



3091 Pine Drive, Big Sky, MT 59716
Big Sky Convention and Visitor's Bureau
Phone: (406) 995-3000 Fax (406) 995-3054
Website: visitbigskymt.com Email: info@bigskychamber.com

Marketing Plan for Fiscal Year 2012

PURPOSE:

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

We strive to support meeting and convention business in conjunction with our community partners, and encourage tourist activity so that all Big Sky businesses' interests shall be recognized and prosper.

We strive to maintain and enhance the unique qualities of the Big Sky area, encouraging visitor returns and referrals, perpetuating the tourism base which drives our community's economy.

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

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

This marketing plan establishes a strategy that coordinates the Big Sky CVB's efforts with the *Montana Tourism and Recreation Strategic Plan 2008-2012*. This effort will allow the CVB to:

- + Create awareness of the unique experiences as well as the variety and range of activities in and around Big Sky
- + Seek partnerships with Bozeman and West Yellowstone to leverage visitation from those who pass through the Yellowstone National Park corridor
- + Continue to leverage co-op opportunities presented by the Montana Office of Tourism
- + Focus messaging to address audiences for different seasons
- + Initiate community branding and develop strategic marketing based on the results of those branding initiatives
- + Continue to market summer as our largest potential growth area, under the premise of a newly identified summer marketing message
- + Implement marketing strategies that align with the Biggest Skiing in America© strategy and Montana Office of Tourism brand and target audience: the Geotraveler

IDENTITY:

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

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

Strengths:

Primary-

-Proximity to Yellowstone National Park - Visitation to Montana's national parks is the #1 draw for visitors to our state. Specifically, visitation to Yellowstone National Park set more benchmarks in 2010 with visitation reaching more than 3.64 million people, with specifically more than 1.5 million visitors traveling into the park via the west entrance. This is the second consecutive year that Yellowstone National Park has experienced record-breaking visitation levels. Big Sky is conveniently located within 50 miles of the west entrance to Yellowstone National Park. In 2010, all park entrances recorded annual visitation increases compared to 2008 and 2009 levels. The West Entrance continues to be the Park's busiest, with more than 1.5 million recreational visitors recorded.* The Big Sky CVB is presented with great potential to capitalize off of this upward trend, specifically in warm season park visitation.

*Source: <http://www.nature.nps.gov/stats>; *Los Angeles Times*, January 7, 2011

Our past research shows us that three-quarters of Big Sky's visitors took at least one day-trip, with 60.9% traveling to Yellowstone. Furthermore, 46.4% of Big Sky visitors were motivated to take the trip to Big Sky due to the proximity to the Park.* In addition, the primary attraction for those on vacation in Yellowstone Country during the summer months was Yellowstone National Park, ranked at 39%.** For those vacationers who were in Montana during the winter months, the top two attractions were skiing/snowboarding (38%) and Yellowstone National Park (28%).***

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

**Source: ITRR, Niche News: 2009 3rd Quarter Travelers in Yellowstone Country, November 2010

***Source: ITRR, Niche News: 2010 1st Quarter Vacationer Characteristics, September 2010

-Recreational activities - Big Sky has a myriad of year-round recreational activities all located in our backyard including, but not limited to: The Biggest Skiing in America®, the nation's #1 Nordic skiing center, snowboarding, snowmobiling, world-class fly fishing, horseback riding, whitewater sports, golf, mountain biking, camping, Big Sky Resort's zipline, high ropes course, climbing wall and paintball course. In addition, activities during the summer have been expanded to include weekly outdoor concerts, farmers' markets, arts festivals, and a Professional Bull Riders event. The 2009 SMARI study reports that winter visitors to Big Sky enjoy skiing/snowboarding (95% participate), visiting Yellowstone National Park (50% participate) and snowmobiling (30% participate). Summer visitors enjoy wildlife viewing (93% participate), visiting Yellowstone National Park (79% participate), hiking (64% participate), fishing (43% participate) and whitewater sports (29% participate). Our community is perfectly suited for winter and summer visitation, with a real potential for increased warm season visitation.

Secondary-

-Unique Experiences - The continued development and enhancement of unique activities and entertainment make Big Sky enticing to both the regional drive market and the out-of-state visitor. Big Sky's 25+ acre Community Park, summer concert series, winter events such as Dummy Jump, Headwaters Spring Runoff party, a continued focus on children's activities, new restaurants and pubs, and new movie theater make Big Sky the ideal base camp for a weekend getaway or week-long trip dedicated to exploring the area. We have some of the greatest access to regional experiences that can be offered as a part of any trip to Big Sky (Quake Lake, Headwaters of the Missouri, Ennis/VA City, etc.).

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

Challenges:

Primary-

-Signage - More than anything, travelers and visitors to Big Sky need a clear indication of the Big Sky community. This is vital in order to define our community brand and the abundance of services that we offer. For years Big Sky has struggled with identifying itself as a two season destination resort community, easily located within the Gallatin Canyon. We are challenged by being a community that is often 'overlooked' by drive market audiences traveling the corridor between Bozeman and West Yellowstone. We have been unable to capitalize on the increasing visitation to Yellowstone National Park (via the west entrance) due to the lack of signage at the entrance to Big Sky off of hwy 191. Signage is at the root of this problem, presenting Big Sky with the challenge of making ourselves known to travelers throughout the Gallatin Canyon. Complementing the businesses along hwy 191, there are a great number of businesses and accommodations which can be accessed by turning off 191 and onto the Big Sky Spur Road. This opportunity has been continually overlooked due to lack of signage indicating our community's presence. With many signage restrictions, and private property issues posing hurdles to this challenge, the lack of signage continues to be one issue facing the community. This is now a high priority for the Chamber of Commerce, and a pending funding request with the Resort Tax would be the first step to helping us solve this issue.

-Community Identity - Given our national and regional reputation as a winter ski destination, and our winter brand promise of The Biggest Skiing in America©, Big Sky has struggled to define an equally powerful and appropriate summer branding identity. Summer marketing, and expanded marketing into a potentially growing warm season has been challenging, with the absence of a clear community identity that drives home 'who we are' in the warm season. The Chamber and CVB have spent years coordinating marketing efforts, and sharing the seasonal promotional project load, and recently both organizations have realized the great need for initiating a strategic planning and community branding process that would lead to stronger and better defined warm season messaging, and more consistent branding for Big Sky on a year round basis, but specifically during the warm season.

