

Montana Grants and Loans

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Application

Instructions

Print to PDF will convert the application plus any PDF attachments into a single PDF file. **Release for Review** will change the status of the application to Under Review and 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 the 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 The feedback text will appear on the status of the application to Withdrawn and removes the app from the evaluation process.

Application Details

41744 - FY17 Region/CVB Marketing Plan - Final Application

44065 - FY17 Billings CVB Marketing Plan
DOC Office of Tourism

Status: Under Review

Submitted Date:

Applicant Information

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Organization Information

Name:*	Billings Chamber of Commerce/Convention and Visitors Bureau
Organization Type:	Non-Profit Organization
Organization Website:	www.VisitBillings.com www.BillingsChamber.com
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Comments:		

Community & Brand Support

1. Describe your destination.

Describe your destination (who you are, who you wish to attract and why would they come) addressing your strengths, opportunities, and potential.

MISSION STATEMENT

The mission of Visit Billings is to generate room nights for lodging facilities in the city of Billings by effectively marketing the region.

The Visit Billings team and boards of directors are committed to growing visitation at Montana's Trailhead. The Visit Billings staff is an extensive hospitality industry. Visit Billings is a leading brand comprised of the Billings Tourism Business Improvement District and the Billings Convention Center.

ACCOMPLISHMENTS

GWRRA Wing Ding 38

Visit Billings is proud to announce that Montana's Trailhead will host one of the largest motorcycle rallies in the nation in the summer of 2016. The official rally dates of August 31st through September 3rd, 2016. 10,000 riders will enjoy Billings and the surrounding region during Wing Ding 38.

For several years, Visit Billings staff had tried to inspire GWRRA to choose Billings as a Wing Ding host city again, but Billings didn't have enough resources. Now, with more than 800 new sleeping rooms available in Billings, strong lodging options in surrounding towns, and financial support from Montana's Trailhead on MetraPark grounds.

The Labor Day weekend event will have a huge multi-million dollar impact on the local economy. Wing Ding 38 will begin with a welcome parade. The impact of the riders to the region will be felt prior to and after the rally as they explore Montana.

Wing Ding riders previously visited Montana's Trailhead in 1997, 2000 and 2007.

BMW MOA RALLY

In July of 2015, the Billings community successfully hosted the 2015 BMW MOA International Rally. Nearly 6,000 riders traveled to Billings for an amazing group to have in the city.

Not only do major events like the BMW MOA Rally fill Billings' hotels, but they also fill restaurants, retailers and area attractions. The Rally, however, helps the business community by pointing out the importance of exceptional customer service to visitors. This helps with repeat visitation efforts. The team works well as local buys to help prep the community for the BMW MOA arrivals. The informative landing page offered FAQ's, posters, and flair.

First Interstate Bank Border War

From 1993 to 2006, the Montana State University Bobcats battled against the University of Wyoming Cowboys every fall in men's basketball. This showcase event was on hiatus for nearly a decade due to a lack of volunteer support, but enthusiastic UW and MSU Alumni, together with Visit Billings, saw success. The Visit Billings team looks forward to fostering this event with the local planning committee to help it become a major November event.

406 Duathlon Challenge

Visit Billings is excited to assist the organizers with 406 Race Series as they bring the inaugural 406 Duathlon Challenge to Billings in the spring.

ideal for the elite athlete or family. Race events like the 406 Challenge help position Billings as a sports events hub and continue to grow the

Outdoor Writers Association of American

The Outdoor Writers Association of America (OWAA) officials will hold their annual national conference at Montana's Trailhead in the summer education sessions, outdoor product demo days, tours and more. More than 200 outdoor journalists are expected to attend. Visit Billings, the Billings as the host community for this conference in 2013.

NCAA DII Cross Country Region Championships

The Visit Billings team together with Montana State University Billings officials, are proud to have the opportunity to host the 2016 NCAA DII (November of 2014 as part of a successful NCAA bid program. Thirty men's and women's NCAA DII Cross Country teams, from all over the w

STRENGTHS: MONTANA'S TRAILHEAD

ACCESSIBILITY TO UNSPOILED NATURE

The most scenic entrance to Yellowstone National Park is via the Beartooth Highway which is a National Scenic Byway and All-American Road

Absaroka-Beartooth Wilderness Mountains

Yellowstone National Park NE entrance at Cooke-City/Silver Gate (summer access via vehicle; winter access via snowmobile)

The only physical evidence along the Lewis and Clark Expedition is located at Pompeys Pillar

Little Bighorn Battlefield National Monument

Bighorn Canyon National Recreation Area

Chief Plenty Coups State Park

Local attractions right in Billings

Rare, sandstone Rimrocks define the city and offer an unexpected backdrop and vantage points of the horizon

Walking, hiking and biking trails across Billings

The longest free flowing river in the lower 48, Yellowstone River

Pictograph Cave State Park

Lewis and Clark Trail history includes Clark's Crossing at Billings and Pompeys Pillar, where Captain William Clark's signature remains as the

ZooMontana - Wolves, Tigers and Bears - Oh, my!

VIBRANT COMMUNITY APPEAL / ARTS & CULTURE

Historic Downtown Billings and Montana's *only* walkable Brewery District which includes six breweries and two distilleries

Museums serving contemporary to western tastes

Yellowstone Art Museum, Western Heritage Center, Yellowstone County Museum

Lively music, theater and nightlife scene - Magic City Blues, Alberta Bair Theatre and MontanaFair

Flavors of all kinds including Farm to Table offerings

Shopping ranging from specialty boutiques to name brand retailers like Scheels at Shiloh Crossing

ACCOMMODATIONS & FACILITIES

Snapshot: Nearly 5,000 hotel rooms in 50+ different hotels ranging from brand name chains to local historic properties, hundreds of restaurant offerings, a 10,000 seat arena, and numerous unique meeting settings including the Historic Billings Depot.

MOTBD BRAND PILLAR ALIGNMENT

Visit Billings is committed to keeping Montana Office of Tourism and Business Development's (MOTBD) key brand pillars front-of-mind in all r the MOTBD 2013-17 plan speaks to Billings as a destination. In other instances, Billings will seek to position itself as a valuable contributor to the MOTBD Montana's largest city. As Montana's largest and most urban community, it can be difficult for Visit Billings to 'fit' Billings into the MOTBD mountainous offerings and promotions. Therefore, it's important for Visit Billings to strategize and partner with Visit Southeast Montana and n Furthermore, major investments by the Wyoming Office of Tourism to promote Cody as a gateway to Yellowstone in general, and specifically Billings and southeast Montana visitation. Campaigns to help build the Billings and southeast Montana brand, promoting the Warrior Trail and

STRATEGY 1: Communicate and deliver Montana's spectacular unspoiled nature in a way that makes it real, tangible, and accessible

Billings is coined "Montana's Trailhead" due largely in part to its favorable positioning in the region. Drive one hour in any direction from Billings, Beartooth Highway and Yellowstone National Park.

STRATEGY 2: Highlight and help develop vibrant and charming small towns throughout Montana.

As the largest community between Calgary and Denver, Spokane and Minneapolis, Billings is a vibrant community with access to small towns, genuinely-friendly people and access to small towns. Billings supports small towns surrounding the area including Red Lodge and southeast accommodations and culture – on the edge of the genuine frontier and near small-town Montana.

STRATEGY 3: Integrate nature and towns to offer and deliver a balance of "Breathtaking Experiences" and "Relaxing Hospitality."

Whether visitors seek adrenaline pumping adventure or easy paced experiences, Billings is the perfect place to set up home base. With near Montana icons, Billings will surprise and delight visitors from all walks of life. From top-rated spas to adventurous Rimrock rappelling sessions,

Optional: [Include attachments here](#)

[CVB budget - creative example FY17.pdf](#)

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

The purpose of the 2016-2017 Visit Billings Marketing Plan is to create a strategic road map for the fiscal year ahead, aligning stakeholder, business and community goals. The document comprises insights, learnings, research, trends, and inspirations – all which shape the plan and strategies.

This plan also provides guidance to inform, educate and support the community on the social and economic importance of maintaining and growing the tourism industry. It will serve as a blueprint moving forward - one to be referred to, marked up, referenced and utilized on day-to-day basis, in an ongoing effort towards the goal of increasing tourism revenue.

Visit Billings staff, board, volunteers and affiliates will pursue the Visit Billings mission in concert with the Montana Office of Tourism and Business Development.

THREE PHASES: Inspire, Orient, Facilitate

The **INSPIRATION** phase in which the traveler is made aware of the general product and develops a desire to visit the destination. This phase uses Montana's key tourism pillars to inspire millions of potential visitors to visit the state each year.

- Billings is well situated between the historic landmarks of southeast Montana, and the awe-inspiring landscapes of Yellowstone Country. Through compelling imagery, inspiring, targeted messaging, and compelling calls to action in marketing materials. Headlines include "You'll Never Want to Leave" and "Experience the Best of Montana".
- For the national audience, Visit Billings will seek to inspire travelers to include Billings on their itinerary as urban waypoint worth staying in.
- Regionally, Billings, as a destination, offers a get-a-way option for many residents in neighboring communities.

