith Travel Reports in order to track Missoula city occupancy rates, ADRs, averages and changes in the Missoula hotel market. This will aid DM in understanding the Missoula market, to identify times of need, and to develop niche marketing opportunities to increase occupancy.

2. DM will work with major event and conference planners, organizations and individuals to establish the economic impact of such events and conferences during 2013-14 through the DMAI Economic Impact

Calculator, and will work through the Bring It Home Missoula campaign to bring awareness to the community of the impact on our community.

3. DM will implement web trends and survey tools to measure inquiries, actual visitations, visitor satisfaction, and feedback in order to identify marketing successes, areas needing improvement or misperceptions about Missoula and the surrounding area, and to raise community awareness of tourism as an economic driver. DM will create a short survey to be filled out with the guest book at DM VICs.

C. **Education.** Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel.

1. DM will continue a series of at least two (2) educational workshops which will be open to the public to cover key issues and changing trends in the tourism industry, to encourage partnerships between community organizations to promote cooperative and key events marketing, to raise community and regional awareness of tourism as an economic driver, and to educate frontline staff on customer service and what Missoula has to offer visitors. DM will also explore the feasibility of establishing a Certified Tourism Ambassador program in Missoula.

5. Missoula will actively participate with the Tourism Advisory Council, Montana Office of Tourism, Glacier Country Regional Tourism Commission and other tourism organizations in tourism related educational programs and crisis management issues related to the promotion of tourism.

Identify the portions of your marketing plan, which support this project.

Marketing Goals:

A. **Increase Room Nights 3%**
B. **Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.
C. **Education.** Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel.

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013-17.

You may put additional information on the back if necessary.
Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.

Detail information below: Yes No

Project Budget:

All funds for this project are from the accommodations tax.

Marketing Personnel:	$15,498.00
Total for Project	**$15,498.00**

Organization Name:	Destination Missoula
Project Name:	MP13/14: **Internet Development & Maintenance**
Application Completed by:	Barbara Neilan, Executive Director

Approval Requested

__X__Final

_____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.

Destination Missoula will redesign and update www.destinationmissoula.org and continue to develop and maintain its websites, www.destionationmissoula.org, www.missouliameetings.org and www.playmissoula.org. The projects will increase the perception of the Missoula area as a tourist destination and meetings destination by focusing on these main goals:

- **Mobile Website** – destinationmissoula.com will be the home of the mobile website providing quick lodging, attraction look ups, as well as integrating visitor center location directions, major event happenings, and special promotions, driving visitors to Missoula and staying an extra day!
- **Expanded Travel Planning Content** – destinationmissoula.com will receive additional content pages on key planning resources for out of state visitors as well as the continued integration of social networking components to keep content fresh and easy to share.
- **Travel Guide Online**– Continue the updates of the online guide and maintain latest technologies. Provide video and website jumps to the digital layout.
- **Weekly Updates** – DestinationMissoula.com will be provided with immediate updates to events, attractions, and all other trip planning resources as needed by DM, as well as any social media sites we are using for promotion.
- **Optimizations** - Aggressively optimizing and modifying website source code metatags to ensure best possible placement on major search engines

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

A. Increase Room Nights 3%.

1. Continue to work in partnership with the Missoula International Airport to bring key new service to Missoula and to work with the community to keep and strengthen our present service through:
    a. Partnership marketing campaigns with the Missoula International Airport to raise awareness of available air service and Missoula as a destination in our direct flight cities, as well as potential markets.

2. Destination Missoula will partner with the Missoula International Airport, the Missoula Cultural Council, the Missoula Downtown Association, Southgate Mall, the University of Montana and other local organizations and businesses to help promote 2-3 events in Missoula, with an emphasis on off peak/shoulder seasons. DM will specifically target cultural, sporting and entertainment events, and will help establish unique winter events. These events will be advertised to Missoula's direct flight and drive markets.

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by 25% over 2012-13. DM's Facebook fans increased 35% to VisitMissoula and our Missoula Facebook Partnership now has 38,000 fans. DM increased our Twitter followers by 33%. DM created a new sport website, www.PlayMissoula.org, and will be focused on a goal of 1,000 visitors per month to the website this year.

6. DM will continue to market cooperatively with Montana Office of Tourism, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, sport/event planners and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

B. **Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

3. DM will implement web trends and survey tools to measure inquiries, actual visitations, visitor satisfaction, and feedback in order to identify marketing successes, areas needing improvement or misperceptions about Missoula and the surrounding area, and to raise community awareness of tourism as an economic driver. DM will create a short survey to be filled out with the guest book at DM VICs.

