



Grant Details

68892 - FY19 Region/CVB Marketing Plan

72765 - FY19 Visit Big Sky CVB Marketing Plan

DOC Office of Tourism

Grant Title: FY19 Visit Big Sky CVB Marketing Plan
Grant Number: 19-51-011
Grant Status: Underway
Comments:
Applicant Organization: Visit Big Sky
Grantee Contact: Lori Wetzel
Award Year: 2018
Program Area: DOC Office of Tourism

Amounts:				
Contract Dates:	Contract Sent		Contract Received	Contract Executed
Project Dates:	06/20/2018 Proposal Date	07/01/2018 Project Start	06/30/2019 Project End	
Grant Administrator:	Barb Sanem			
Contract Number	19-51-011			
Award Year	2018			

Contract Dates

Contract Sent	Contract Received	Contract Executed	Contract Legal
Project Dates	07/01/2018		
	06/30/2019		
Project Start	Project End		

Comments
Amendment Comments

Community & Brand Support

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

Big Sky, Montana is a unique, mountain resort community just as envisioned back in the late 1960s by its founder, pioneering newscaster and Montana native, Chet Huntley.

Born a seasonal, destination ski resort, today Big Sky is home to Big Sky Resort's *Biggest Skiing in America* in winter and acts as a Gateway Community to Yellowstone National Park in summer. Far-removed from any urban center, Big Sky's location at the junction of U.S. Hwy 191 and MT Hwy 64 (Lone Mountain Trail) in south-central Montana, is equidistant 45 miles south of Bozeman Yellowstone International Airport (BZN) through the scenic Gallatin Canyon and north of the west entrance to Yellowstone, America's First National Park. Big Sky itself is situated at the base of iconic Lone Peak, elevation 11,166 feet, and encompasses the "Canyon," "Meadow" and "Mountain" areas, each with its own distinct culture and personality.

Tourism, rooted in Outdoor Recreation, is the #1 industry driving Big Sky's growth and contributing substantially to the \$3B statewide Tourism economy. Not only is outdoor recreation the reason why people visit here, but it is why they eventually choose to live here.

Big Sky is an economic engine fueling Montana's economy. It currently ranks in the top five destinations in Montana Lodging Facility Use Tax revenue collections, with Billings, Bozeman, Missoula, and West Yellowstone.

Visit Big Sky (VBS) is the official destination marketing organization (DMO) and fiscal sponsor of the Big Sky Convention & Visitor Bureau. It manages Big Sky Resort Area District (BSRAD) Resort Tax revenues allocated to it during an annual competitive process and combines these funds with Montana Lodging Facility Use Tax dollars appropriated by the state, along with private investment to develop and promote the Big Sky destination. As part of managing the travel customer's journey during "touch down to takeoff" in Montana, VBS operates the Big Sky & Greater Yellowstone Visitor Information Center (VIC) wherein it works to ensure the highest level of customer experience and satisfaction for guests by providing travel planning assistance seven days a week Memorial Day through Labor Day, and Monday through Friday during winter months, with a 24-hour lobby, internet connectivity and public restroom facilities.

Our Vision: Big Sky's confluence of nature, culture, people and preservation is so inspiring that one visit makes you want to stay for a lifetime.

Our Mission: As the community's official destination marketing organization, VBS drives the development and marketing of authentic tourism experiences, through research and stakeholder collaboration to grow Big Sky's economy while balancing the need to sustain quality of life for its residents.

Describe your destination.

Inspiration - One of Big Sky's strategies is to develop a community identity by continuing to raise awareness and perception of our destination. Our marketing efforts use high-impact and trusted media channels to build brand awareness and brand perception. Our print strategy's goal is to align with content relevant environments and to tap into audience passions. We used geo-targeted online advertisements to connect with audiences during the booking cycle. The most current summer marketing campaign incorporated a newly designed creative strategy which featured the "Far. From. Ordinary." campaign. As a supplement to our digital advertising, Adara digital display advertising will target outdoor enthusiasts. VBS will continue to focus on targeted digital advertising through top media channels.