Secondary-

-External Factors - There are many factors that impact the ability of the Big Sky community and the CVB to increase our tourism. We consider economic factors, traveler attitudes, weather, and climate related issues to fall under the heading of 'external factors'; those which are or may be beyond our control. The economy continues to recover, but we realize that there are factors related to the economic conditions that may impact our visitation. Traveler patterns, the rising cost of gasoline, and the attitudes towards air travel all play into this. The U.S. Travel Association is cautioning that there is new uncertainty for the travel industry based on continually changing world events. While the "great recession" officially ended in June 2009, 58% of U.S. adults agree that, "Although the recession is technically over, I still don't feel like it is," according to the February 2011 U.S. Travel Association/YPpartnership travelhorizons™ survey.* *The New York Times* noted that economists are anticipating that industries that depend on travel revenue could feel an impact from rising gas costs during the summer 2011.** According to a recent article in the *Los Angeles Times*, "Airlines have been on a roller-coaster ride since summer 2008."*** In considering some of the largest threats to Big Sky's visitor growth, we also realize that anything climate related, including flood, fire, earthquake or natural disaster, including drought or low snowpack, have the potential to greatly affect our seasonal visitation. While they are elements beyond our control, they must be considered as part of our community challenges.

*Source: U.S. Travel Association, Travel Outlook, March 2011 and April 2011

**Source: *The New York Times*, April 11, 2011

***Source: *Los Angeles Times*, April 17, 2011

-Perception - Fighting the perceptions that travelers have about Big Sky has been newly identified as one of our challenges. Where we have individually identified transportation, air access, reputation, and other factors in the past, we now collectively identify these factors as issues with *perception*. The perception exists that Big Sky is hard to get to, although the Gallatin Field Airport has some of the best air access and direct flights in Montana. According to the Gallatin Field Airport, 2010 was its busiest year with more than 365,000 passengers boarding flights – that's an increase of 6.6% over 2009 and broke the previous record set in 2008. In addition, a \$40 million dollar "state of the art" terminal expansion scheduled to be completed in 2011 will more than double the airport terminal's size and add three new gates.*

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

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

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

Opportunities:

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

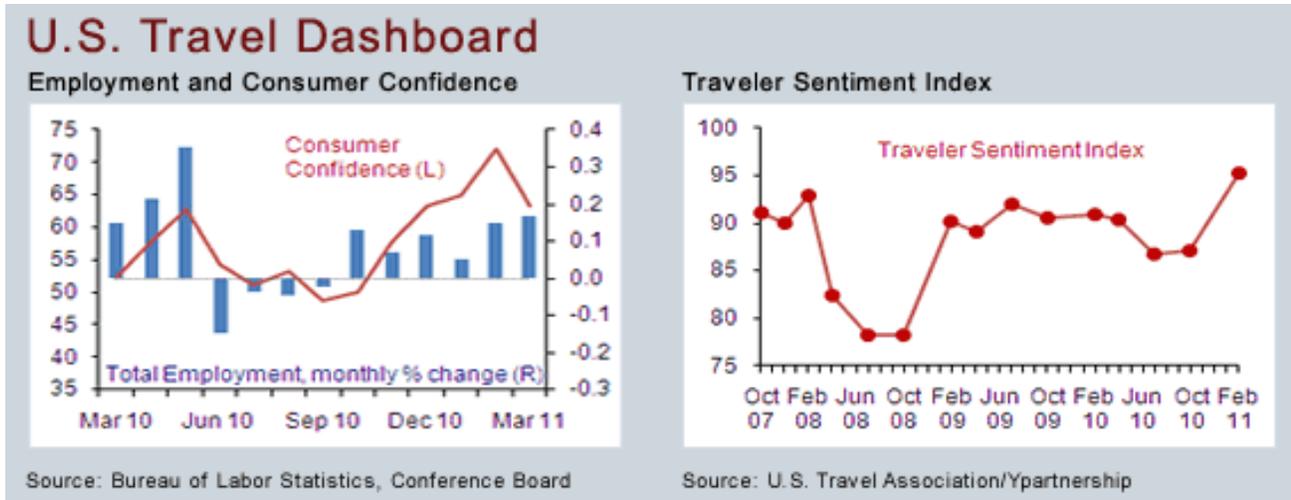
-Biggest Skiing in America© - The Biggest Skiing in America© campaign has been a partnership of businesses and resorts in the Big Sky community for over two years. This year, the campaign resulted in a nearly 20% increase in skier days (as of application deadline) as well as increased interest in the area to new visitors, and lodging bookings up as much as 60% for some of the area's properties. Big Sky Resort skier visits are projected to be up over 15%, and Moonlight Basin skier visits will reach nearly 100,000 for the 2010-2011 season*. Although season-end results were not yet available, Colorado Ski Country USA said skier visits at its 22 members resorts remained 3.4 percent ahead of the 2009-2010 pace through February 2011. According to the article in the *Aspen Times*, "the season-to-date performance was the strongest it's been for members of the trade association since the 2007-08 season." Utah ski areas are also looking at a return of more skier visits this season. In a recent National Public Radio blog post, Jessica Kunzer with Ski Utah was quoted as saying, "This has been a really great year for us so far. We anticipate that this season will probably be in our top three seasons as far as skier visits go."*** In looking at Big Sky Resort's projection for end of season numbers, we can see that their near increase clearly puts them well above that trend. We continue to see this partnership brand promise as a great community wide opportunity for winter business.

*Source: Big Sky Resort and Moonlight Basin

**Source: Colorado Ski Country USA, *Aspen Times*, March 2011

***Source: Ski Utah, KCPW Public Radio, April 2011

-Domestic Travel Patterns – What will happen in the coming year for domestic leisure travel is hard to predict based on consumer confidence and ever-changing world events and their subsequent impacts on the tourism industry. However, according to the U.S. Travel Association, most analysts agree that modest growth in travel is expected. The Traveler Sentiment Index soared to its highest level since April 2007. In March 2011, an estimated 138 million U.S. adults expected to take at least one leisure trip by the end of July 2011.*



In a recent news release issued by Travel Leaders, it noted that 83% of individuals polled in its nationwide consumer travel survey indicated that they will spend the same or more on leisure trips in 2011 as compared to last year. 22% have already taken multiple vacation trips this year.**

Other interesting statistics from the Travel Leaders survey included where the participants intended to travel:

- + Travel within the U.S. and further than a bordering state – 75.6%
- + Travel within your home state – 51.8%
- + Travel to a bordering state – 48.0%
- + Travel internationally (Canada, Mexico and/or Caribbean) – 41.1%
- + Travel internationally (other than Canada, Mexico and Caribbean) – 30.8%

*Source: U.S. Travel Association, Travel Outlook, March 2011 and April 2011

**Source: Travel Leaders, PRNewswire, April 14, 2011

GOALS:

Consumer Travel–

-Focus on warm season - The Biggest Skiing in America© campaign helps position Big Sky as a winter destination and the majority of the Big Sky CVB's fiscal year 2010 budget was dedicated to support this effort while the Chamber of Commerce budget went toward promoting warm season travel. The focus on warm season travel needs to continue, and to be refined based on our strategic planning and branding effort. Following this process we will be in a much better position to market and promote Big Sky in the most effective and appropriate way through warm season messaging to our key and potential markets. As the Biggest Skiing in America© campaign grows, it is the intent that private money and allocated resort tax revenue will go toward promoting this strategy so that the CVB can focus on capturing the Yellowstone National Park and increasing warm season visitation.