The **ORIENTATION** phase is where the traveler begins researching the details of his or her trip. This phase focuses on the route the traveler will take to get to the destination.

- All Visit Billings marketing materials direct prospective travelers to a comprehensive website, VisitBillings.com. The site is maintained regularly and updated with the latest information on Billings and the area. The easy-to-navigate data is cataloged so any demographic group can find what suits their tastes and needs.
- A digital Itinerary Builder to further assist travelers in shaping their custom "bucket list" experience, is available at VisitBillings.com. As a user, they can select from a list of restaurants and points of interest and then develop a logistically sound itinerary around them.
- An air service map showcases direct, non-stop and seasonal routes into Billings from feeder markets. The walkable Brewery District map is available as a FlipBook via the website, and also mailed upon request. Visit Billings typically mails out as many as 100,000 copies annually.
- The Visitor Guide is available digitally as a FlipBook via the website, and also mailed upon request. Visit Billings typically mails out as many as 100,000 copies annually.

The **FACILITATION** phase is where the traveler seeks things to see and do at the destination or on the way to the destination. This may include activities, dining, shopping, and accommodations.

- Billings Visitor Information Center (VIC) is managed by Visit Billings and housed on the main floor of the Chamber building. Nearly thirty brochures, maps, guides and retail offerings. The team is welcoming, knowledgeable, and on-the-ready in order to facilitate visitor queries and provide information on local attractions, events, and services.
- Further, the Visit Billings staff keeps an open dialogue of communication and information flow with tourism partners, area hotels, and other businesses to attract and serve visitors. This service initiative is spearheaded by the Trailhead Tourism Ambassador (TTA) Program.
- Social media and publicity efforts continually serve current and relevant content via Facebook, Twitter, Instagram and YouTube. Visitors are encouraged to share their experience.

Optional: [Include attachments here](#).

3. Who is your market?

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

LEISURE – REGIONAL

Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities expect from the destination (medical, shopping, education, etc.). However, Visit Billings is striving to be sure visitors expectations are expand to the many iconic attractions and experiences offered.

Demographic

- The target is primarily women 30-60, residing between 140-300 miles driving distance to Billings. She lives far enough away from Billings to avoid competitive destinations. Media placements will vary per campaign to further narrow the reach, depending on campaign targets and creative.

Geographic

- The regional marketing focuses by and large on eastern Montana, and extends into northern Wyoming. Depending on the campaign creative efforts may include parts of the Dakotas, Canada and communities in closer proximity to Billings, like Bozeman and Lewistown.

Psychographic

- The regional drive audience is interested in shopping, events and dining. They view Billings as an urban city that offers much more than just a drive.

LEISURE - NATIONAL

National marketing will occur most heavily in the spring with a call to action to use Billings as a Gateway to Yellowstone National Park for a highlight on itself and why the destination holds value on its own as well as its trailhead offerings.

Demographic

- The target audience is primarily family decision makers 30-60. She is a Millennial or Gen X'er influenced by her children. She is a Boom

Geographic

- Key markets include **cities offering non-stop flights** to Billings, Montana, but aren't limited to:
 - Denver, SLC, MSP, Seattle mainly
 - Northwest - Montana, Wyoming, Colorado, Idaho, Canada
 - Pacific Northwest – Washington, Oregon, California, Utah
 - Midwest – Illinois, Minneapolis, North and South Dakota

LEISURE - INTERNATIONAL

International marketing will grow this year with emphasis on the German and possibly further into Asian markets. FY16 saw the completion of the German CVB and other Montana CVB's. This tool, along with digital offerings in German translation at VisitBillings.com, will continue to be assets used to reach international markets.

Research will be a primary focus initially to determine how to impact the international market and properly position Billings as an interesting and viable market and will seek opportunities to market our destination in partnership with other strong voices like Brand USA and the MOC to strengthen in marketing and also attendance/presence at events like the U.S. Travel Association's IPW.

SPORTS EVENTS

The explosive youth sports movement has become a **\$7 billion** industry in travel alone – the fastest growing segment in travel. It's estimated in the U.S. Of that, **21 million** are involved in non-school youth sports, which has been expanding. (Source: CNBC)

Billings offers a wide range of accessible venues for virtually any sport with exceptional air service and accessibility. Team-friendly restaurants, sports destination for youth, high school, collegiate, club and amateur athletic events.

Home to major annual events like the Big Sky State Games, Montana Women's Run, Montana Marathon, All Class State High School Wrestling, VolleyFest, to name a few, Billings has proven it knows sports and helps execute sporting events quite well. But, again, maintaining and growing the sports destination is a key focus.

Demographic

- Sports meeting and event planners, and sports industry decision makers representing sports events such as soccer, basketball, volleyball, and collegiate.

Geographic

- National scope.

Psychographic

- Sports planners are seeking destinations that offer ample state-of-the-art sports venues with easy access, diverse dining options, and "seeing the benefits as sports trips turn into mini-vacations for families. Positioning Billings as a family-friendly, sports destination will help attract and retain visitors.

GROUP TOUR MARKET

Yellowstone National Park is ranked 4th amongst the most-visited national parks in the United States. The Bighorn Battlefield is ranked the 3rd most visited tourist attraction in the state of Montana. Billings acts as a trailhead to both of these national parks serving visitors with nearly 5,000 sleeping rooms, more than 300 restaurants, the Historic Walking Brewery District, strong retail offerings, museums,

TWO/FOUR WHEELED MARKETS

The Two and Four Wheeled markets continue to gain traction in the Billings' region. FY16 marked the addition of speaking to the female motorcycle

Demographic

- The target audience is men and women motorcycle enthusiasts 35-64 residing in the United States – on any model bike, in any model
- Specifically talking to the two-wheeled group, Harley riders are generally mid-40's to early 50's. Honda Gold Wing riders can skew toward

Geographic

- Key markets include feeder markets to Billings, Montana
 - Denver, SLC, MSP, Seattle mainly
 - Northwest - Montana, Wyoming, Colorado, Idaho, Canada
 - Pacific Northwest – Washington, Oregon, California, Utah
 - Midwest – Illinois, Minneapolis, North and South Dakota

Psychographic

- Motorcycle riders in this area enjoy touring vacations, driving long distances and “experiencing” the journey. Women riders typically stop

SMALL MEETINGS & CITYWIDE CONVENTIONS

Within a highly competitive marketplace, meeting and convention sales are a top priority for Visit Billings. Such promotion on state, regional and event professionals is a key to the future of this segment, along with quality properties, state-of-the art facilities and attractions that create the destination and its brand.

This segment makes up nearly 25% of visitation to Billings (Randall Travel Marketing, 2010).

Visit Billings sales efforts will focus on small market meetings and major city-wide convention business that benefits convention properties and multiple hotels. Such growth in this segment will result in continued progress in hotel occupancy, average daily rate (ADR) and impacts the local economy by filling restaurants, retailers and attractions.

Billings is a strong meeting and convention destination. Convention services and financial support help planners succeed. Along with economics, Billings is the trailhead to adventure outside the conference agenda. Western experiences and incredible vistas set the destination apart.

Demographic

- Billings will stay true to itself particularly with the meetings segment. Marketing efforts will be aimed toward planners and decision makers with approximately 400 peak room nights and 8,000 square feet of meeting space.
 - Billings' amenities and access to surrounding bucket list attractions elevates its position with **city-wide convention** groups like B
 - Record attendance and success for previously hosted rallies positions Billings well for future city-wide bookings in the **two and four**

Geographic

- National and regional audience scope with an emphasis on reaching decision-makers and planners of the following industries: Two and outdoor/recreation, healthcare, non-profit and professional and trade associations.

Psychographics

- Planners and convention goers expect meeting **experiences** that rival a personal vacation. Billings offers the necessities to execute a doors for the attendee.

b. What are your emerging markets?

In 2016-17 the Visit Billings team, along with agency of record A.D. Creative, will endeavor to conduct further research into two emerging and

EXPERIENTIAL ADVERTISING

Experiential marketing is a form of advertising that focuses primarily on helping consumers experience a brand in a sensory way. It triggers emotion and relational connections more than any other channel of communication. Experiential Marketing is what a brand does to get people Visit Billings brand by immersing them in a fun and memorable experience, thereby generating customer loyalty and influencing a purchase destination event experience may include a steel drum player, island drinks, beach scents and a video of the island's most enticing elements.

Visit Billings is currently participating in an interactive workgroup specifically designed to identify new associations with the city, defining its pe insights, which will be used in the design and development of a new experiential marketing concept to make Billings tangible and memorable an extension of a currently slated campaign, marketing effort in general or potentially an independent campaign effort in and of itself. With the Visit Billings marketing efforts heavily focused on the "experience of travel" on the social front as well as across traditional medias, developing new experiential environments and activations are n

Additionally, GROUP TOURS

The United States Tour Operators Association is rebranding its group tours as "guided vacations" and "escorted tours" to focus on "immersing (LATimes.com, 19 January 2016)."

Our offerings and focus on area history, position Billings as a viable addition to any guided vacation along a western route.

