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Application

Instructions

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 **Withdraw** changes the status of the application to Withdrawn and removes the app from the evaluation process.

Application Details

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15254 - FY15 Region/CVB Marketing Plan - Final

16747 - FY15 Big Sky CVB Marketing Plan
DOC Office of Tourism

Status: Under Review

Original Submitted Date: 05/01/2014 4:51 PM

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Applicant Information

Primary Contact:

Name:* Mr. Andrew David Peterson
Salutation First Name Middle Name Last Name

Title:

Email:* andrew@bigskychamber.com

Alternate Email

Address:* 55 Lone Mountain Trail

* P.O. Box 160100

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

Phone:* 406-995-3000
Phone ###-###-#### Ext.

Alternate Phone

Fax:

Organization Information

Name:* Big Sky Convention of Visitors Bureau

Organization Type: Non-Profit Organization

Organization Website: www.visitbigskymt.com
Address:* 55 Lone Mountain Trail
 P.O. BOX 160100

 * Big Sky Montana 59716
City State/Province Postal Code/Zip
Phone:* 406-995-3000
Ext.
Alternate Phone
Fax:
Email address andrew@bigskychamber.com
Alternate Email andrew@bigskychamber.com

Community & Brand Support

1. Describe your destination.

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

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

Administered by the Big Sky Chamber of Commerce, and supported by the Visit Big Sky board of directors, the CVB takes on an important marketing role for the community of Big Sky by planning and executing year-round marketing based on research data, input from community stakeholders and key business activity measurements to insure the best return on investment of public and private funds.

Additional Info: **Please reference attached document.**

Optional: Include attachments here

[Describe your destination continued.docx](#)

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

Inspiration - One of Big Sky's strategies is to develop a community identity by raising awareness and perception of our destination. Our marketing efforts use high impact media channels to build brand awareness and use media within trusted channels to build brand perception. During the 2013/2014 winter campaign Visit Big Sky used OOH advertisements to extend reach and target broad audiences early during the trip planning process. This medium complimented or print strategy and goal to align with content relevant environments and to tap into audience passions. Finally we used geo-targeted online advertisements to connect with audiences in the booking cycle. Our current summer marketing campaign is leading with geo-targeted digital as the foundation. The plan is based on media habits and consumption, along with targeting opportunities to key markets. Visit Big Sky is continuing to use strategic magazine placements to build brand awareness and align with those content relevant environments. We are also using traditional radio in an effort to extend general market awareness and increase message reach and frequency.

Orientation - The driving force of our marketing efforts are digital advertisements in the form of traditional online banners, tourism sponsorship pages, retargeted banners, e-newsletters, paid search and social. All of these efforts drive prospective visitors to our owned media at bigskywinter.com during winter, bigskysummer.com during summer and visitbigskymt.com year round. These websites serve the main purpose to orient consumers and provide them with a breadth of knowledge about our destinations product. Our multiple web products are utilized strategically and serve as landing pages for measurement of effective digital efforts. Our advertising creative serves to build awareness of Big Sky and the Visit Big Sky brand, but also seamlessly orients them. When allowable, our creative contains a locator map that illustrates Big Sky's proximity to Yellowstone National Park and the creative copy describes our location.

Facilitation - Marketing facilitation in tourism marketing is analyzing the needs and wants of prospective travelers, presenting destination options and ideas, and conveying messages to those travelers. Our national multi-channel marketing campaigns will continue to facilitate our consumers throughout the planning and buying process with a mix of paid, earned and owned media.

Optional: Include attachments here.

3. Who is your market?

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

Demographic

- Adults, 22-55
- HHI: 75K +
- Well Educated

Geographic

Winter geographic target markets include:

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

Summer geographic target markets include:

- Calgary, Alberta Canada
- Houston, TX
- Seattle, WA
- Minneapolis, MN
- Spokane, WA
- Boise, ID
- Sioux Falls, SD
- Minot, ND
- Idaho Falls, ID
- Rapid City, SD
- Casper, WY

The target audiences for our summer consumers are similar to the winter consumer; however our target geographies are different. During the winter months our ideal consumer is primarily flying to our destination and during the summer months they are primarily driving.

Psychographic - The Geo-traveler is concerned with preserving a destination's geographic character– the entire combination of natural and human attributes that make one place distinct from another. They are interested in both the cultural and environmental and their individual economies and lifestyles. These travelers can be described as: creative, curious, connected, engaged, and adventurous. By creating an emphasis on our abundant natural beauty and its proximity for activities at every level, we intend to develop the creative aspect of our marketing efforts to attract those who value Montana's values. We need to create an allure for those willing to commit their time and resources to less accessible locations and who tend to be high-value, low-impact visitors. These also tend to be environmentally aware consumers.

b. What are your emerging markets?