-Use branding research to market warm season visitation, specifically leveraging YNP. In 2010, Yellowstone National Park documented yet another year of record visitation. The West entrance continues to be the Park's busiest, which recorded more than 1.5 million recreational visitors in 2010.* The Big Sky CVB recognizes the opportunity to leverage this interest in the area and plans to participate in a strategic planning and branding process that would help identify appropriate warm season messaging and a brand promise for the Big Sky Community. Conversations about 'who we are' in the warm season have led the Chamber and the CVB to propose working on a strategic planning and branding process that would produce clear results about our community, our warm season marketing messages, economic strengths/weaknesses, and opportunities that would capitalize on our warm season growth potential. We plan to engage community organizations, special purpose districts, citizens, boards, businesses, and eventually visitors, to finally answer the question, and address the market, as to 'who we are'. Our goal is to significantly increase warm season visitation to Big Sky, through strategic and appropriate messaging and branding, leveraging our summer potential and the increased visitation to nearby Yellowstone National Park.

Research shows that Yellowstone National Park is the #1 draw for visitors to the area, with 58% of visitors to Big Sky also taking a trip to Yellowstone.** In addition, our research has found that visitors to the area enjoy the opportunity to take day trips, with ¾ of Big Sky's visitors taking at least one day trip – 60.9% of those day trips to Yellowstone National Park. Further, 46.4% of Big Sky visitors were motivated to take a trip to Big Sky due to its proximity to the Park.***

*Source: Yellowstone National Park

**Source: Bozeman Convention & Visitor Bureau Conversion Research, Strategic Marketing & Research, Inc., October 2008.

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

Table 1: Day Trip Destinations Shared by Big Sky and Bozeman Visitors*

	Day Trip Destinations	Overall	Summer	Winter
Bozeman Vacationers*	Yellowstone National Park via West Yellowstone	57%		
	Big Sky, Montana	40%		
	Yellowstone National Park via Gardiner	29%		
Big Sky Vacationers**	Yellowstone National Park	58%	79%	50%
	Bozeman, Montana	47%	64%	45%

*Source: Bozeman Convention & Visitor Bureau Conversion Research, Strategic Marketing & Research, Inc., October 2008

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

Infrastructure & Market Research-

-Support community branding process-The CVB, the Chamber of Commerce, and community stakeholders have identified the need for a strategic planning and branding process that would help to clearly identify who Big Sky is and what the appropriate message and community brand is for Big Sky's warm season. The CVB is committed to working in a partnership capacity to whatever planning and branding process is recommended by the Chamber of Commerce and other partners and community stakeholders. We will use this process to identify our warm season brand, developing a plan for future campaigns, and will

engage focus groups to do market research, ensuring that we are using the most appropriate messaging and marketing tactics possible to increase our warm season visitation.

-Address signage and entryway monument needs-Understanding signage and the need for an entryway structure at the turn into Big Sky, and realizing that the lack of these community assets have inhibited our recognition for potential travelers, the CVB is committed to being part of the community process by which these assets are designed, permitted, and constructed. This infrastructure need has been largely unsatisfied for many years, and is identified as one of our largest challenges with respect to visitor recognition and drive market identification.

Meetings & Conventions-

-Support meeting & convention promotion-We understand that effective marketing for meetings and conventions requires a large budget and the support of a dedicated sales staff. The Big Sky CVB will continue to support private entities in promoting meetings and conventions in Big Sky, as well as encouraging partnership opportunities for meeting and convention properties with the State or other area partners.

STRATEGIC PLAN:

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

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

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

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

1.1.b. Continue winter marketing.

1.1.c. Attend consumer travel shows.

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

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

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

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

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

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

1.3.b. Implement the new Montana tourism brand.

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

Action 2.1: Build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes. (Page 55)

“Distribute information...emphasize issues identified in research, and show benefits to residents.”

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

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

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

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.1: Increase air service capacity to and from Montana's cities. (Page 68)

"Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service."

Action 7.4.c. Encourage and expand intercity transit service, and service to high traffic visitor locations.

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

Action 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities. (Page 75)

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

"Coordinate the efforts of Travel Montana, regions, CVB's, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact."

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

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

Action 10.5: Obtain strategic research to inform tourism marketing development, and policy decisions, and disseminate results and implications. (Page 77-78)

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

OBJECTIVES:

- + Complete a strategic planning and branding process in conjunction with the Chamber of Commerce and other community stakeholders
- + Consistently generate over \$1million in bed tax annually
- + Continue to leverage co-op opportunities and support the Montana Office of Tourism's efforts
- + Drive consumers to www.bigskychamber.com with brand driven advertising, offering fresh content including expanded trip ideas, and expanded information about our meeting and convention properties
- + Optimize our existing website and/or develop other smart technology applications that will keep us relevant with our potential visitors and continue to drive consumers to our website

Complete a strategic planning and branding process in conjunction with the Chamber of Commerce and other community stakeholders

The CVB will engage in and complete a strategic branding process that will engage community stakeholders and focus groups to clearly identify and define a warm season brand for Big Sky. We will use the results of the branding process to direct our warm season marketing and advertising messages through FY12 and into the future, matching the branding efforts of The Biggest Skiing in America© for the winter season.

Consistently generate over \$1million in bed tax annually

Bed tax collections decreased again slightly from 2009-2010, as Big Sky continues to recover from the recession. While our objective was to return to 2008 bed tax collection levels, we were unable to meet that goal, and have set our FY12 objective at working to maintain collections of \$1million (or greater) from FY12 forward. Recognizing that we have not been above that mark since 2008, and not below that since as far back as 2003, we feel this is a realistic but challenging objective to direct our marketing projects moving

forward. It is also important to note that the state as a whole reported a 7% increase in revenue in 2010. For Big Sky, 2010 saw another slight decrease of 5%, keeping us well below our 2008 levels of \$1,152,948.