Yellowstone National Park is ranked fourth (4th) amongst the most-visited national parks in the United States. The Bighorn Battlefield is ranked both of these national parks serving the visitors with 5,000 sleeping rooms, more than 300 restaurants, the Historic Walkable Brewery District recreational opportunities. This makes Billings a viable stop on any group tour itinerary along a western route.

The fact that the Beartooth Highway, a consistently top ranked scenic drive in North America, is a 45-minute drive from Billings and leads dire to the Billings tourism industry and the group tour market.

Demographic

- National and International group tour operators with guests interested in history, nature, national parks, exploration - typically age 45+

Geographic

- The incubation period in generating successful leads in the group travel market spans a multi-year strategy where tour operators begin focus on marketing Billings as a preferred travel destination in the group tour market on **national and international platforms** to begin in a variety of ways as well (see Increase Awareness in International Marketplace) in order to compete in this expanding tourism segme

Psychographic

- As mentioned in the general leisure marketing segment explanation in this document, Chinese visitors are familiar with and interested i lists of preferred travel destinations. Billings is a viable stopover destination in this market.

Billings is an obvious overnight stop for the motor coach industry touring the area national parks and regional attractions. According to visitor strong travel motivators. Visitors to Yellowstone National Park want a natural experience as a social experience involving friends and family.

LEISURE - INTERNATIONAL

In 2012, the number of outbound Chinese tourists increased 18.41% to more than 83 million, compared with 2011. China Tourism Academy e potential emerging market for Visit Billings. Research will continue to be the primary focus initially to determine how to impact this market and viable segment for Billings to pursue, customer service efforts through TTA will take place in order to be sure front line employees and the ge Chinese and other Asian travelers.

Visit Billings will also foster existing, and build new, relationships with regions that partner with Rocky Mountain International (RMI). Efforts wi Italy and Germany. RMI is also working on partnerships in the Nordic Region. Visit Billings will attend the RMI Round Up to assist with efforts as an ideal gateway choice.

OTHER - EMERGING MARKETS

Themes Visit Billings will explore in the coming year include:

- Birding – Nature – Agriculture
- Medical Tourism
- Brew Enthusiast - > Over the last couple of years, the number of new brewery openings has been at unprecedented levels, with the U.S. ha annual incomes of \$75,000 or more. Montana's only Walking Brewery District makes Billings a viable option for craft brew enthusiasts.
- Mountain Bikers
- Shecations – Shopping/Spa
- Mancations – Hill Climb/Sportsmen/Car Shows/Frisbee Golf
- Race Destination -> More facilities are offering "site running" or "jogging tours" to their fleet of services. This illustrates lifestyle preferences t

SMALL GROUPS – Reunions - Families - Extended Families

FY16 noted more research on this reunions group travel segment. Busy professionals have limited time off; Boomers are physically active in a neutral setting; single women who like spoiling nieces, nephews and godchildren; Boomer men, still in the workforce want to hang with pals in this emerging market.

More regarding multigenerational travel: Men and women aren't just traveling with their children and their children's families. They're also traveling for milestone birthdays or anniversaries of parents and each other.

These scenarios represent the growing number of traveler types inspired by a shorter-plus-smaller group trip that maximizes bonding time, with Montana's Trailhead is an ideal destination for such groups with local activities and festivals in an economic, urban setting on the edge of the

c. What research supports your target marketing?**Resources:**

<http://www.itrr.umt.edu/>

<https://www.ustravel.org/>

<http://www.forbes.com/forbes/welcome/>

<http://www.ntaonline.com/>

Previously referenced sources:

<http://www.bluemagnetinteractive.com/blog/89-how-to-target-customers-in-the-5-stages-of-travel.html>

http://www.huffingtonpost.com/deborah-powsner/winning-the-second-moment_b_1941445.html

<http://www.warp.ly/blog/how-mobile-influencing-zero-moment-truth-zmot-travel>

<http://destinationtampabay.com/ask-the-pros/marketing-consultant/how-to-get-your-marketing-message-noticed-in-todays-confusion/>

<http://www.mytravelresearch.com/the-tourism-marketing-revolution/>

<http://moz.com/blog/ultimate-moment-of-truth-moving-toward-shared-experiences>

http://www.mckinsey.com/insights/marketing_sales/the_consumer_decision_journey

Optional: Include attachment here.

4. Overall Goals**2016-17 STRATEGIC GOALS****GROW VISITATION AT MONTANA'S TRAILHEAD**

The Marketing Plan supports goals laid out in the Montana Office of Tourism and Business Development's Strategic Plan 2013-17.

GOAL #1**FOSTER VISITOR GROWTH AT MONTANA'S TRAILHEAD**

Visit Billings, as a tourism bureau, promotes Billings as a travel product. The Visit Billings team assists the destination and stakeholders (Billings) with deliberate activities, tourism leads, sales missions, familiarization tours, and other regional, domestic and international promotional efforts to increase and community attractions.

GOAL #2**SUPPORT AIRPORT PROGRESSION**

A proven strength for Billings and the surrounding region is Logan Airport. Numerous flights per day serving several major hubs including Salt Lake City sustain a strong business climate. In FY17, Visit Billings will continue to partner with community leaders and partners to foster airport progress. Visit Billings support City of Billings and Logan Airport officials in their efforts to strengthen the facility and relationships with major carriers. The Fly Billings residents outside of Billings, with multiple options to fly out of Wyoming or other Montana airports, to utilize Logan. Potential travelers are entitled to parking and airport shuttles. The Billings Tourism Business Improvement District (BTBID) Board of Directors will take part in community effort together with the Chamber of Commerce Board of Directors and other community partners.

GOAL #3

INCREASE LEISURE VISITATION WITH A VALUE SEASON EMPHASIS

From the regional resident to the international traveler, Billings is an attractive destination. Local amenities and gateway access to national parks increase year round 'leisure' visitation. In order to do so, efforts will focus on innovative marketing mediums to reach new and/or existing travelers. October-April marks "value season" in Billings, when tourism traffic and business slows due to weather, a lack of access to Yellowstone National Park scenic byway isn't plowed/maintained except for high season) and limited use of more seasonal or regional attractions. Efforts will be made to attract winter running events, concerts, cultural opportunities, winter outdoor enthusiasts and more. Discussions will take place to create a reason to visit Billings Festival. Summer months or 'high season' propose greater opportunities to attract visitors, but concentrated marketing efforts in the fall, winter the true mission of Visit Billings by generating room nights for lodging facilities year round.

GOAL #4

POSITION BILLINGS AS A SPORTS EVENTS DESTINATION

Billings is the trailhead to trophy celebrations for youth, high school, collegiate and amateur sporting events. Strong facility offerings combined with a tournament bracket, helps make Billings a competitive sports destination. As the sports travel segment continues to grow in Billings, it's necessary to create opportunities that would be available to recruit new, and expand existing, sporting events, if proper facilities were available. Visit Billings will work on a feasibility study to better position Billings as a sports event hub. Visit Billings staff will continue to work with local organizers for travel and you opportunities. Simultaneously, Billings is evolving into a highly attractive road race destination. Established races like the Montana Women's Iron Triathlon Duathlon Challenge, Warrior Run and Tuff Stuff, help get visitors excited about the opportunities that await them at Montana's Trailhead when they visit.

#5

THE VISITOR EXPERIENCE

A quality visitor experience will directly impact the future of tourism at Montana's Trailhead. According to ITRR, 76% of Montana travelers are repeat visitors. The Visit Billings team, success is a visitor whom leaves town looking at Billings in his/her rearview mirror and can't wait for the next trip. How far they will travel to return. Also, with today's technical offerings via social media, a positive experience can directly impact perception as one shares experiences with others. Choose to make Billings part of a future itinerary. Through the well-established Trailhead Tourism Ambassador (TTA) program, tourism promoters position Billings as a destination. By being exposed to tourism attractions and learning about the importance of treating visitors well, tourism promoter meetings, convention and sports events servicing is a major component to help build a positive visitor experience. Staff will work together with local businesses and post event touring support, attendance building and transportation assistance. Ultimately, making sure event organizers realize we are the destination of choice.

GOAL #6

THE INTERNATIONAL MARKETPLACE

According to the U.S. Travel Association, in an effort to make the U.S. more competitive in attracting high-value international travelers to America, a public-private partnership to promote America as a destination to travelers around the world. Doing business as Brand USA, the success of the program is to increase the economic impact in attracting international visitors has been wildly successful. Top leisure activities for overseas visitors are theme parks. As a destination, Billings aligns well with the goals of the international visitor with plans to experience the west and the mountains (RMI), and the Montana Office of Tourism and Business Development (MOTBD) to help research and grow promotional programs aimed at attracting international visitors.

GOAL #7

MEETING AND CONVENTION RECRUITMENT

In Billings, nearly one quarter of the tourism industry is represented in state, regional and national meeting and convention attendance (Randall County). Events will secure business in this segment. In the face of competition, Billings continues to grow this market. Sales efforts to accommodate the Road Riders Association Wing Ding 38 that attract thousands of people, will be the center of meeting and convention recruitment and sales efforts. Working with the city's six (6) primary convention properties, sales efforts will result in more site visits to Billings, more sales proposals and partnerships with all stakeholders and tourism partners.