The emerging markets for Big Sky are Canada and Texas. The market analysis performed this year informed our advertising decisions, which include the addition to Calgary and Alberta Canada for our drive visitation. Houston, TX recently announced an added direct flight into Bozeman Yellowstone International Airport and this opens up a wide range of marketing opportunities to capitalize on this market.

The US Department of Commerce expects international inbound travel to increase through 2018. All major markets are expected to contribute to this growth. The International market represents great growth potential for summer and winter in Big Sky. Tour operators are shifting away to traditional destinations. Their clients are looking for exclusivity experiences, cool events and creative ideas. The National Travel and Tourism Office estimates inbound travel from Canada and Australia will grow by 22% and 33% respectively between 2012 and 2018.

c. What research supports your target marketing?

This year the Big Sky CVB performed a comprehensive market analysis with our professional media buying service. We compared market research data from Longwoods International 2012 Travel USA Syndicated Study, ITRR, past website analytics, past campaign effectiveness and visitor information to determine our current target.

Optional: Include attachment here.

4. Overall Goals

1. Increase brand awareness and immediate visitation from national and regional markets during the summer and winter travel seasons capitalizing on the high visitation and awareness of Yellowstone National Park.

2. Increase average night stay/average dollars spent in Big Sky from domestic visitors.
3. Enhance, develop, and market more effective digital assets, including website, mobile application, social media and email campaigns.
4. Inventory, develop and grow content database (photos, videos, editorial) and use to increase consumer interactions/engagement and exposure through PR outlets (social media, online, print and blogs).

Measurable Outcomes from Goals

Goal 1

- Increase lodging tax collections during the summer months by 5% and during the winter months by 4%.
- Increase lodging tax collections and occupancy rates by 3%.

Goal 2

- Increase Visitor Center visitors by 6%.
- Track dollars spent by non-resident visitors by collaborating efforts with local businesses.

Goal 3

- Track conversions on website to direct ROI and economic impact.
- Track social media presence through likes, engagements, and virility metrics from Facebook, Instagram, Google+, Twitter, Pinterest, etc.
- Track email statistics including open rates, click-throughs to website, etc.
- Improve website rankings with dynamic search engine optimization (SEO).

Goal 4

- Track and record virility of content (shares, likes, views, etc.)
- Evaluate PR placements (online and print) and their value.
- Track performance of campaigns with conversions, click-throughs, etc.

Optional: Include attachments here.

5. Cooperative Opportunities

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

The Big Sky CVB did not participate in any MTOT co-op advertising opportunities during the FY14 season. We will re-evaluate and reintroduce the MTOT co-op participation during FY15 on a method by method basis. We will consider the 2013-14 visitation and statewide travel trends, looking at our regional drive market, and using a portion of our funding to take advantage of MTOT opportunities for out-of-state exposure. Through public relations efforts, trade-shows and building our online presence, we also intend to reach more domestic markets our limited advertising funds cannot penetrate (i.e. Texas, Colorado, California, New York) and international markets when statewide sales opportunities are available.

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

The Big Sky CVB will consider any co-op opportunities with other tourism regions, regional chambers and CVBs, and tourism organizations. Visit Big Sky currently focuses on local partnerships with lodging and recreation businesses year round. These partnerships are essential in delivering actionable marketing messages as well as increase our overall marketing spend.

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

The Big Sky CVB has participated in the digital co-op opportunities and the campaigns were unsuccessful. The main reason the campaigns were unsuccessful were due to the owned media the consumers were directed to. At the time of our last co-op participation the Big Sky CVB was directing consumers to the old Big Sky Chamber website. These campaigns resulted in low CTR, Time on Site, pages per visit and high bounce rate. The Big Sky CVB will use its newly designed website for all co-op advertising during FY2015.

Optional: Include attachments here.

Include pie chart here.

Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure success?	Marketing Method Evaluation	Estimated budget for each method.	Non bed tax funds?	Add'l Attchmnts
Consumer	Billboards/Out-of-Home	Yes	<p>During the last two years, the Big Sky CVB capitalized on a joint venture with the Arts Council of Big Sky with an Out-of-Home (OOH) placement in Gallatin Gateway. The billboard served the purpose to direct travelers off Hwy 191 to our Visitor Information Center during the winter months and to promote the community events during the summer months. The billboard has two seasonal vinyl's, promoting our winter and summer seasons. The billboard cost is split between the Big Sky CVB and Arts Council of Big Sky. The winter vinyl is displayed from October to May for a total of 8 months and the summer vinyl is displayed from June to September for a total of 4 months. The billboard is located 29 miles north of Big Sky, just outside of the community of Gallatin Gateway, on the west side of Hwy 191. Our advertising is visible to the southbound traffic traveling on the US Highway 191 travel corridor. The billboard is 48 feet wide x 12 feet tall.</p> <p>Visit Big Sky will use a mix of traditional print, radio, OOH and online advertising during FY15. OOH advertising may include traditional billboards, digital OOH, non-digital OOH and hybrid OOH. We will strategically leverage the CVB funds to compliment all marketing efforts of Visit Big Sky while following all TAC rules and regulations. During FY15 Visit Big Sky will continue to execute a national and regional key market warm season campaign, utilize Biggest Skiing in America to execute national and regional winter marketing campaign, continue to participate in Montana</p>	<p>Our professional media buying service contains access to the MRI 2012 Doublebase, a syndicated research database. They utilized this information to understand media consumption habits of Big Sky's core audience and ultimately used this data to determine which channels will drive the most awareness and relate strongest to our audiences. Based on our target audience, OOH advertising rated 38%, 25% and 4% higher than the standard consumption habits for heavy users, medium-heavy users, and medium users respectively.</p> <p>*MRI 2012 Doublebase</p>	<p>Since the Visitor Information Centers relocation, we have seen an average of 1,500+ visitors per month. Our brand is gaining national and regional awareness with our current marketing projects, a billboard will continue to support our integrated multi-channel message and direct a percentage of the 31,250+ people that travel HWY 191 each day.</p> <p>In FY14, the goal was to use a combination of traditional, non-traditional, online and social media using what was established during the planning and branding process. The bottom line goal of Visit Big Sky is to increase visitation to Big Sky by executing advertising campaigns in regional and national markets in the winter and warm seasons. Outdoor utilizes mass reach to lift awareness and branding for destinations. Digital billboard provide the option to alter messaging based on time of day, seasonality and economic relevancy.</p>	<p>Measurability for our Gallatin Gateway billboard will be tracked with increases in Visitor Center traffic and cost per exposure derived from traffic counts on HWY 191, increases in lodging tax and Resort Tax collections. Measurability for other OOH advertising will be determined by cost per exposure.</p>	\$11,500.00	Yes		