Table 2: Big Sky Resort Area District Gross Lodging Tax Revenue*

Dates	1/1-3/31	4/1-6/30	7/1-9/30	10/1-12/31	Total
2007					
Big Sky Lodging Revenue	\$664,149	\$107,607	\$271,089	\$177,148	\$1,219,993
Percent Change from 2006	12%	75%	7%	-2%	12%
Montana Office of Tourism	\$3,056,377.15	\$4,285,479.31	\$7,647,039.03	\$2,977,332.16	\$17,966,227.65
2008					
Big Sky Lodging Revenue	\$728,785	\$64,382	\$232,145	\$125,711	\$1,151,023
Percent change from 2007	10%	-40%	-14%	-29%	-6%
Montana Office of Tourism	\$3,337,068.54	\$4,495,755.30	\$7,691,546.59	\$2,806,680.08	\$18,331,050.51
2009					
Big Sky Lodging Revenue	\$528,968	\$49,312	\$152,404	\$133,775	\$864,458.45
Percent Change from 2008	-27%	-23%	-34%	6%	-25%
Montana Office of Tourism	\$2,934,569.45	\$4,134,451.42	\$7,234,117.17	\$2,576,560.92	\$16,879,698.96
Percent Change from 2008	-12.06%	-8.04%	-5.95%	-8.20%	-7.92%
2010					
Big Sky Lodging Revenue	\$462,429	\$62,111	\$180,255	\$149,394	\$854,189
Percent Change from 2009	-13%	24%	7%	2%	-5%
Montana Office of Tourism	\$2,867,618	\$4,433,334	\$8,272,293	\$2,879,574	\$18,452,819
Percent Change from 2009	-3%	6%	12%	8%	7%

*Source: Department of Commerce, MT.gov, Montana Promotion Division

Continue to leverage co-op opportunities and support the Montana Office of Tourism's efforts

The CVB continues to use our marketing dollars mainly on co-op opportunities set forth by the Montana Office of Tourism, seeing the leverage opportunities as a great advantage to our limited budget.

The results of the FY10 Warm Season Campaign/MTOT National Co-op opportunities showed that the average campaign CTR for all partners was 0.12%, with the industry benchmark at 0.10%. Big Sky CVB performed very well with TripAdvisor.com averaging at 0.18% CTR and a high of 0.31% CTR; Yahoo.com average at 0.08% and high of 0.12%; Backpacker.com average at 0.10% and a high of 0.16%. Campaign average CTR of 0.09%.

FY10 Warm Season/MTOT Key Market Co-op Campaign performed well also. TripAdvisor.com had an average of 0.08% CTR and a high of 0.16% CTR and Yahoo.com with an average of 0.08% and a high of 0.19%. Campaign average for Big Sky CVB was 0.08% CTR.

The FY10 Warm Season placement also included Key Market Radio as a Co-op with MTOT. The Seattle :60 radio had a 250,000 Total Rating Point.

Drive consumers to www.bigskychamber.com with brand driven advertising, offering fresh content including expanded trip ideas, and expanded information about our meeting and convention properties

The Big Sky CVB consumer advertising budget continues to be spent largely online. With the majority of our advertising geared towards warm season travelers, the CVB uses www.bigskychamber.com as the consistent call to action for online messaging. With a recent redesign of the Chamber's site to be more inclusive of visitor information, the CVB will continue to make recommendations as to how to keep the site relevant, with up to date content, measurable statistics, photography and the addition of meeting and convention information. The site needs to serve the needs of the potential tourism audience, while supporting meeting

and convention planners' need for accurate information about our communities group and conference capabilities. Through the addition of a simple pdf outlining all Big Sky meeting and conference facilities, we will support the efforts of private businesses to draw meeting business, while still focusing on the tourism sector of our audience.

www.bigskychamber.com produced the following statistics in FY11 from July1-April 20*:

- 28,942 Visits
- 90,972 Pageviews
- 74.69% New Visits
- 3.14 pages/visit
- 2:45 avg. time on site

**note that when the chamber site was rebuilt, there was a down time where Google Analytics had not been transferred, and we missed out on statistical analysis from mid-November until early January.*

We will continue to monitor the site, making improvements to messaging and site SEO based on reports from Google Analytics about user patterns on the website.

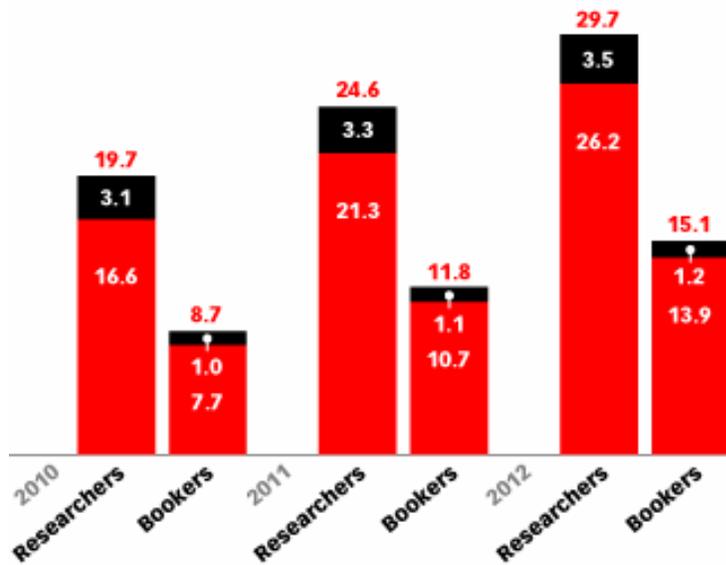
Optimize our existing website and/or develop other smart technology applications that will keep us relevant with our potential visitors and continue to drive consumers to our website

The CVB understands the relevant trend in smart technology and the development of other applications that dictate the way that travelers plan, book trips, and make decisions about where to visit and how to experience a destination. According to a recent article from eMarketer, "An estimated nearly 25 million U.S. mobile users will research travel information on their mobile devices before making a trip this year. Nearly 12 million will use the mobile channel to book their plans. The vast majority of both groups will be made up of Smartphone users. By 2012, 34% of Smartphone users and 31% of mobile internet users in the U.S. will research travel via mobile. At the same time, 18% of Smartphone users and 16% of mobile internet users will book travel the same way."* Staying relevant in the rise of this technology is a goal of the Big Sky CVB, and we plan to devise a mobile application for our website, giving travelers 'up to the minute' capability of searching Big Sky properties, activities, amenities, and other area information. Heeding the advice of travel industry experts, the CVB plans to explore the most cost effective yet relevant ways to stay current with mobile and smart technology, exploring every opportunity to be in front of our potential traveling audience.