Optional: [Include attachments here.](#)

[CVB_MarketingPlan_2017 State Upload.pdf](#)

5. Joint Venture Opportunities

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

Visit Billings would like to participate in co-operative opportunities with MOTBD.

Visit Billings would like to continuing partnering with MOTBD with any and all opportunities that are regarded appropriate – print, digital, OOH and frequency, but in the association and tie to MOTBD messaging and brand pillars. Digital opportunities that hyper target a qualified audience again.

- Visit Billings would like to continuing partnering with MOTBD with any and all opportunities that are regarded appropriate – print, digital, reach and frequency, but in the association and tie to MOTBD messaging and brand pillars.
- Digital opportunities that hyper target a qualified audience of travelers have been heavy-lifters for Billings. Accordingly, staff will look first

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

- Visit Billings will continue to partner with Visit Southeast Montana where and when applicable.
- Yellowstone Country, particularly Red Lodge, is another important region Visit Billings would like to cultivate a relationship. Many successes including the Hot Bike Tour, Outdoor Writers Association of America, BMW MOA Rally and the upcoming 2016 GWWRA Wing Ding 38. bring more wins to the area. As for Yellowstone Country as a general tourism region, Billings is a gateway to the Beartooth Highway (which is also a welcome destination for travelers coming out of Yellowstone seeking services, shopping and urban amenities as well as for visitors).
- Glacier Country has experienced success tapping into the Asian Market. Exploring a “National Parks” play to Asia may be of interest. It will of course continue to be experienced during the NPS Centennial.
- Visit Billings will partner with MOTBD and Montana Regions/CVBs on relevant consumer trade shows when appropriate.
- Visit Billings also appreciates partnerships with the City of Billings, Chamber of Commerce, Yellowstone County, Downtown Business Association ways to improve Billings, and the tourism product as a year-round destination. Amenities that can build a better relocation brand, can a Rimrock Park is a perfect example.

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

Visit Billings has participated in the following co-operative opportunities in the past, including, but not limited to, publication opportunities as well

› Visit Billings has and will continue to partner with MOTBD and Visit Southeast Montana on relevant consumer trade shows including, but not limited to, Rocky Mountain International Roundup, U.S. Travel Association’s IPW and the GoWest Summit. These partnerships have proven successful in the past and are expected to be in the future.

› In FY16, Visit Billings participated in several of the MOTBD co-op advertising opportunities including iExplore, Sojern, TripAdvisor, and Outside Magazine. Like placements will be considered in FY17.

› TripAdvisor has been a trusted partner for many years, and the plan moving forward is to continue to nurture and grow the relationship. Visit Billings has had success with Trip co-ops on a national scope, we’ve geo-targeted regional campaigns, and recently they expanded the Visit Billings reach to include presence on the following English-language international domains.

Optional: Include attachments here.

[38120_CVB_MarketingPlan_2017_FINAL.pdf](#)

Include pie chart here.

Graph - CVB.pdf

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?
Consumer	Online/Digital Advertising	Yes	<p>In looking at marketing Billings as a preferred destination, it's important to note that different marketing strategies and messages are applied depending on the audience scope, season and specific media channel.</p> <p>REGIONAL MARKETING messages will appeal to a drive audience, interested in shopping, dining, events and weekend getaways in Billings, and strive to showcase the many ways the region can experience Billings throughout the year, including Value Season. In doing so, creative concepts appeal to girlfriends, sportsmen, families and weekend adventurers alike. Direct calls to action driving consumers to a customized landing page on VisitBillings.com have been successful for Billings. The use of giveaways and contests are used to drive engagement with social channels. Themed regional campaigns will be launched, without interruption, every 8-12 weeks throughout the year to continually invite and inspire folks from the drive region to visit Billings, offering reasons not only to visit Billings, but opportunities to engage with our destination brand as the client is within the decision-making process.</p> <p>Niche campaigns, specific to events and direct travel drivers will run simultaneously as appropriate. Each regional campaign will feature a unique concept, design and message, building on brand standards and featuring a familiar look/feel. The objective is to drive traffic and awareness to VisitBillings.com without creative burnout.</p> <p>NATIONAL MARKETING messages will position Visit Billings as the Gateway to Yellowstone National Park, establishing the value of Billings as a convenient, authentic and unforgettable destination to include in vacation planning. Travel writers and travelers have increasingly equated a sense of "authenticity" or "local experiences" with things "not found in a guidebook." (ReidonTravel.com July 2013). Annual placements will be ignited by Q3-4 marketing efforts aimed to reach travelers interested in unforgettable spring/summer travel experiences, both flying and driving. Placements in proven publications and websites will continue: TripAdvisor.com, Budget Travel, and select national travel publications. Preference is given to print media with digital components when Billings-specific editorial can be leveraged.</p> <p>INTERNATIONAL MARKETING is a segment the Visit Billings team continues to explore and research. The strategy begins with the process of educating potential visitors in Germany, Asia, and other proven markets. Forthcoming research will dictate the specific demographic and geographic Asian markets that are appropriate for Billings. Messaging will position Billings as a western destination with urban amenities, access</p>	<p>In 2014, non-resident travelers spent nearly \$400 million in Billings/Yellowstone County. Leisure marketing, though a much less track-able form of travel, has a huge influence on that bottom line. The organization's FY17 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead, with specific efforts on the value season. In Billings, value season is October-April.</p>	<p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation, and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, education, etc.). However, Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p> <p>Each regional campaign will feature a unique concept, design and message, building on brand standards and featuring a familiar look/feel. The objective is to drive traffic and awareness to VisitBillings.com without creative burnout.</p> <p>National marketing will occur most heavily in the spring with a call to action to use Billings as a Gateway to Yellowstone National Park for the high season ahead. The national placements will include an emphasis on Billings itself and why the destination holds value on its own, as well as its trailhead offerings including . Work will continue to be done in Minnesota to build off of the FY15 MSP Airport Takeover. Potential additions to this effort include Denver and Dallas. Additionally, Visit Billings will seek to install a takeover in Seattle, WA reminiscent of FY15's work in MSP. Seattle is a primary market choice</p>	<p>Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodging/tourism partners.</p>

to Yellowstone National Park, outdoor adventure, and unrivaled historical icons. Initiatives include utilizing partnerships and strong voices through the MOTBD and Brand USA as appropriate to amplify Billings' impact in the vast markets.

Display advertising is by definition a "pattern interrupt" type of marketing which means the creative content needs to be so captivating that the visitor will stop browsing to click on your ad, or so impactful they will come back to it later - ultimately transporting them into the sales path.

Display advertising is relevant, especially when powered by laser targeting. The digital plan for FY17 is an integrated mix of direct buys on regional news and TV websites, as well as **programmatic** to serve ad across the internet based on a person's behavior, demographics and interests.

The strategy for digital banners is to focus on the best-performing ad sizes - leaderboard (728x90) and big box ads (300x250). The box ad is also served on mobile. Mobile impressions continue to yield high CTRs (.17%- .25%) at a low CPC commitment. Mobile will remain a viable component of the FY17 media mix.

Investments in TripAdvisor.com will offer an opportunity for Visit Billings to gain exposure in a geo-targeted banner campaign.

Digital investments will focus on regional (WY, ND, SD, and Canada) and national (WA,MN, TX, IL) buys.

Contest/prize driven experiences have been impactful campaigns for Billings, whereby giveaways are awarded monthly for engaging with VisitBillings.com and/or social media. Such avenues are also part of the FY16 leisure marketing strategy.

TELEVISION ADVERTISING

According to the MOTBD Trends Report, brands are getting wiser with content by creating highly digestible and enjoyable pieces that may shift brand perception (April, 2015). 2016 saw continued use of video to drive campaign traffic with a high-energy, compelling 1x: 15 video.

This year, the winter and spring campaign utilizing the VisitBillings.com/TV vanity URL has accounted for nearly 2,010 hits to VisitBillings.com to date, which represented approximately 10-15% of the total campaign driven traffic. These clicks originated exclusively from the video component with no cross-pollination from other campaign respondents. This continued FY17 traffic is on target to surpass FY16 efforts once the spring campaign concludes in June 2016. Combined FY16 winter and spring campaign accounted for a grand total of 2,402 visits.

DIGITAL ADVERTISING - REGIONAL

Display advertising is by definition a "pattern interrupt" type of marketing which means the creative content needs to be so captivating that the visitor will stop browsing to click on your ad, or so impactful they will come back to it later - ultimately transporting them into the sales path. Display advertising is relevant, especially when powered by laser targeting. The digital plan is an integrated mix of direct buys on regional news and TV websites, as well as programmatic to serve ads across the Internet based on a person's behavior, demographics and interests. The strategy for digital banners is to focus on the best-performing ad sizes -

because of its position as a national hub and gateway for many international arrivals, doubling the impact of the installation.

National placements in proven publications and websites will continue: TripAdvisor.com, Budget Travel, Dream. Plan. Go., and select national travel publications. Preference is given to print media when Billings-specific editorial can be leveraged. Investments across the board will increase as deemed appropriate, and an increase is planned for TripAdvisor.com as the resource continues to grow in importance to travelers.