			Office of Tourism co-op opportunities and execute a marketing campaign/effort to source more visitors from YNP.							
Consumer	Travel/Trade Shows	Yes	<p>The Big Sky CVB will reintroduce attendance to regional and national tradeshows during FY 2015. Expenses will include registration fees and travel, meal and lodging expenses. Tradeshows the Big Sky CVB will consider attending are as follows:</p> <ul style="list-style-type: none"> International Pow Wow (IPW) Go West Summit 	<p>IPW is produced by the U.S Travel Association, and is the travel industry's premier international marketplace and the largest generator of travel to the U.S. - During three days of intensive, prescheduled business appointments, U.S. travel executives representing more than 1,000 supplier organizations and destinations from every region of the U.S, and representing all industry category components, meet with over 1,200 international and domestic buyers from more than 70 countries. Last year IPW's business negotiations resulted in the generation of more than \$4.7 billion in future Visit USA travel. Source: IPW</p> <p>Go West's successful event formula and comprehensive, well-rounded program are designed to provide destinations with every available opportunity to negotiate business contracts, establish relationships, and gain a better understanding about a variety of topics relevant to the tourism industry. Suppliers representing destinations, properties and attractions from the American West and international tour operators participate in multi-day networking sessions, familiarization trips and Adventure Day activities with the goal of showcasing the destination for future tourism business. Their effective and easy to use, custom-designed computer software ensures a successful meeting experience. By matching tour operators from around the globe with Western U.S.-based suppliers in a one-on-one, business-friendly environment, Go West Summit is an event where exciting, profitable and lasting relationships are born.</p> <p>"Go West combines the conveniences of a large event with the intimacy of a smaller event, and we pride ourselves on our low supplier to tour operator ratio. We are confident that you will find great value in attending the show and invite you to take part in the premiere tourism event of the American West." Source: Go West Summit.</p>	<p>These events serve the purpose of connecting destination marketing organizations (DMO) to prospective travelwholesalers and retailers, both FIT and group that would otherwise be generated only through an exhaustive number of around-the-world trips.</p>	<p>Measurement will be tracked by cost per lead, increases in lodging tax collections and increases Resort Tax collections.</p>		\$8,800.00	Yes	
Consumer	Print Advertising	Yes	<p>Visit Big Sky will use a mix of traditional print, radio, COH and online advertising during FY15. We will strategically leverage the CVB funds to compliment all marketing efforts of Visit Big Sky while following all TAC rules and regulations.</p> <p>During FY15 Visit Big Sky will continue to execute a national and regional key market warm season marketing campaign, utilize Biggest Skiing in America to execute national and regional key market winter marketing campaign, continue to participate in Montana Office of Tourism co-op opportunities and execute a marketing campaign/effort to source more visitors from YNP.</p>	<p>In FY14, Visit Big Sky is advertising to consumer travelers in the winter with the Biggest Skiing in America and in the summer with the Biggest Vacation in America. We used syndicated research to understand media consumption habits of the core target audience and, ultimately used this data to determine which channels would drive the most awareness and relate strongest to our audiences. Our ideal winter consumer was identified as a well-educated, high value adult aged 22-55 years old with an annual income over \$75k. Our winter target geographies are New York, Chicago, Minneapolis, Seattle and San Francisco. The campaign consisted of outdoor, print and online placements with percentage of funding allocation towards each medium at 14%, 25% and 60% respectively.</p> <p>The Big Sky summer consumer is similar to the winter consumer, but expects a more experiential vacation. This year the summer target geographies are Montana, the surrounding states and Calgary/Alberta Canada. The campaign consists of radio, print and online with percentage of funding allocation towards each medium at 4%, 34%, and 62% respectively.</p> <p>Based on our target audience, print advertising rated 18%, 23% and 19% higher than the standard consumption habits for heavy users, medium-heavy users, and medium users respectively.</p> <p>Source: MRI 2012 Doublebase</p>	<p>In FY14, the goal was to use a combination of traditional, non-traditional, online and social media using what was established during the planning and branding process. The bottom line goal of Visit Big Sky is to increase visitation to Big Sky by executing advertising campaigns in regional and national markets in the winter and warm seasons.</p> <p>Print advertising increases reach with national exposure and circulation. We can target varying segments of our target audience and maintain frequency by running placements consistently in relevant editorial environments.</p> <p>In order to effectively market in today's media landscape our messaging must be delivered within multiple channels with proper messaging. According to the State of American Travel Research, 37% of consumers still use print media when making their vacation planning decisions. Even with the increased usage of mobile devices, only</p>	<p>Measurability for print advertising will be determined by cost per inquiry (CPI).</p>		\$20,100.00	Yes	

						maximize impressions while leveraging targeting platforms to drive greater effectiveness and efficiency.					
Marketing Support	DMAI	No	Destination Marketing Association International (DMAI) supports the profession of destination marketing, provides peer to peer idea exchange, access to research on visitor centers, training for meeting professionals and the travel trade. The Big Sky CVB is requesting funding for the membership fees required for participation.	DMAI's members become connected to a community of over 600 official destination marketing organizations (DMOs) that collectively command more than US\$2 billion in annual budgets around the world. DMAI is the passionate advocate and definitive resource for official destination marketing organizations and professionals worldwide. *Source: DMAI		DMAI serves as a customer relationship management (CRM) system where the Big Sky CVB can, "connect and collaborate with like-minded peers, thereby protecting and advancing the success of the destination marketing industry locally and globally." – DMAI	N/A		\$1,900.00	Yes	
Marketing Support	Marketing/Publicity Personnel	No	The Marketing and Public Relations Coordinator position is designed to manage projects and ensure consistent progress, and to create strong public/private sector partnerships to expand our marketing resources. Coordination with other local and regional marketing funds, events, and projects is also essential. This position is responsible for publicity and media communications, development and distribution of online press and information releases; development of a media (print) database and distribution of information to these sources on a regular basis; development and maintenance of a social networking marketing strategy focused on web-based travel sites, social networking sites, personal information/blogs sites, and community outreach. This position will also be responsible for creating the yearly marketing plan.	N/A		The Marketing and Public Relations Coordinator is responsible for closely monitoring and managing all marketing efforts of the Big Sky CVB. Tourism is the driving force of our local economy and destination marketing ensures a consistent brand message and encourages sustainable growth. Measurable statistics are found within each marketing method the Big Sky CVB completes.	Measurement for the marketing specialist's effectiveness is determined upon completion of each marketing method. Measurement will also be determined by increase in lodging tax collections and Resort Tax Collections.		\$29,000.00	Yes	Job Description - Marketing Personnel.docx
Marketing Support	Administration	No	N/A	N/A		N/A	N/A		\$26,000.00	Yes	
						The Big Sky Visitor Information Center is a vital part of the Big Sky Community. Big Sky is uncommon in that it currently lacks a sense of arrival upon					