*Source: <http://www.eMarketer.com>, March 21, 2011

US Mobile Travel Researchers and Bookers, by Device, 2010-2012

millions



■ Smartphone users ■ Nonsmartphone users

Note: ages 18+; researchers defined as those who researched travel information prior to a trip via mobile internet or app services at least once in the past year but did not necessarily book; bookers defined as those who booked travel via mobile internet or app services at least once in the past year

Source: eMarketer, Feb 2011

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www.eMarketer.com

TARGET GEOGRAPHIC MARKET:

The Geotraveler-

We have defined our target audience as the Geotraveler based on research from the Montana Office of Tourism, ITRR and the Big Sky 2009 SMARI Visitor Profile Report.

The Big Sky CVB will continue to focus its efforts toward the Geotraveler on a national level while also geographically targeting those regions that the Montana Office of Tourism targets—Chicago, Minneapolis and Seattle. We will consider the 2010-2011 visitation and statewide travel trends, looking at our regional drive market, and using a portion of our funding to take advantage of MT Office of Tourism opportunities for in-state exposure. These regional visitors still fall within the range of what defines a Geotraveler, differing only in the method of travel they use, and the means by which we reach them.

The profile for the Geotraveler is defined as the following:

The Geotraveler is concerned with preserving a destination's geographic character – the entire combination of natural and human attributes that make one place distinct from another. This profile fits very much with the audience that the Big Sky CVB seeks in its advertising efforts.

Target Demographics include: Adults 25-64, college graduates, \$50K HHI

Attitudes -

Falls into at least one of the following vacation segments:

- + Active Adventurer – Frequently choose active vacations with many things to do. Their ideal vacation is full of activities, exercise, and sightseeing. They, however, do not favor guided tours, and do not find group tours attractive.
- + Tour Groupies – Prefer guided tours and packaged deals, mainly because of the convenience. Prefer to do a lot of sightseeing during vacation.

Behaviors -

Domestic travelers who participate in one or more while on vacation:

- + Sightseeing
- + Visiting national parks
- + Backpacking/hiking
- + Skiing
- + Other outdoor sports or recreation
- + Fishing
- + Bicycle riding

How Geotravelers Choose Travel Destinations

- + The ability to customize their experiences and create personal connections while traveling
- + The opportunity to make the most of every moment due to lack of time in day-to-day lives
- + The use of technology to plan their travels and explore their destinations before they arrive
- + An interest in immersing themselves in the culture
- + The ability to get off the beaten path
- + The capacity to get out of their comfort zone
- + Their desire to live on a healthy planet

Travel Habits of the Geotraveler

- + Less conventional and more independent, adventurous and active when it comes to travel

- + Prefer to book trips via airline specific sites or by way of general Internet travel sites
- + Take on a do-it-yourself attitude while planning and researching future vacations
- + More likely to travel domestically by train and plane
- + Less likely to stay close to home when traveling
- + Prefer trips longer in duration instead of opting for numerous shorter weekend trips
- + Spouse or mates have very strong influence when deciding destination

MARKETING STRATEGY:

The CVB will engage in a process of strategic planning and branding with the community and our key markets that will ultimately direct our marketing strategy. Our broad stroke strategies are to continue working in conjunction with the winter Biggest Skiing in America© brand promise, and to develop an equally strong and focused warm season strategy which will leverage our potential summer visitor market.

In Retrospect-

FY10: Focused on executing online campaigns and measuring results from these campaigns – creative, messaging, ROI, click-through and overall visitation to Big Sky.

FY11: Continued with cooperative projects led by Montana Office of Tourism, focused consumer advertising on warm season efforts directed towards marketing Big Sky as a Base Camp to Yellowstone National Park.

Looking Ahead-

The Big Sky CVB will focus its efforts and budget in these areas:

- + Support efforts of Biggest Skiing in America© and leverage marketing where appropriate
- + Explore the Yellowstone National Park corridor opportunities and the summer traffic potential
- + Continue to build a strong web presence through the application of mobile and smart phone technology
- + Use strategic planning and brand research to direct a strong warm season campaign
- + Remain open to publicity opportunities that will leverage our other consumer advertising efforts in both winter and warm season

Biggest Skiing in America© (BSIA)—the CVB will continue to support this campaign by allocating advertising dollars where appropriate to drive regional awareness of the campaign and visitation to the BSIA website. The CVB will also work with private businesses and the Big Sky Chamber in creating one unified voice that explains how to use and leverage the BSIA campaign.

Yellowstone National Park Corridor—the Big Sky CVB will work in partnership with the Bozeman CVB, the West Yellowstone CVB, and Yellowstone Country to increase awareness of the area that spans the Gallatin Canyon, leading to the West entrance of Yellowstone National Park. Long-term strategy and planning has not been designed, but the ultimate goal would be to iconify the area, making it known as the premier gateway to Yellowstone National Park.

Web Presence - the bulk of advertising dollars continue to be invested online last year. Fifty-seven percent of vacationers to Montana last year used the Internet to search and plan for their vacation, confirming the need to continue to strengthen the CVB's online presence and use of smart phone technology.* Therefore, the website needs to serve travelers seeking vacation information in a convenient and immediate manner. The CVB will work with the Chamber to provide a user-friendly web experience that motivates, informs and engages the vacationer. The CVB will work through the Chamber's social media sites and continue to maintain a presence on Facebook, Twitter and other user-generated sites. The introduction of a mobile website for www.bigskychamber.com will be part of our web plan.

*Source: ITRR, Q2 2010 Vacationer Satisfaction & Information Sources Used

Strategic Planning and Brand Research- The CVB intends to participate and playing a leading role in the strategic planning and branding process initiated by the Big Sky Chamber of Commerce. We will use this process to identify our warm season brand, including more appropriate and strategic messaging to the key markets for Big Sky.

Publicity-The CVB will be open to strategic publicity projects that fall in line with our winter or warm season marketing objectives, or any project that allows us to market directly to our key audiences through press trips, fam tours, or attendance at public trade shows. We will consider these opportunities on a case by case basis, encouraging participation from all of our community businesses in opportunistic projects.

Consumer Travel Strategy:

Primary–

- + Leverage and work with the multiple Big Sky entities that are attracting tourism to the area including The Big Sky Chamber and private businesses.
- + Leverage and provide a regional component to the Biggest Skiing in America© public/private partnership that will continue to brand winter visitation to Big Sky.
- + Continue to emphasize Big Sky's proximity to Yellowstone National Park and explore the relationship with Bozeman and other communities in the area to promote the Yellowstone National Park corridor.
- + Continue to participate in Montana Office of Tourism cooperative consumer advertising opportunities, as they fit within the Big Sky CVB's target geographic and demographic profiles.
- + Use long term planning and brand strategies to define our warm season market, identity, brand promise, and messaging.