Orientation - The driving force of our marketing efforts are digital advertisements in the form of online display banners, tourism sponsorship pages, retargeted banners, e-newsletters, paid search and paid social. All of these efforts drive prospective visitors to our owned media. Our digital assets serve to orient consumers and provide them with a breadth of knowledge about our destinations product. Our multiple web products are utilized strategically and serve as landing pages for measurement of effective digital efforts. Our advertising creative serves to build awareness of Big Sky and the VBS brand.

Facilitation - Facilitation in tourism marketing is analyzing the needs and wants of prospective travelers, presenting destination options and ideas, and conveying messages to those travelers. Our national, multi-channel marketing campaigns will continue to facilitate our consumers throughout the planning and buying process with a mix of paid, earned and owned media. VBS also has been producing 4 blogs per month with content/short stories relevant to Big Sky while incorporating blogging best practices to improve overall website SEO. VBS has also partnered in Joint Venture programs with MOTBD to produce original content from Roots Rated and Visit USA parks. VBS will continue pursuing strategic partnerships to gather this content to assist in the facilitation of our visitor's education of our destination.

a. Define your target markets (demographic, geographic and psychographic).

Demographic

- Adults 22-45
- HHI: Over \$80k
- Well Educated: College student or graduate

Geographic

1. 1. Winter geographic target markets:

- Chicago, IL
- Los Angeles, CA
- New York City, NY
- Dallas, TX
- Minneapolis, MN
- Houston, TX

1. 2. Summer geographic target markets:

- State of Montana
- Denver, CO
- Portland, OR
- Seattle, WA
- Salt Lake City, UT
- Los Angeles, CA
- San Francisco, CA
- New York City, NY
- Boise, ID
- Dallas, TX
- Calgary/Edmonton, Canada

The target audiences for our summer and winter are similar, however, some of our target geographies are different due to their mode of transportation. During the winter months our ideal consumer is primarily flying to our destination and during the summer months they are primarily driving, with the exception of Dallas, TX, which has recently added direct flights to BZN. In the summer months, Salt Lake City has been identified as a target market with many visitors flying into SLC airport and driving to the West Yellowstone park entrance.

Psychographic – Families and educated travelers have been identified as the high potential visitors to Big Sky. They live in urban areas, are married, educated affluent millennials who likely have children. Dining out, comfortable lodging and outdoor-focused experiences are part of their ideal vacation. They enjoy learning about local history and cultural sights and have a desire to explore the Rocky Mountains and YNP.

By focusing on Big Sky's unique natural beauty, plethora of both winter and summer activities, and proximity to the nation's most visited National Park, we intend to develop the creative aspect of our marketing efforts to portray a sense of comfortable isolation that attracts free-spirited adventurers as well as travelers looking to experience the natural world without sacrificing modern comforts. We will aim to create an allure for travelers willing to commit their time and resources to traveling to our distinctive location, for we are certain if they visit once they will surely return.

b. *What are your emerging markets?*

Emerging Markets – During 2017, the three fastest growing markets from BZN were Dallas/Fort Worth, Chicago O'Hare and Portland, Oregon. Looking into 2018, Bozeman will see a 130% increase in non-stop flights to New York/Newark, a 40% increase in daily year-round service to Dallas and a 20% expansion to Chicago, Minneapolis, Los Angeles and Houston.

*Source: <http://blog.bozemancvb.com/blog/bozeman-airport-sets-8th-consecutive-passenger-record-in-2017>

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

*Source: http://trade.gov/topmarkets/pdf/Travel_and_Tourism_Top_Markets_Report.pdf

Optional: Include attachments here.

c. *What research supports your target marketing?*

Research - Big Sky performs a comprehensive market analysis with our professional media buying service annually. We also utilize information provided in the 2018 Montana brand research study performed by Mammoth Marketing and Crowdriff and data collected and compiled from DestiMetrics. We compare market research data from ITRR, past website analytics, past campaign effectiveness and visitor information to determine our current challenges and opportunities to inform future decisions.