International marketing will grow this year with emphasis on the German and Asian markets. FY16 saw the completion of a German-speaking video Visit Billings developed in partnership with Brand USA, MOTBD and other Montana CVB's. This tool will continue to be an asset used to recruit the German market. Research will be the primary focus initially to determine how to impact the international market and properly position Billings as an interesting and dynamic destination. If research shows it's a viable segment for Billings to pursue, customer service efforts through TTA will take place in order to be sure frontline employees and the general business community understand how to make Billings a successful destination.

			<p>leaderboard (728x90) and big box ads (300x250). The box ad is also served on mobile. Mobile impressions continue to yield high CTRs (.17%-.25%) at a low CPC commitment. Mobile will remain a viable component of the FY17 media mix.</p> <p>DIGITAL ADVERTISING - NATIONAL The objective for national digital placements is to inspire potential travelers, and orient those that are researching and booking summer vacations. Hyper-targeting will be utilized within each placement to serve impressions based on a person's behavior, demographics and interests. Digital platforms that serve editorial, advertorials, e-newsletters, digital magazine placements and social media posts have been successful for Visit Billings.</p>			
Consumer	Print Advertising	Yes	<p>PRINT - REGIONAL</p> <p>A significant percentage of the regional audience resides in small-medium markets, therefore, print remains a relevant component to the media strategy - rural newspapers, state publications and regional magazines. Advertising in local newspapers is a proven method for reaching an older demographic.</p> <p>Regional marketing messages will appeal to a drive audience, interested in shopping, dining and weekend getaways in Billings, and strive to showcase the many ways the region can experience Billings throughout the year, including the value season. In doing so, creative concepts appeal to girlfriends, families and weekend adventurers, alike.</p> <p>Several seasonal/themed regional campaigns will be launched, without interruption, every eight-twelve weeks throughout the year to continually invite and inspire folks from the drive region to visit Billings, offering reasons not only to visit Billings, but opportunities to engage with our destination brand as the client is within the decision-making process.</p> <p>Placements and creative will adjust to speak to the travel purchase path using programmatic advertising strategies. The initial ad will focus on INSPIRING potential visitors; as potential clients engage with the ad, the creative will adjust in message to shift from inspiration to researching and exploring, ORIENTING, and ultimately FACILITATING a trip. The number of people served the creative will get smaller as the message becomes more specific.</p> <p>This method will also be utilized to inspire the national travel to choose Billings outside regional markets like MSP, Denver, Dallas and Seattle.</p> <p>PRINT - NATIONAL</p> <p>Gateway themed creative in hi-glossy travel and outdoor magazines that also focus on the digital and social viewing habits of their key audience will continue to be our focus in reaching national and inter nation audiences. The key placements include, but are not limited to the scope of publications utilized to reach this audience. Visit Billings is constantly mining for viable opportunities to reach and grow this audience. Copy, images, headlines and premium placements are customized per publication, theme and audience to maximize our exposure as well as leverage our familiar brand standards throughout.</p> <p>On the National marketing level, messages will position Visit Billings as the Gateway to</p>	<p>In 2014, non-resident travelers spent nearly \$400 million in Billings/Yellowstone County (Source: ITRR). Leisure marketing, though a much less track-able form of travel, has a huge influence on that bottom line. The organization's FY17 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead, with specific efforts on the value season. In Billings, value season is October-April.</p>	<p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation, and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, education, etc.). However, Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p> <p>Each regional campaign will feature a unique concept, design and message, building on brand standards and featuring a familiar look/feel. The objective is to drive traffic and awareness to VisitBillings.com without creative burnout.</p> <p>National marketing will occur most heavily in the spring with a call to action to use Billings as a Gateway to Yellowstone National Park for the high season ahead. The national placements will include an emphasis on Billings itself and why the destination holds value on its own, as well as its trailhead offerings including . Work will continue to be done in Minnesota to build off of the FY15 MSP Airport Takeover. Potential additions to this effort include Denver and Dallas. Additionally, Visit Billings will seek to install a takeover in Seattle, WA reminiscent of FY15's</p>	<p>Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodggr /tourism partners. Growth in Room Demand per STR Reports is an organizational goal</p>

			<p>Yellowstone National Park, establishing the value of Billings as a convenient, authentic and unforgettable destination to include in vacation planning. Travel writers and travelers have increasingly equated a sense of "authenticity" or "local experiences" with things "not found in a guidebook." (ReidonTravel.com July 2013). Annual placements will be ignited by Q1-2 marketing efforts aimed to reach travelers interested in unforgettable spring/summer travel experiences, both flying and driving.</p> <p>PRINT - INTERNATIONAL</p> <p>The Visit Billings team will continue to research, and mine for viable opportunities to reach an international audience, to include Asia, Europe and Canada.</p>	<p>work in MSP. Seattle is a primary market choice because of its position as a national hub and gateway for many international arrivals, doubling the impact of the installation.</p> <p>National placements in proven publications and websites will continue: TripAdvisor.com, Budget Travel, Dream. Plan. Go., and select national travel publications. Preference is given to print media when Billings-specific editorial can be leveraged. Investments across the board will increase as deemed appropriate, and an increase is planned for TripAdvisor.com as the resource continues to grow in importance to travelers.</p> <p>International marketing will grow this year with emphasis on the German and Asian markets. FY16 saw the completion of a German-speaking video Visit Billings developed in partnership with Brand USA, MOTBD and other Montana CVB's. This tool will continue to be an asset used to recruit the German market. Research will be the primary focus initially to determine how to impact the international market and properly position Billings as an interesting and dynamic destination. If research shows it's a viable segment for Billings to pursue, customer service efforts through TTA will take place in order to be sure frontline employees and the general business community understand how to make Billings a successful destination.</p>		
Consumer	Photo/Video Library	Yes	<p>Brilliant images are used to inspire the prospective visitor in print and digital offering for Visit Billings. These images will be utilized at www.visitbillings.com, in leisure travel campaigns and advertising of all types, promotion, tourism partners' websites, display in the VIC, Visit Billings website and journalist requests.</p> <p>In 2016-17 Visit Billings will tap local talent for existing images and also schedule custom photo shoots to capture specific scenes, location and audience demographics to keep pace with media frequency and trends. Emphasis this FY will be placed on relevant photos with</p>	<p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping,</p>	<p>A photo library exists to help INSPIRE the visitor. An updated photo library is critical for successful destination promotion in print and digital demands. The photos are made available to tourism partners at no charge.</p> <p>THE INSPIRATION PHASE in which the traveler is made aware of the general product and</p>	<p>Inspiring images are important for the successful building of creative marketing as well as orientation and facilitation material:</p>

			<p>people in them experiencing the destination. Photos will also be used on social media platforms and VisitBillings.com, and will be available to tourism organizations and partners at no charge.</p>	<p>restaurant offerings, etc.).</p> <p>Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p>	<p>develops a desire to visit the destination. This phase is masterfully executed by the Montana Office of Tourism and Business Development (MOTBD), which uses Montana's key tourism pillars to inspire millions of potential visitors to visit the state each year. Imagery is at the core of this execution.</p> <p>Billings is well situated between the historic landmarks of Southeast Montana, and the awe-inspiring landscapes of Yellowstone Country. Working in tandem with MOTBD efforts, Visit Billings will continue to leverage stunning imagery, inspiring, targeted messaging, and compelling calls to action in marketing materials. Headlines include "Gateway to Breathtaking," and "Trailhead to Genuine Frontier."</p> <p>For the national audience, Visit Billings will seek to inspire travelers to include Billings on their itinerary as an urban waypoint worth staying an extra night (or two) for.</p> <p>Regionally, Billings itself offers a vacation destination to many neighboring communities. Ongoing "weekender" campaigns will inspire and invite a driving audience to explore and enjoy all that Billings has to offer.</p> <p>Visually compelling and INSPIRING photography increases engagement across all media applications, whether it be increasing the view rate of an article, swaying a consumer's selection process or improving social media interaction. Articles containing relevant images have 94% more total views than articles without images, on average. (JuffBullas.com)</p> <p>Given the visual age we live in, the power of strong photography cannot be emphasized enough. Maintaining an inventory of current Billings-specific photographs is critical in representing the destination in a relevant,</p>
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					fresh and compelling manner. Visit Billings makes a year-round effort to acquire imagery that supports marketing efforts, and showcases iconic Billings.	
Consumer	Ad Agency Services	Yes	<p>Strategies, creative, well-planned campaigns as well as appropriately positioned marketing and strategic plans are crucial to the success of a destination's brand.</p> <p>The above are equally as important to visitor growth in Billings' tourism segments.</p> <p>Ad agency services and support are a imperative to planning, building, creation and execution of leisure, sports, group tour, and meetings and conventions segments campaigns. The partnership between Visit Billings and its Agency of Record are extremely important.</p> <p>Invested funds allow the Visit Billings team to work closely with the Agency to continue to evolve as a tourism destination, grow visitation and stay on top of industry and traveler trends for every segment, every method and every market.</p>	N/A	N/A	N/A
Consumer	Joint Ventures	Yes	<p>Visit Billings would like to participate in co-operative opportunities with MOTBD.</p> <p>Visit Billings would like to continuing partnering with MOTBD with any and all opportunities that are regarded appropriate – print, digital, OOH, trade shows. There is value in not only leveraging dollars toward increasing audience reach and frequency, but in the association and tie to MOTBD messaging and brand pillars. Digital opportunities that hyper target a qualified audience of travelers have been heavy-lifters for Billings. Accordingly, staff will look first to those opportunities again.</p>	When appropriate for Billings, MOTBD's cooperatives offerings can help the destination succeed based on industry research, industry trends and consumer behavior.	<p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, restaurant offerings, etc.).</p> <p>Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p>	
Consumer	Search Engine Marketing	Yes	<p>Trip Advisor is the world's largest travel site, enabling travelers to plan and experience the perfect trip. Complete with trusted advice from real travelers and a wide variety of choices, Trip Advisor is a trusted partner. The 2016-17 plan proposes a continuation of its Tourism Sponsorship contract whereby visitors can navigate to a unique page featuring Billings, Montana. Geo-targeting MT, WY, ND, SD and Canada.</p>	The objective for national digital placements is to inspire potential travelers, and orient those that are researching and booking summer vacations. Hyper-targeting will be utilized within each placement to serve impressions based on a person's behavior, demographics and interests.	The objective for national digital placements is to inspire potential travelers, and orient those that are researching and booking summer vacations. Hyper-targeting will be utilized within each placement to serve impressions based on a person's behavior, demographics and interests.	Reporting is made available to the DMO.
Film	Opportunity Marketing	Yes	<p>Should there be an opportunity for Visit Billings to team up with the Montana Film Office to help court or execute a film project, Visit Billings will engage these resources and those set aside in private</p>	N/A	N/A	N/A