Secondary–

- + Provide information needed by target audience to plan their Big Sky vacation experience – whether through a viable website or fulfillment materials.

The following page details the annual budget overview for FY12.

ANNUAL BUDGET OVERVIEW FY12:

Project Description	BSCVB FY2011			BSCVB FY2012		
	Project Budget	Total Budget	Percent	Project Budget	Total Budget	Percent
<i>Marketing Support</i>		\$17,914	20%		\$23,500	
Administration (max 20%)	\$11,387		15%	\$17,000		20%
Opportunity Marketing (max 10%)	\$700		1%	\$1,000		<2%
TAC Meetings, Gov. Conf./Partner Marketing Meetings	\$827		1%	\$1,000		<2%
Co-op/Joint Ventures	\$1,500		2%	\$1,500		2%
Marketing Plan Development	\$3,500		5%	\$3,000		<4%
<i>Advertising</i>		\$54,000	72%		\$47,335	
Consumer Advertising	\$54,000		72%	\$47,335		56%
Meeting & Convention Advertising	\$0		0%	\$0		
<i>Electronic Marketing</i>		\$2,500			\$8,000	
Website - Upgrades	\$2,500		5%	\$2,000		3%
Mobile Web/Smart Technology				\$6,000		7%
<i>Strategic Planning/Branding</i>				\$5,000	\$5,000	6%
<i>Publicity</i>	\$1,500	\$1,500	3%	\$1,500	\$1,500	2%
Total Project Budget		\$75,914			\$85,335	
Total Percentage of Project			100%			100%
TOTAL BUDGET REQUESTED	\$75,914	\$75,914		\$85,335	\$85,335	
Projected Revenue (95%)	\$75,914			\$85,335		
Previous Uncommitted Funds	TBD			TBD		

10% decrease in budget: We would decrease funds in administration, publicity, consumer advertising and tradeshow. (Approx. \$7,591.40)

PROJECT APPLICATIONS AND BUDGETS:

Organization Name: Big Sky Convention and Visitor's Bureau
Project Name: Marketing Plan Development FY13
Application Completed by: Marne Hayes

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

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

The Marketing Plan defines the goals and objectives of the Big Sky Convention and Visitor's Bureau for the next fiscal year. This project is a partnership with MercuryCSC who provides marketing support in the following areas:

- + Analysis of the previous year's plan (project evaluation, demographics and geographic analysis)
- + Attendance as requested at monthly CVB meetings, any organized strategic planning sessions or any statewide marketing retreat(s) with tourism partners to provide feedback and gather input from the CVBs, regions and Montana Office of Tourism
- + Assisting in writing, reviewing, and developing the current marketing plan in conjunction with the CVB Director

Results can be found in the completion report. Our objectives (as outlined in the FY12 narrative) are listed below.

Goals:

- + Create and fulfill the marketing plan of the Big Sky Convention and Visitor's Bureau
- + Obtain the best return on investment in developing the marketing plan
- + Execute projects that will focus on key markets and the target audience to ensure increased visitation, bed tax collections, and resort tax revenue

Objectives:

The projects outlined in the marketing plan are all designed to reach the objectives for our two segments:

Consumer Travel (Domestic; National and Regional Travel):

- + Complete a strategic planning and branding process in conjunction with the Chamber of Commerce and other community stakeholders
- + Consistently generate over \$1million in bed tax annually
- + Continue to leverage co-op opportunities and support the Montana Office of Tourism's efforts
- + Drive consumers to www.bigskychamber.com with brand driven advertising, offering fresh content, expanded trip ideas, and expanded information about our meeting and convention properties
- + Optimize our existing website and/or develop other smart technology applications that will keep us relevant with our potential visitors and continue to drive consumers to our website

Meetings & Conventions:

- + Support local properties and appropriate conference facilities in their marketing efforts leading to obtaining meetings & conventions

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

All areas of the marketing plan are supported by this project.

Does this project support the Strategic Plan? Yes

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

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

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

1.1.b. Continue winter marketing.

1.1.c. Attend consumer travel shows.

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

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

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

1.3.b. Implement the new Montana tourism brand.

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

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

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

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.1: Increase air service capacity to and from Montana's cities. (Page 68)

"Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service."

Action 7.4.c. Encourage and expand intercity transit service, and service to high traffic visitor locations.

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

Action 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities. (Page 75)

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

"Coordinate the efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact."

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

Detail pages attached Yes

Budget page must be attached for approval.

FY11 Project: Marketing Plan Development Budget FY12

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Project Management	\$3,000	+	\$0	=	\$3,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$3,000		\$0		\$3,000
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
<hr/> <hr/>					
REGION/CVB PROJECT TOTAL	\$3,000	+	\$0	=	\$3,000

Organization Name: Big Sky Convention and Visitor's Bureau
Project Name: Consumer Advertising
Application Completed by: Marne Hayes

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

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

In FY11, the Big Sky Convention and Visitor's Bureau advertised to consumer travelers in the warm season mainly through leveraging Montana Office of Tourism opportunities including: consumer advertising and advertising that focused on key markets. In the winter season, the CVB did limited regional advertising online with local vendor Vertical Media, addressing Park visitation, regional ski visitation, and regional lodging interests. In FY11 our winter projects complemented the Big Sky Chamber and Biggest Skiing in America© advertising efforts. In the warm season, our efforts were geared towards maximizing summer travelers to Yellowstone National Park, marketing Big Sky as a 'Base Camp to Yellowstone'. In FY12, the goal is to focus on key market consumer advertising, with a focus on a more focused, appropriated warm season message based on branding research findings. The bottom line goal of the CVB is to increase visitation to Big Sky from key fly and drive markets in the winter and warm seasons.

The suggested media outlets outline where the CVB has advertised in previous fiscal years. To complement these efforts, the CVB looks at opportunities aligned with the Biggest Skiing in America© campaign, directed by a public/private funded partnership working together to increase skier days in Big Sky to 500,000 between Big Sky Resort and Moonlight Basin by the year 2013. The media outlets covered in this campaign for 2010-2011 included ski/snowboard and snow recreation publications and online outlets for the same genre, as well as in-flight magazines, lifestyle publications, and placement on user-generated content sites. Coupled with this were regional efforts attracting the same markets in a closer proximity; those interested in ski vacations, but from a drive market rather than a fly market standpoint. This leveraged an additional \$250,000—outside of the Big Sky CVB FY11 budget—in winter promotion for the Big Sky community.