Imagine Big Sky 2023 is the strategy that has emerged from the comprehensive community-wide DNA Study and Tourism Master Planning process of the past seven months. This plan is intended to be implemented over the course of the next five years. In FY19 VBS will take its first step to operationalize this strategy into an annual plan. Specific, measurable, achievable, relevant, and time-bound (S.M.A.R.T.) goals will be developed with corresponding actions based on available funding levels and executed with year-end evaluation of progress measured.

1. **Develop a sustainable outdoor recreation experience**

Goal: By 2023, Big Sky will have grown its product offering into a unique, competitive and sustainable outdoor recreation destination experience.

To develop the experiences that align with our Place DNA™ and adhere to our commitment to sustainability and resident quality of life will require a collective effort lead by VBS. The organization will develop what it promotes and promote what it develops.

Actions:

- Leverage Big Sky's Place DNA™ working collaboratively to infuse it across the destination to create a unique Big Sky experience that is impossible for others to copy.
- Expand the organization's focus from strictly promotion toward the development of a sustainable destination tourism experience.

- Lead and support all stakeholders to create memorable experiences that produce raving fans.
- Monitor the visitor experience to benchmark and strengthen the destination experience.
- Advocate for the protection of Big Sky's natural environment by supporting organizations, policies, standards and guidelines that encourage sustainability.
- Prioritize and measure the attitude of residents towards tourism on an ongoing basis to ensure communication about on-going efforts to maintain the balance between growth and quality of life is effective.

2. Engage in destination promotion to broaden Big Sky's reputation beyond alpine skiing

Goal: By 2023, Big Sky's reputation for sustainable, outdoor recreation beyond winter, especially in high-value audience segments will reach beyond that of a ski resort destination.

Actions:

- Identify clusters of products and experiences as a basis for niche audience segmentation.
- Transition away from traditional paid advertising methods, towards more modern, online and digitally-focused marketing and promotion, and earned media to segment Big Sky's audience and cost-effectively target the people who will truly connect with the destination. *The new Visitbigsky.com website scheduled to launch July 1, 2018, and VBS' social media channels will play a big role moving forward.*
- Invest in integrated marketing technology that enables VBS to scale its activities efficiently.
- Identify and address pain points for Big Sky's target audience in the path-to-purchase.
- Enable and encourage others to share stories about Big Sky's experiences to generate positive word-of-mouth and online advocacy.
- Establish a communication framework to monitor word-of-mouth conversations about Big Sky and to amplify the most aligned stories for maximum reach and impact.
- Develop a set of marketing metrics to measure sentiment from target audiences towards the destination to ensure Big Sky's reputation strengthens over time.
- Conduct research to establish a baseline and continue to do so to ensure on-going efforts are successful.

3. Establish Visit Big Sky as the leader in the tourism collective

By 2023, Visit Big Sky will have successfully implemented this strategy through leading a collaborative effort of all stakeholders resulting in a healthy economy and a healthy community for Big Sky.

The VBS vision is ambitious because VBS is a relatively small player in a highly-competitive environment alongside other mountain resort destinations including Jackson Hole, Sun Valley, and Park City just to name a few. Big Sky's competition relies on well-funded destination marketing organizations which employ talented people. Turning a vision into reality requires focused, collective action. VBS must act as the custodian of this strategy. Without this mandate, the leadership required to align all stakeholders and to drive cohesive action does not exist. VBS will put people, partners, systems and processes in place to follow world-class destination marketing practices. It cannot outspend its competition, but it can outsmart them. To continuously build trust with all stakeholders, VBS will put measurements and communication in place to ensure everyone understands how it is progressing as an organization and as a destination.