Marketing Support	VIC Funding/Staffing/Signage	Yes	<p>The Big Sky CVB and Chamber moved to a new location and building on the corner of Hwy 191 and Lone Mountain Trail during FY13. This new and expanded location requires additional, dedicated VIC staff and signage. The CVB will support visitor center staffing for additional weekly, weekend and holiday coverage during the peak summer and winter months.</p>	<p>Statistics from the Big Sky VIC during FY14 is as follows:</p> <ul style="list-style-type: none"> • Total number of visitors: 13,137 • Top 10 states visiting: MT, CA, FL, MN, IL, CO, PA, WA, WI, TX • Total hours open: 2,871 hrs. • Top five states requesting information: FL, MN, TX, PA, IL <p>The Institute for Tourism & Recreation Research (ITRR) research shows that visitors who use VIC staff as a source of information during their trip spend almost 55% more than that of all visitors and their length of stay is almost 31% longer.</p> <p>Source: ITRR</p>	<p>entering our community. This issue is compounded by a lack of cell service an hour in either direction of our community. Many visitors utilize the visitor information center not only to find accurate directions, but to ensure their sense of arrival.</p> <p>The Big Sky Visitor Center is not a self-service visitor center. Travel counselors spend an estimated 8 to 10 minutes per group assisting visitors with directions, accommodations, dining and activities. Travel counselors are committed to giving high quality personalized service on a year round basis to assist visitors during our robust summer park season and our ever growing winter ski season.</p>	<p>Measurability for the Big Sky VIC includes increases in visitors, increases in digital and traditional guest book sign ins, increases in information inquiries, increases in lodging tax collections and increases in Resort Tax collections.</p>	\$17,500.00	Yes
Marketing Support	TAC/Governor's Conference meetings	No	<p>The TAC and Governors conference expense is to ensure attendance at Tourism Advisory Council meetings, the annual Marketing Plan meeting with the Department and the annual Governors Conference on Tourism & Recreation. These expenses shall include transportation/mileage, meals and lodging.</p>	N/A	N/A	N/A	\$1,500.00	No
Marketing Support	Joint Ventures	No	<p>The Big Sky CVB will contribute to the National Geographic Map Reprint. Big Sky will also re-evaluate and reintroduce the MTOT co-op participation during FY15 on a method by method basis.</p>	N/A	<p>The Big Sky CVB will consider all MTOT co-op opportunities. Additional partnerships will be explored with West Yellowstone, Bozeman, National Park Gateway communities, Regional Chambers Yellowstone Country Tourism, and international retail wholesalers.</p>	<p>Measurement for success is dependent on selected co-op opportunities and will align with defined consumer marketing evaluation standards.</p>	\$1,500.00	Yes
							\$160,500.00	

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Online/Digital Advertising	\$40,900.00	\$242,000.00
Consumer	Travel/Trade Shows	\$8,800.00	\$5,000.00
Consumer	Billboards/Out-of-Home	\$11,500.00	\$27,400.00
Consumer	Website/Internet Development/Updates	\$1,800.00	\$8,500.00
Consumer	Print Advertising	\$20,100.00	\$117,000.00
		\$83,100.00	\$399,900.00
Marketing Support	DMAI	\$1,900.00	\$3,000.00
Marketing Support	Administration	\$26,000.00	\$58,000.00
Marketing Support	Marketing/Publicity Personnel	\$29,000.00	\$124,000.00
Marketing Support	VIC Funding/Staffing/Signage	\$17,500.00	\$286,000.00
Marketing Support	Joint Ventures	\$1,500.00	\$63,000.00
Marketing Support	TAC/Governor's Conference meetings	\$1,500.00	\$0.00
		\$77,400.00	\$534,000.00
		\$160,500.00	\$933,900.00

Miscellaneous Attachments

File Name	Description	File Size
Required Documents.pdf (233 KB)	Required Docs Attached.	233 KB

Region/CVB Required Documents

File Name	Description	File Size
Required Documents.pdf (233 KB)	Required Documents Attached.	233 KB

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