Last year's advertising media outlets consisted of:

MONTANA OFFICE OF TOURISM CO-OPS – WARM SEASON FY10

- + TripAdvisor.com
- + Yahoo.com
- + Backpacker.com
- + Seattle Partner Site
- + Seattle Radio

WARM SEASON FY11

DTS ONLINE

- + iExplore.com
- + TripAdvisor.com
- + Facebook.com
- + Mountain Sports & Living (bonus for placing print ad)

MTOT CO-OP ONLINE

- + TripAdvisor.com
- + Yahoo.com

PRINT

- + Mountain Sports & Living

Detailed results can be found in the FY11 consumer advertising completion reports. Our broader objectives (as outlined in the FY10 narrative) are listed below.

Big Sky CVB would like to continue to utilize the following strategy for the consumer advertising campaign during FY12:

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

Goals:

- + Use new brand driven messaging to educate consumers about the range and variety of warm season activities in and around Big Sky to promote cross-seasonal visitation, and to complement the efforts of winter promotions in place by other partners (Big Sky Chamber, Biggest Skiing in America©)
- + Position Big Sky regionally as a shorter stay destination hub that is easy to reach in a day's drive or shorter, and which offers value to a family for a weekend getaway or spontaneous minute vacation
- + Coordinate efforts with regional partners to create a strategy that brands the Yellowstone National Park Corridor and positions Big Sky as a warm season destination based on brand driven efforts
- + Promote Big Sky as one of Montana's premier vacation destinations through CVB efforts alone and/or in partnership with the state, other regions/CVBs and private business in an effort to leverage funds
- + Continue to educate key, state driven consumer markets about direct flight access to Bozeman/Big Sky

Objectives:

- + Consistently generate over \$1million in bed tax annually
- + Continue to leverage co-op opportunities and support the Montana Office of Tourism's efforts
- + Drive consumers to www.bigskychamber.com with brand driven advertising, offering fresh content, expanded trip ideas, and expanded information about our meeting and convention properties

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

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

- + Increase warm season visitation by positioning Big Sky as the base camp to Yellowstone and showcasing the range and variety of activities offered in and around Big Sky
- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destinations through all marketing efforts

Does this project support the Strategic Plan? Yes

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

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

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

1.1.b. Continue winter marketing.

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

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

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

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

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

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

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

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

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.1: Increase air service capacity to and from Montana's cities. (Page 68)

“Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.”

Action 7.4.c. Encourage and expand intercity transit service, and service to high traffic visitor locations.

Detail pages attached Yes

Budget page must be attached for approval.

POTENTIAL MEDIA OUTLET OPTIONS:

- | | |
|----------------------------------|--------------------------------|
| + <i>Accuweather.com</i> | + <i>Bozemannet.com</i> |
| + <i>Alaska/Horizon Magazine</i> | + <i>Budget Travel</i> |
| + <i>Allaspen.com</i> | + <i>Budgettravel.com</i> |
| + <i>Allglacier.com</i> | + <i>Delta Sky</i> |
| + <i>Accuweather.com</i> | + <i>Discovery Digital</i> |
| + <i>Afar</i> | + <i>Familytravelforum.com</i> |
| + <i>Allredlodge.com</i> | + <i>Fly Rod and Reel</i> |
| + <i>Aroundyellowstone.com</i> | + <i>Fodors.com</i> |
| + <i>Audubon</i> | + <i>Frommers.com</i> |
| + <i>Away Network</i> | + <i>Freeskier.com</i> |
| + <i>Backpacker</i> | + <i>Facebook.com</i> |
| + <i>Bigskymontanenet.com</i> | + <i>Flickr.com</i> |

- + *GearJunkie.com*
- + *Google.com*
- + *Gordonsguide.com*
- + *Goski.com*
- + *lexplore.com*
- + *Jacksonholenet.com*
- + *Jacksonholewy.com*
- + *Jacksonhole-skiing.com*
- + *Matadornetwork.com*
- + *Mountain Sports & Living*
- + *National Geographic*
- + *National Geographic Traveler*
- + *Nationalgeographic.com*
- + *Newest.net*
- + *New Yorker*
- + *Northwest World Traveler*
- + *Onthesnow.com*
- + *Outside*
- + *Outside.com*
- + *On the Snow*
- + *Pandora.com*
- + *Rsn.com*
- + *Skinet.com*
- + *Skiing*
- + *Skimag/Skiingmag.com*
- + *Smithsonian*
- + *Smithsonian.com*
- + *Sunset*
- + *Travel and Leisure*
- + *Travelandleisure.com*
- + *TripAdvisor.com*
- + *Vibrant Media*
- + *Wildernet.com*
- + *Wendmag.com*
- + *Westyellowstonenet.com*
- + *Yahoo.com*
- + *Yahoo Network*
- + *Yellowstonepark.com*
- + *Yellowstoneparknet.com*
- + *Yellowstonewinterguide.com*
- + *Yelp.com*
- + *Yes Mail Direct Email*
- + *99 Things to do in Yellowstone*
- + *Out of Home*
- + *Radio – national and regional*

FY11 Project: Consumer Advertising Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$7,000	+	\$0	=	\$7,000
Concept Development	\$0	+	\$0	=	\$0
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$1,500	+	\$0	=	\$1,500
	\$0	+	\$0	=	\$0
TOTAL	\$8,500		\$0		\$8,500
MARKETING/ADVERTISING:					
Media Placement	\$38,000	+	\$0	=	\$38,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$38,000		\$0		\$38,000
TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
OTHER:					
Matchprint/Shipping	\$100	+	\$0	=	\$100
Photography/Video Footage	\$735	+	\$0	=	\$735
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$835		\$0		\$835
<hr/>					
REGION/CVB PROJECT TOTAL	\$47,335	+	\$0	=	\$47,335

ORGANIZATION NAME: Big Sky Convention and Visitor's Bureau
PROJECT NAME: Electronic Marketing;
Web Applications and Site Optimization
APPLICATION COMPLETED BY: Marne Hayes

_____	Final
<u> X </u>	Preliminary

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

The Internet continues to be a main source of information for people who are planning to travel to Big Sky as indicated by the 2009 SMARI Visitor Profile Report: 77% of those who visited Big Sky used the Internet to plan their trip. As recently noted by eMarketer, "The number of U.S. consumers researching and booking travel online is still growing. More than 114 million people will research travel online this year."* Additionally, we know from trend analysis and the introduction of Smartphone technology and mobile applications that in order to stay current and relevant with travelers today, you must adapt your web presence and the way in which you offer information through today's technology.

*Source: <http://www.eMarketer.com>, April 14, 2001

In a March 2011 article, eMarketer advised, "The more flexibly brands can offer to help their customers manage their travel—using a mobile-optimized website, apps and integration between mobile, online and offline channels—the more effective they will be."*

*Source: <http://www.eMarketer.com>, March 21, 2011

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

Detailed results of our FY11 online campaigns can be found in the final completion reports. However, as mobile applications and Smartphone technology is a new endeavor for us, we have no benchmark other than industry standards and user trends to measure the effectiveness of a mobile application or other technology applied to our web presence in FY12.