			funds to assist appropriately.			
Group Marketing	Print Advertising	Yes	<p>GROUP MARKETING</p> <p>LEISURE, MEETINGS & CONVENTIONS, SPORTS</p> <ul style="list-style-type: none"> • Conventions and Summits • Partnerships with Rocky Mountain International (RMI) and other segment specific entities • Familiarization (FAM) Tours & Site Inspections • Translated Marketing Materials for International Visitors • Digital Focused Advertising for all segments with some print options 	<p>Non-resident travelers spent nearly \$400 million annually in Yellowstone County in 2014. Leisure, though a much less track-able form of travel, has a huge influence on that bottom line. The overall goal of the DMO, Visit Billings, for FY17, is to expand year round visitation and grow room nights at Montana's Trailhead.</p> <p>The Meetings and Conventions segment at Montana's Trailhead makes up nearly one quarter (24%) of the local tourism industry.</p> <p>The explosive youth sports movement has become a \$7 billion industry in travel alone – the fastest growing segment in travel. It's estimated that at least 35 million kids between five and 18 currently play an organized sport each year in the U.S. Of that, 21 million are involved in non-school youth sports, which has been expanding. (Source: CNBC) Sports is a proven strong, tourism segment for Billings, Montana's Trailhead. FY16 witnessed many successes in this critical segment of the local tourism industry.</p>	<p>SPORTS</p> <p>Visit Billings, as a tourism bureau, promotes Billings as a travel product. The Visit Billings team assists the destination and stakeholders (Billings and Yellowstone County Lodging partners) by using strategic marketing campaigns, deliberate activities, tourism leads, sales missions, familiarization tours, and other regional, domestic and international promotional efforts to increase visitation to the city and county. Full hotels equate to full restaurants, retail outlets and community attractions.</p> <p>Billings is the trailhead to trophy celebrations for youth, high school, collegiate and amateur sporting events. Strong facility offerings combined with more than 5,000 sleeping rooms, hundreds of restaurants and plenty to do outside of a tournament bracket, helps make Billings a competitive sports destination.</p> <p>INTERNATIONAL GROUP TRAVEL</p> <p>Top leisure activities for overseas visitors: (1) shopping, (2) sightseeing;(3) fine dining; (4) national parks/monuments and (5) amusement/theme parks.</p> <p>As a destination, Billings aligns well with the goals of the international visitor with plans to experience the west and Montana. Strategies will include partnering with Brand USA, Rocky Mountain International (RMI), and the Montana Office of Tourism and Business Development (MOTBD) to help research and grow promotional programs aimed at accommodating the international traveler.</p> <p>MEETING AND CONVENTION RECRUITMENT</p> <p>Sales efforts to accommodate group</p>	<p>Contact database and relationship building will assist with all segments.</p> <p>Visit Billings realize that the Group Tour Market, Meetings and Conventions and also Sports segment bookings will not grow overnight and that relationships with operators and planners need to be cultivated and fostered.</p>

					meetings of 400 or fewer attendees or major city-wide conventions like the Gold Wing Road Riders Association Wing Ding 38 that attract thousands of people, will be the center of meeting and convention recruitment and sales missions in FY17. Growing an account base is a major priority for Billings as a destination. Working with the city's six (6) primary convention properties, sales efforts will result in more site visits to Billings, more sales proposals and ultimately, increased bookings to fulfill the Visit Billings mission and grow this segment in partnership with all stakeholders and tourism partners.	
Group Marketing	Fam Trips	Yes	<p>The Visit Billings Publicity Team strives to partner with MOTBD, tourism partners, and neighboring regions in promoting visitation to Billings, Montana's Trailhead. A few key tactics include the following:</p> <p>MORE: FAM Tours</p> <p>FAMILIARIZATION (FAM) TOURS</p> <p>The Visit Billings team will work with entities including the Montana Office of Tourism and Business Development and Rocky Mountain Internation in order to combine efforts for FAM tour opportunities for Billings. FAMs allow Visit Billings staff and local tourism partners to host decision makers allowing them to enjoy the attractions and offerings provided in Billings. FAMs ultimately help better position Billings as a valuable stopover destination.</p> <p>FAM tours will be a continued means of showcasing Montana's Trailhead. The team will work independently and with the MOTBD to recruit tour operators, i.e. RMI Mega FAM, and expose them to Billings in partnership with the Region.</p>	<p>Non-resident travelers spent close to \$400 million in Yellowstone County in 2014.</p> <p>Attendance to key group travel conventions like the U.S. Travel Association's IPW and Go West Summit will be utilized to better align Billings with international tour operators whom are looking for product in the western United States including, but not-limited to, access to Yellowstone and southeast Montana attractions. These efforts may help position Billings to host more FAM tours in this segment.</p>	<p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, restaurant offerings, etc.).</p> <p>Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p>	<p>Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market.</p>
Marketing Support	Fulfillment/Telemarketing	Yes	<p>The Visit Billings team, together with the organization's advertising agency of record (AD Creative Group) and guidance per the Montana Office of Tourism and Business Development (Strategic Plan), have identified Billings' regional travel audience as a top target in which to increase visitation.</p> <p>In order to better reach potential visitors to Montana and Billings, contracts with Certified Folder Display (CFD) will help distribute the Billings Visitor Guide in key markets including other parts of Montana, Western North and South Dakota and Northern Wyoming.</p> <p>In addition to contract fulfillment, Visit Billings will utilize dollars for general postage and fulfillment assistance with local mail service, MTS.</p> <p>FY16 to date, Visit Billings has mailed more than 20,000 Billings Guidebooks to potential visitors across the world.</p>	<p>Increased visitation and increased expenditures will be achieved by encouraging multiple repeat visits.</p> <p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping,</p>	<p>FY16 proved another successful year of service from Certified Folder Display making sure the Billings' publication was readily available at rest stops, hotels, and the like for potential visitors to enjoy and guide them along their journey.</p> <p>Visit Billings prints 150,000 Billings Guidebooks annually. CFD assists greatly in the distribution of this publication.</p>	<p>Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodgjr /tourism partners. The goal is to experience a room demand average of 3% per month.</p> <p>Visit Billings does not track the number of calls received on</p>