C. **Education.** Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel.

4. Destination Missoula will provide quality service to area visitors through maintenance of a year round visitor center in historic downtown Missoula, which will be adequately staffed and equipped to provide informative and interesting materials to visitors, inform visitors of all the area has to offer, and to track visitor satisfaction levels in order to analyze and improve service. DM expanded their visitor services into the Missoula International Airport and is looking at the potential of another VIC in partnership with Southgate Mall.

5. Missoula will actively participate with the Tourism Advisory Council, Montana Office of Tourism, Glacier Country Regional Tourism Commission and other tourism organizations in tourism related educational programs and crisis management issues related to the promotion of tourism.

Identify the portions of your marketing plan, which support this project.

Marketing Goals:

A. Increase Room Nights 3%.
B. Research and Tracking. To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.
C. Education. Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel.

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013-17.
You may put additional information on the back if necessary.

Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.

Detail information below: Yes No

Project Budget:

Accommodations tax funds to be used on this project:

Internet Development & Maintenance	$ 18,000
Search Optimization Services	$ 3,000
Purchase of keywords to promote destinationmissoula.org	$ 5,000
Total for Project	**$ 26,000**

See attached Addendum for key words

Organization Name:	Destination Missoula
Project Name:	MP13/14: **Fulfillment/Visitor Assistance** Telemarketing/Fulfillment
Application Completed by:	Barbara Neilan, Executive Director

Approval Requested

__X__Final

_____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.

Most of this project is covered under the regulations, which state no budget is necessary for Telemarketing/Fulfillment because it comprises distribution of materials. The only part which needs a project sheet is the utilization of a fulfillment company to provide information for calls to our 800 number.

The goals of this project are to:

- Provide potential visitors with information they have requested 5 days a week (24/7 ordering capabilities provided). Expand to 6 days during peak inquiry periods and campaigns.
- Implement a central clearing house for management, fulfillment, and tracking of all inquiries via email, telephone, live helper chat, fax, mail and reader response cards.
- Provide targeted extension numbers for better tracking of print media as well as special URLs for web response measurement.
- Provide a customizable database to track additional traveler interest and preferences. Utilize the database to provide sample call backs to ensure guide arrived timely for consumers.
- Provide timely fulfillment of travel guides and electronic mail responses.
- Provide additional travel planning assistance to visitors needing help with directions, weather conditions and attraction and lodging details.
- Maintain quality data in the consumer database and back up the data daily for protection.
- Provide storage and local and national distribution of the guides via call center and local tourism business requests for guides.
- Integrate call center with web 2.0 opportunities to place questions and answers and other valuable dialog with consumers Online to assist website based travel planners.
- Provide social media content support and tracking information – Facebook, Twitter, Pinterest.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

A. Increase Room Nights 3%.

7. DM will increase by 1% the 2013-14 level of potential visitors with up-to-date and accurate information on Missoula and the surrounding areas through its call center and 800 number. DM exceeded its goal of 2% by increasing growth by 4.5% in 2012-13.

B. Research and Tracking. To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

2. DM will work with major event and conference planners, organizations and individuals to establish the economic impact of such events and conferences during 2013-14 through the DMAI Economic Impact Calculator, and will work through the Bring It Home Missoula campaign to bring awareness to the community of the impact on our community.

3. DM will implement web trends and survey tools to measure inquiries, actual visitations, visitor satisfaction, and feedback in order to identify marketing successes, areas needing improvement or misperceptions about Missoula and the surrounding area, and to raise community awareness of tourism as an economic driver. DM will create a short survey to be filled out with the guest book at DM VICs.

C. **Education.** Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel.

4. Destination Missoula will provide quality service to area visitors through maintenance of a year round visitor center in historic downtown Missoula, which will be adequately staffed and equipped to provide informative and interesting materials to visitors, inform visitors of all the area has to offer, and to track visitor satisfaction levels in order to analyze and improve service. DM expanded their visitor services into the Missoula International Airport and is looking at the potential of another VIC in partnership with Southgate Mall.

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

Marketing Goals:

A. Increase Room Nights by 3%.

B. Research and Tracking. To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

C. Education. Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel.

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013-17.

You may put additional information on the back if necessary.

Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.