Moving forward, we plan to work with our web designer to apply technologies to the Chamber of Commerce's website that will allow us to be engaged in Smartphone applications and relevant means of being in front of our audience. We will monitor and optimize the Chamber site, offering better and more readily available content and trip ideas, looking at ways to offer online applications for booking lodging and activities, or offering media rich trip ideas, interactive social media capabilities and user-generated content to make the web experience superior to what it currently is. The focus of this project would be a mobile web application and other Smartphone technologies that would give immediate information to potential travelers. Referencing the statistic reported by Expedia that 40% of lodging reservations are made within 1 mile of hotels booked*, we are anxious to be engaged with the immediacy that this audience demands. We will monitor new technology effectiveness through analytics, tracking site visitation, as well as tracking online campaign performance and click-through to the site.

*Source: Expedia annual conference, Las Vegas, 2010

Goals:

- + Educate consumers about the range and variety of activities in and around Big Sky to promote cross-seasonal visitation
- + Align with the summer traveler, creating the idea and brand identity through strategic branding initiatives for warm season visitation
- + Align with the Biggest Skiing in America© winter promotion to take advantage of capturing an online audience through the existing public/private partnership
- + Promote Big Sky as one of Montana's premier vacation destinations through CVB efforts alone and/or in partnership with the state, other regions/CVBs and private business in an effort to leverage funds

Objectives:

- + Consistently generate over \$1million in bed tax annually
- + Continue to leverage co-op opportunities and support the Montana Office of Tourism's efforts
- + Drive consumers to www.bigskychamber.com with brand driven advertising, offering fresh content, expanded trip ideas, and expanded information about our meeting and convention properties
- + Optimize our existing website and/or develop other smart technology applications that will keep us relevant with our potential visitors and continue to drive consumers to our website

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

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

- + Increase warm season visitation by showcasing the range and variety of activities offered in and around Big Sky
- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other resort towns
- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destinations through all marketing efforts

Does this project support the Strategic Plan? Yes

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

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

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

1.1.b. Continue winter marketing

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

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

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

Detail pages attached Yes

Budget page must be attached for approval.

**FY11 Project: Web Applications & Site Optimization
Electronic Marketing – Budget**

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$2,000	+	\$0	=	\$2,000
Concept Development	\$6,000	+	\$0	=	\$6,000
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$500	+	\$0	=	\$500
	\$0	+	\$0	=	\$0
TOTAL	\$8,000		\$0		\$8,000

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

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

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

REGION/CVB PROJECT TOTAL	\$8,000	+	\$0	=	\$8,000
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ORGANIZATION NAME: Big Sky Convention and Visitor's Bureau
PROJECT NAME: Strategic Planning and Branding Research
APPLICATION COMPLETED BY: Marne Hayes

_____Final
<u> X </u> Preliminary

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

The Big Sky CVB would like to participate in and be a leader in the process of strategic planning and branding research along with the Big Sky Chamber of Commerce. The intent is to engage in a community branding and strategic planning process that would be used to define our warm season identity, answering questions about our marketing messaging, our community brand offer, and our most appropriate and potential markets for warm season travel. The goal is to help the community refine our promotional message, and define our warm season identity, so that we can craft what will become a blueprint for the future of the community, and our warm season marketing. Seeing the potential growth that our warm season presents, the CVB feels that engaging the community, from organizations, districts, citizens, boards, businesses and eventually visitors, in this process is the best way to finally answer the question as to 'who we are' with respect to our warm season.

We understand that a brand strategy must be relevant to our situation and our community personality while differentiating us in the competitive marketplace. Our goal is to bring the community together through a strategic planning and brand research process that will help us achieve long term objectives and a more definitive picture of Big Sky outside of our winter brand of Biggest Skiing in America ©. We believe that a brand strategy will help us analyze our competition, other marketing messages, community profiles, economic strengths and weaknesses, and help us define areas of economic opportunity that exist.

Goals:

- + Engage in a strategic planning and brand research process that will define Big Sky in the warm season
- + Use the brand research to refine our warm season messaging, offering a brand promise that matches the community identity and marketplace goals
- + Identify our most appropriate audience for warm season travel, and promote Big Sky as one of Montana's premier vacation destinations through CVB efforts alone and/or in partnership with MTOT, other regions/CVBs and private businesses in an effort to leverage funds
- + Gain visibility and exposure for Big Sky in the form of positive press: print or online articles, blog sites, etc.

Objectives:

- + Consistently generate over \$1million in bed tax annually
- + Continue to leverage co-op opportunities and support the Montana Office of Tourism's efforts
- + Define the warm season identity and brand of the Big Sky community through a strategic planning and brand research effort

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

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

- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other resort towns
- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destination through all marketing efforts

Does this project support the Strategic Plan? Yes

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

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

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

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

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

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

Detail pages attached Yes

Budget page must be attached for approval.

FY11 Project: Publicity Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
	\$5,000	+	\$0	=	\$5,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
<hr/> <hr/>					
REGION/CVB PROJECT TOTAL	\$5,000	+	\$0	=	\$5,000

ORGANIZATION NAME: Big Sky Convention and Visitor's Bureau
PROJECT NAME: Publicity
APPLICATION COMPLETED BY: Marne Hayes

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

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

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

Our broader objectives are listed below.

Goals:

- + Promote Big Sky as one of Montana's premier vacation destinations through CVB efforts alone and/or in partnership with the state, other regions/CVBs and private business in an effort to leverage funds.
- + Gain visibility and exposure for Big Sky in the form of positive press: print or online articles, blog sites, etc.

Objectives:

- + Consistently generate over \$1million in bed tax annually
- + Continue to leverage co-op opportunities and support the Montana Office of Tourism's efforts
- + Participate in state or regionally directed media tours and gain valuable editorial from exposure to target audiences
- + Host writers in Big Sky, or assist regional and statewide partners in their efforts to include Big Sky in existing media and/or fam tours

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

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

- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other resort towns
- + Extend visitor stays by offering daytrips in and around the area, positioning Big Sky as a "destination hub"
- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destination through all marketing efforts

Does this project support the Strategic Plan? Yes

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

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

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Detail pages attached Yes

Budget page must be attached for approval.

FY11 Project: Publicity Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
TRAVEL:					
Publicity	\$1,500	+	\$0	=	\$1,500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$1,500		\$0		\$1,500
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
<hr/>					
REGION/CVB PROJECT TOTAL	\$1,500	+	\$0	=	\$1,500