			<p>Visit Billings maintains a toll free number that rings directly into the Visitor Information Center (VIC). The number is printed in certain marketing like the Visitor Guide and is also available on line at www.visitbillings.com. Visit Billings does not track the number of calls received on that number. However, the organization believes it is important to meet the needs of potential visitors to Billings and the surrounding region.</p>	<p>restaurant offerings, etc.). Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p> <p>Non-resident travelers spent nearly \$400 million in Billings/Yellowstone County in 2014. This is a more than significant amount of economic impact.</p> <p>Leisure, though a much less track-able form of travel, has a huge influence on that bottom line.</p>		<p>the 1-800 number. However, the organization believes it is important to meet the needs of potential visitors to Billings and the surrounding region</p>
Marketing Support	Opportunity Marketing	Yes	<p>Visit Billings will look to these funds should an appropriate opportunity to grow visitation at Montana's Trailhead, present itself. If not, dollars will be shifted to consumer (leisure) of group marketing efforts.</p>	N/A	N/A	N/A
Marketing Support	Administration	No	<p>As the managing entity of the Billings Convention and Visitors Bureau (Visit Billings), 20% of FY17 funds will be allocated for administrative purposes. This amount equates to \$75,000.</p>	N/A	N/A	N/A
Marketing Support	Printed Material	Yes	<p>The FACILIATION phase is where the traveler seeks things to see and do at the destination on the way to the destination. This may include planning alternate routes and overnight stays to break the travel into manageable daily distances.</p> <ul style="list-style-type: none"> Billings Visitor Information Center (VIC) is managed by Visit Billings and housed on the main floor of the Chamber building. Nearly thirty part-time volunteers operate the center which is open daily Memorial Day to Labor Day and with Chamber of Commerce business hours in the value season. The VIC is complete with brochures, maps, guides and retail offerings. The team is welcoming, knowledgeable, and on-the-ready in order to facilitate visitor queries to assist with successful stays and future Montana travels. 	<p>Printed materials are important to the facilitation phase of travel decision process.</p> <p>In 2014, non-Montana resident travelers spent nearly \$400 million in Yellowstone County. This is a significant amount of economic impact.</p> <p>Leisure, though a much less track-able form of travel, has a huge influence on that bottom line. The overall goal of the 2016-2017 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead.</p>	<p>Visit Billings will address the three phases of the travel decision process:</p> <p>The INSPIRATION phase in which the traveler is made aware of the general product and develops a desire to visit the destination. This phase is masterfully executed by the Montana Office of Tourism, which uses Montana's key tourism pillars to inspire millions of potential visitors to visit the state each year.</p> <ul style="list-style-type: none"> Billings is well situated between the historic landmarks of Southeast Montana, and the awe-inspiring landscapes of Yellowstone Country. Working in tandem with MTOT efforts, Visit Billings will continue to leverage stunning imagery, inspiring, 	<p>Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodgjr /tourism partners.</p> <p>3% is an organization goal in Room Demand for the destination.</p>

targeted messaging, and compelling calls to action in marketing materials. Headlines include "Gateway to Breathtaking," and "Trailhead to Genuine Frontier."

- For the national audience, Visit Billings will seek to inspire travelers to include Billings on their itinerary as urban waypoint worth staying an extra night (or two) for.
- Regionally, Billings itself offers a vacation destination to many neighboring communities. Ongoing "weekender" campaigns will inspire and invite a driving audience to explore and enjoy all that Billings has to offer.

The **ORIENTATION** phase is where the traveler begins researching the details of his or her trip. This phase focuses on the route the traveler will take to arrive at the chosen destination and the mode of transportation used to get there.

- All Visit Billings marketing materials direct prospective travelers to a comprehensive website, VisitBillings.com. The site is maintained regularly and provides in-depth information, maps, guides, suggested itineraries and must-sees on Billings and the area. The easy-to-navigate data is cataloged so any demographic group can find what suits their tastes and needs.
- In 2014 the team launched a digital Itinerary Builder to

further assist travelers in shaping their custom "bucket list" experience. As guests browse through VisitBillings.com's innumerable pages, they can select their favorite activities, restaurants and points of interest and then develop a logistically sound itinerary around them.

- An air service map showcases direct, non-stop and seasonal routes into Billings from feeder markets. It has also been expanded to include intrastate flights serviced by Cape Air. A Walking Brewery District map, and comprehensive Hotels map are downloadable from the website, and further orient guests on where Billings is situated in the state, and where points of interest and facilities are located within the city.
- The Visitor Guide is available digitally via the website, and also mailed upon request. The Visit Billings team is committed to responding to web and phone inquiries promptly.

The **FACILATION** phase is where the traveler seeks things to see and do at the destination an on the way to the destination. This may include planning alternate routes and overnight stays to break the travel into manageable daily distances.

- Billings Visitor Information Center (VIC) is managed by Visit Billings and housed on the main floor of the Chamber building.

						<p>Nearly thirty part-time volunteers operate the center which is open daily Memorial Day to Labor Day and with Chamber of Commerce business hours in the value season. The VIC is complete with brochures, maps, guides and retail offerings. The team is welcoming, knowledgeable, and on-the-ready in order to facilitate visitor queries to assist with successful stays and future Montana travels.</p>
Marketing Support	Research	Yes	<p>Research as stated: Smtih Travel Research (STR) Report and EmpowerMINT Database.</p> <p>Smith Travel Research produces a monthly report also referred to as the STR Report. This research offers data on community, regional and national travel trends. STR Reports are the hotel industry standard for benchmarking measurables for a DMO like Visit Billings. Data tracked includes occupancy rate, room demand, RevPar and average daily rate (ADR). By tracking and utilizing this research, Staff can benchmark Yellowstone County lodging statistics with other competing destinations across the region and country.</p> <p>The STR Report is emailed to stakeholders and tourism partners.</p> <p>empowerMINT offers meeting planners destination information for their planning purposes. Planners can access the library if you will via state, region, city, etc. and help scout a location for an upcoming meeting or convention. Conversely, sales staff can mine leads and request specific information to help research opportunities to grow the Meetings and Conventions segment.</p>	<p>In Billings, nearly one quarter of the tourism industry is represented in state, regional and national meeting and convention attendance (Randall Travel Research, 2010). Targeted sales strategies for small market and large city-wide events will secure business in this segment. In the face of competition, Billings continues to grow this market. Sales efforts to accommodate group meetings of 400 or fewer attendees or major city-wide conventions like the Gold Wing Road Riders Association Wing Ding 38 that attract thousands of people, will be the center of meeting and convention recruitment and sales missions in FY17. Growing an account base is a major priority for Billings as a destination.</p> <p>Working with the city's six (6) primary convention properties, sales efforts will result in more site visits to Billings, more sales proposals and ultimately, increased bookings to fulfill the Visit Billings mission and grow this segment in</p>	<p>In Billings, the sales team encourages planners to experience a Bucket List State for their next meeting destination. While the come-early or stay-late mindset is relevant, <i>unique meeting spaces and distinctive team building opportunities</i>, formal and informal, can boost attendance building. Billings, as a trailhead to adventure, western experiences and incredible vistas in Big Sky Country, offers must-see experiences that can be highly effective in drawing large attendance.</p>	<p>Contact database and relationship building.</p> <p>In the Meetings and Conventions and also Sports segments, measurable objectives include amount of bookings and X amount of room nights realize for FY17.</p> <p>x = at the time this document was due there was still another quarter of reporting in FY16. The organization will be well into the fourth quarter prior to calculating FY17 organizational goal</p>

				partnership with all stakeholders and tourism partners.		
Marketing Support	TAC/Governor's Conference meetings	No	N/A	N/A	N/A	N/A
Marketing Support	Professional Development	Yes	<p>The Destination Marketing Association International (DMAI) Annual Convention allows people to connect with more than 1,000 fellow DMO colleagues for professional development and networking.</p> <p>The event has a history of being a very worthy investment for many reasons including networking opportunities and the sharing of best practices among peers in the industry.</p>	It is important to gain industry knowledge to be able to serve visitors to the fullest extent.	The event has a history of being a very worthy investment for many reasons including networking opportunities and the sharing of best practices among peers in the industry.	A full report to the Visit Billings Board of Directors (TBID) and Chamber/CVB will be made available. The Visit Billings staff member whom attends also shares findings and revelations with colleagues and coworkers.
Publicity	Marketing/Publicity Personnel	Yes	<p>SOCIAL MEDIA serves to support brand messaging, generate buzz, share experiences, and invite followers and friends to join a conversation. Visit Billings will continue to enhance audiences and engagement on all social channels (Facebook, Instagram, Twitter, Pinterest and YouTube) in an effort to build brand awareness and loyalty for Billings, Montana's Trailhead. Social media icons will be included in all media placements moving forward, and a social media component will be integrated in regional individual campaigns.</p> <p>For Visit Billings, a Social Media and Public Relations Manager assists with this piece of the visitation growth/recruitment pie. The Visit Billings SM/PR Manager is a shared position with Visit Southeast Montana. Salary for the position is split between with two organizations while the Billings Tourism Business Improvement District offsets benefits and overhead costs. It's a true win-win for Billings and Southeast Montana.</p> <p>In FY17, the plan calls for organically building followers through the use of beautiful imagery and pushing links to our other social media pages when possible. Sharing links with social media influencers and strategic partners with large social followings will support the effort to build. In the coming year, the team will also audit other successful destinations to glean insight and inspiration from their social media sites. In harmony with sharing content socially, additional content creation and the development of a blog is on the radar for 2016/17. This while building relationships with journalists whom can assist with exposure leverage for Billings and the surrounding area.</p> <p>Visit Billings is committed to growing a presence on the following channels:</p> <ul style="list-style-type: none"> • www.Facebook.com/billingsmt • www.Twitter.com/MTsTrailhead • www.YouTube.com/BillingsCVB • www.Pinterest.com/visitbillings • www.Instagram.com/MontanasTrailhead • #VisitBillings • Journalist Relationships and Journo FAMS <p>Facebook</p> <p>Visit Billings will continue to reply on social media heavy-lifter, Facebook. The platform allows the team to share various types of content including links, stories, video and beautiful photos of</p>	<p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, restaurant offerings, etc.). Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p> <p>Non-resident travelers spent nearly \$400 million in Yellowstone County in 2014.</p>	<p>In recent years, the Visit Billings team worked extensively and successfully to increase the destination's social media offerings and public relations presentation in order to grow visitation at Montana's Trailhead. From social media contests and platform expansion (Facebook, Twitter, Pinterest, etc.) to increased journalist familiarization tours, the Visit Billings team understands the importance of staying ahead of trends and meeting the demands of potential and repeat visitors.</p> <p>These dollars will help fund a Visit Billings Publicity and Social Media Manager. This position has been vacated (April 2016). As the position was, it was a 50/50 split between Visit Southeast Montana (SEMT) and Visit Billings. Prior to re-posting the position, conversations will ensue regarding if this is the best way to move forward with the job.</p>	<p>Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodging/tourism partners.</p>

Montana's Trailhead. Facebook engagement will be tracked through watching new likes, post reach, and engagement on posts.