Detail information below: Yes No

Project Budget:

Accommodations tax funds to be used on this project:

Maintain an 800 number	$ 4,800
Field inquiries /Store guides	$ 27,000
Live Helper Online License (2)	$ 2,100
Total for Project	**$ 33,900**

Organization Name:	Destination Missoula
Project Name:	MP13/14: **Fulfillment/Visitor Assistance** VIC Staffing
Application Completed by:	Barbara Neilan, Executive Director

Approval Requested

__X__Final

_____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.

DM will maintain a full time, year round travel counselor for our VIC during regular office hours, whose responsibilities may include but are not limited to:

- Responding to tourism inquiries in person, via phone, e-mail, fax and letter.
- Compiling and inputting data into the computer regarding information on visitation, calendar of events, local hotels and other related tourism businesses.
- Making lists of businesses to contact about tourism concerns.
- Researching information for guests.
- Order, storing and stocking brochures and maps from attractions, hotels, and other tourism related businesses.
- Maintaining the VIC area.
- Conceiving and developing area wide tours and support materials for same.
- Serving as support staff for the Montana information computer.
- Maintaining VIC scheduling and payroll.
- Attending Superhost training and other familiarization activities with all the attractions in their area.
- Maintaining a thorough knowledge of the content of all Montana guides and brochures, which the VIC has in our racks, and area-wide special events and be able to intelligently converse with visitors of all ages. VIC staff should know road conditions, any construction areas and suggested alternate routes. Staff should also be aware of alternative things to do in case of weather conditions.

DM will also hire staff during peak visitor seasons to cover our VIC during non-office hours:

- Staff will assist visitors for two hours after building closing time, Monday through Friday, and for eight hours Saturday and six hours Sunday, from July 1 through September 8, 2013.
- Staff will assist visitors for two hours after building closing time, Monday through Friday, and for eight hours Saturday and six hours Sunday, from June 1 through June 30, 2014.
- Staff will keep statistics about how many visitors requested information and home states of visitors
- Staff will keep track of the number of bulk requests filled.
- VIC staff may also be asked to package visitor packets for bulk requests from conventions, meetings and other groups.

These hours are not covered by the DM regular staff. We want to be sure visitors feel welcome and know what is available to them, even if they arrive outside our regular hours.

Year-to-date 3,258 visitors registered at the DM Visitor Center looking for information and assistance. That is an increase of 17% from the same time last year. First quarter of 2012 saw an 87% increase in visitation from the previous year. These visitors represented 49 states, the District of Columbia, and 21 countries from around the world.

Objectives:

Include the objectives from the narrative portion of your marketing plan that support this project.

C. **Education.** Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel.

4. Destination Missoula will provide quality service to area visitors through maintenance of a year round visitor center in historic downtown Missoula, which will be adequately staffed and equipped to provide informative and interesting materials to visitors, inform visitors of all the area has to offer, and to track visitor satisfaction levels in order to analyze and improve service. DM expanded their visitor services into the Missoula International Airport and is looking at the potential of another VIC in partnership with Southgate Mall.

Identify the portions of your marketing plan, which support this project.

Marketing Goals:

A. Increase Room Nights by 3%.

C. Education. Educate visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key DM personnel.

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013-17.

You may put additional information on the back if necessary.
Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.

Detail information below: Yes No

Project Budget:

Accommodations tax funds to be used on this project:

Full-time, year-round VIC staff	$ 16,076.

After hours spring/summer/fall:

2013 summer/fall hours
20 weekend days 8 hours Sat., 6 hours Sun. (140)
50 weekdays for two hours each day (100)

2014 spring hours
8 weekend days 8 hours. Sat., 6 hours Sun. (56)
21 weekdays for two hours each day (42)

Total of 335 hours @ $8.00 per hour (contract)	$ 2,674
TOTAL for project	**$18,750**

Appendix A

Destination Missoula Keyword Targets (actual words used will vary based on cost of keywords at time of seasonal purchase) - This is the maximum list:

Missoula Vacation Guide
Missoula Travel Information
Missoula Travel
Missoula Visitor Information
Missoula Cultural Guide
Missoula Hotels
Missoula Lodging
Missoula Dining
Places to Stay in Missoula
Places to See in Missoula
Things to do in Missoula Montana
Missoula Montana Travel
Missoula Montana Visitor Information
Missoula Fun
Missoula Nightlife
Missoula Travel Planning
Missoula Travel Services
Missoula Visitor Center
Missoula Water Fun
Missoula Outdoor Adventure
Missoula Events
Missoula Montana Travel Planning
Montana Cultural Tourism
Montana Airport Service
Montana Lakes and Rivers
Montana Downtown Destinations
Missoula Historical Sites
University of Montana Visitor Information
Montana Wildlife Viewing Information
Missoula Montana Visitor Packet
Missoula Montana Vacation Guide
Missoula Bed and Breakfast
Glacier National Park
Yellowstone National Park
Missoula accommodations
Missoula places to stay with Pets
Missoula Travel Blogs
Missoula Multimedia
Missoula Pictures
Meet Me in Missoula
Missoula Holidays
Missoula Summer