#VisitBillings Hashtag

Hashtags are a great way to organize and track social media updates and find others who are talking about the same things you're talking about. Visit Billings launched the hashtag #VisitBillings in 2015, and continued to succeed with this tag in 2015/early 2016.

By increasing and encouraging hashtag use, brand awareness increases across all segments – from leisure to sports to meetings. #VisitBillings will be prominently featured on advertising, signage, handouts, banners, and media to reinforce the Billings brand and stay front-of-mind as a modern and dynamic destination. To further engage fans, followers and photographers – photos posted with the #VisitBillings could have a chance to be featured in Visit Billings marketing. Finally, the hashtag also gives the Visit Billings Social Media team a way to aggregate new content that can be shared on other social media channels.

As part of the hashtag initiative, a new Visit Billings sticker was printed in FY16 with a new run of a refreshed version set for FY17. The sticker will exemplify all that the Billings area has to offer. The front will prominently feature #VisitBillings, and the back will have an explanation of *how to interact* with social media pages using the hashtag – primarily Instagram, Twitter, and Facebook.

Instagram

Efforts will increase on Instagram as it gains popularity and creates a natural environment for Visit Billings to interact with its fan base.

In FY17 Visit Billings will have local celebrities take turns doing "Instagram Takeovers" to create a buzz in the community. Social influencers will be recruited to explore the hidden gems of Billings and the area around Billings to share with their large social following.

Twitter

Twitter typically works best for brands that generate enough content to post 10- 20 times per day. The Visit Billings team will study how other destinations utilize Twitter in an effort to possibly develop an improved, efficient usage strategy.

Instagram and Twitter engagement will be tracked via the success of #VisitBillings and number of new followers. Giveaways will be used to boost engagement and dollars will be strategically utilized to promote pages and boost posts when appropriate.

Pinterest

More than one in six visitors to travel sites are also Pinterest users. Because of its visually oriented interface, Pinterest has been touted as having more promise for travel marketers than other emerging social media sites (and even some of the established ones) (eMarketer.com January 2013).

YouTube

FY17 will include a newly produced video for Visit Billings. The video will be viewable as one whole video, as well as shorter cut downs that can stand-alone. All of these videos will be pushed

through the Visit Billings YouTube channel.

Reputation Management

Many potential visitors make decisions based on online reviews and bad reviews can end a relationship before it has even begun. The Visit Billings Social Media Team will monitor the web and select travel websites to manage potential bad reviews, and secure a positive reputation for Billings.

PUBLICITY

Marketing Segment: Publicity

Methods/Tactics

- FAM Tours
- Relationship Building/Networking
- Creating and Amassing Content
- Seeking Editorial Opportunities

The Visit Billings Publicity Team strives to partner with MTOT, tourism partners, and neighboring regions in promoting visitation to Billings, Montana's Trailhead. A few key tactics include the following:

FAM Tours

FAM tours will be a continued means of showcasing Montana's Trailhead. The team will work independently and with the Montana Office of Tourism (MTOT) to recruit journalists and expose them to Billings and the surrounding regions.

In addition to the leads given to Visit Billings by MTOT, Visit Billings will reach out to journalists on prospective story ideas. When a journalist shows interest, the team will be ready to execute a fully hosted and, if desired, guided experience at Montana's Trailhead. Media gathering entities like *Meltwater* will assist by tracking coverage and generating leads.

Relationship Building/Networking

The months ahead will also focus on building relationships with social media influencers like photographers, writers, publications, and blogs with large social media followings. Such relationships benefit Billings and Montana over time with editorial generation.

Networking opportunities will be seized at every opportunity to build solid relationships with journalists and social media influencers – targeting those that offer insight or leads including adventure, history, culture, recreation and food and beverage publications.

Creating and Amassing Content

Content collection and creation will be a significant priority in FY17. The team will gather photography, video and editorial content to form and evolve blog material. Social media is at a stage where content is the key to success. The more videos, photos, and personal stories available in our toolkit, the better the opportunity to persuade potential visitors and journalists to experience Billings.

Visit Billings will be using local photographers and videographers to build content. Such material will cover a broad spectrum of beautiful imagery that represents all aspects of the destination including landscapes, food, and attractions. Visit Billings will also develop a newsroom in FY17 as a place to

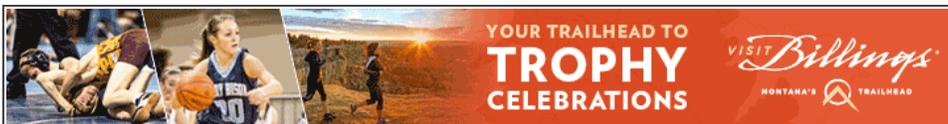
			<p>house content as a resource for journalists to utilize.</p> <p>Seeking Editorial Opportunities</p> <p>Along with recruiting journalists to visit, learn and write about the destination, Visit Billings will also seek opportunities to submit editorial content for various publications. Relationships with big brands like Adventure.com will be coveted in order to publish local content to large audiences. Building a relationship with local Billings365.com to publish blogs will also be leveraged.</p> <p>PUBLICITY</p> <p>Content collection and creation will be a significant priority in FY17. The team will gather photography, video and editorial content to form and evolve blog material. Social media is at a stage where content is the key to success and relevancy. The more videos, photos, and personal stories available in our toolkit, the better the opportunity to persuade potential visitors and journalists to experience Billings. Visit Billings will be using local photographers and videographers to build content. Such material will cover a broad spectrum of beautiful imagery with an emphasis on building in a human element that represents all aspects of the destination and experience including landscapes, food, and attractions. Visit Billings will also develop a newsroom in FY17 as a place to house content as a resource for journalists to utilize.</p>		
Publicity	PressTrips	Yes	<p>Visit Billings will work with its social media and publicity manager, influencers, journalists, contacts, MOTBD, and other tourism regions or entities to host familiarization tours. Such priorities are important to the mission because of exposure and brand build for the destination.</p> <p>PUBLICITY</p> <p><u>Marketing Segment: Publicity</u></p> <p>Methods/Tactics</p> <ul style="list-style-type: none"> • FAM Tours • Relationship Building/Networking • Creating and Amassing Content • Seeking Editorial Opportunities 	<p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, restaurant offerings, etc.). Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p> <p>In 2014, non-Montana resident visitors spent nearly \$400 million in Billings/Yellowstone County. (ITRR)</p>	<p>This project is important to the Visit Billings mission because it is the combining of budgets and resources to promote our region and state. Should the opportunity arise to partner with MOTBD and other businesses/organizations, the team will execute accordingly.</p>
					<p>Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodging/tourism partners. The goal for FY17 is to see growth in room demand.</p>

Marketing Method Budget

Marketing Segment	Marketing Method	Bed t
Consumer	Joint Ventures	
Consumer	Online/Digital Advertising	
Consumer	Print Advertising	
Consumer	Ad Agency Services	
Consumer	Search Engine Marketing	
Consumer	Photo/Video Library	
Consumer	Webpage Marketing/SEO/SEM	
Film	Press Promotions/Media Outreach	
Group Marketing	Print Advertising	
Group Marketing	Fam Trips	
Group Marketing	Travel/Trade Shows	
Group Marketing	Travel/Trade Shows	
Marketing Support	Opportunity Marketing	
Marketing Support	Fulfillment/Telemarketing	
Marketing Support	Printed Material	
Marketing Support	Research	
Marketing Support	Administration	
Marketing Support	Website/Internet Development/Updates	
Marketing Support	TAC/Governor's Conference meetings	
Marketing Support	Professional Development	
Marketing Support	VIC Funding/Staffing/Signage	
Marketing Support	outreach	
Publicity	PressTrips	
Publicity	Marketing/Publicity Personnel	
Publicity	Press Promotions/Media Outreach	

Miscellaneous Attachments

File Name	Descrip
38120_CVB_MarketingPlan_2017_FINAL.pdf (8.3 MB)	Budget and Marketing Plan - Visit Billings
CVB Alaska Airlines & Alaska Horizon April - leisure.pdf (170 KB)	Visit Billings Leisure Placement Example
DRAFT - FY17 Visit Billings.pdf (8.2 MB)	DRAFT FY17 Marketing Plan This is not final, but included due to the State's budget and marketing plan deadl not all pieces are complete and finalized. Final version will be made available to TAC members prior to June T
Randall 2016.pdf (621 KB)	Research



Digital Sports Creative Example



Creative - Group Tour - Example

Reg/CVB Required Documents

File Name	
State Documents FY16.pdf (783 KB)	Required Documents - FY16

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