Actions:

- Develop a stable source of funding that will allow VBS to implement this strategy and continue to lead responsible tourism growth in Big Sky.
- Create a set of benchmarks and key performance indicators (KPIs) to measure the impact of tourism on economic, environmental and quality of life factors in Big Sky.
- Optimize the organization to ensure that our team and partners have the capacity and capabilities to enable us to deliver on this plan.
- Work closely with the community and the statewide tourism industry to deliver the priorities outlined in this document. This includes regular reviews of this plan to consider new ways of creating value.
- Correlate success indicators to monetary value to provide an indication of the economic impact of our investments.
- Educate and advocate for the tourism industry on a local, state and national level, sharing its economic impact on the health of the local and broader economy to ensure its future.

VBS will track progress by measuring four types of performance

1. **Visitor experience:** Are visitors satisfied with their visit to the destination?
2. **Consumer engagement:** Is word-of-mouth promotion improving?
3. **Operator effectiveness:** Are there opportunities to improve experiences?
4. **Corporate transformation:** Is the DMO built to adapt to modern marketing?

In the past, VBS performance measures have focused on tracking increases in the following metrics: Montana Lodging Facility Use Tax collections, local Big Sky Resort Area District Tax collections, number of skier visits, number of visitors to Yellowstone National Park overall and through the West Entrance specifically, passenger totals into Bozeman Yellowstone International Airport (BZN) and Montana Department of Transportation traffic counts on US Highway 191. Another lesson learned through the Tourism Master Planning process is that MORE is not necessarily better. It is about QUALITY versus QUANTITY. VBS will continue to monitor these metrics, but its focus will be on attracting the right type of visitor who will stay longer, spend more and have respect for our destination and local community, so new metrics as indicated above are needed.

Big Sky cannot thrive as a sustainable tourism destination without an organization that manages the overarching visitor experience and resulting word-of-mouth to influence the overall destination brand and stable funding. VBS is the organization created to fill this role. To be successful, all stakeholders need to understand and embrace *Authentic Big Sky 2023*, VBS's Tourism Master Plan. Collectively Big Sky will work to develop authentic tourism experiences, improve its reputation, attract the right visitors, and together with residents, grow its community in a sustainable way to preserve quality of life. By leading the community through the plan outlined in this document, VBS will be able to grow tourism responsibly. This approach will mitigate business risk and provide a significant competitive advantage for Big Sky's tourism industry.

Below are ***The Rising Trends in Travel and Tourism for 2018*** per momondo, a free and inspirational global travel search site serving travelers across more than 30 international markets with billions of cheap flights, hotels and car hire deal comparisons.

- **Uncharted Destinations** – Rise of comparable but alternative, off the beaten path destinations, less-crowded, less-expensive
- **Authentic Culinary Tourism** – Moving away from expensive dining at the most highly acclaimed restaurants to more authentic food experiences
- **Achievement Is the New Experiential** – Travelers will look to achieve a goal or accomplish something they have never done before
- **Work and Travel** – Going from “bleisure” travel meaning extending a business trip by a few days to digital nomad, working full-time or part-time for a month or more
- **Community-focused Hotels** – Large communal spaces for social travelers
- **New Hotel Technology** – Improving Wi-Fi services with higher speeds and wider bandwidths, AI, automated check in/out and mobile application to cater to needs inside/outside the hotel
- **Multi-generational Travel**
- **Conscious Travel Is In** – Sustainable travel was one of the most talked about buzzwords in 2017, but 2018's newest travel term will be “conscious travel,” shifting the focus from a traveler's carbon footprint and the local economy, to include an added element of community. *“More than ever, travelers will be mindful of their impact on the economy as well as the lives of those living in the destination that they are visiting. In addition to making a conscious effort to go on eco-friendly tours and buy organic produce at local markets, travelers will be spending their money in ways that benefit the local economy and community, rather than large corporations and foreign investment companies. That includes opting for small boutique hotels over big chain hotels and local shops over international malls.”*

Big Sky is poised to benefit from these trends as the *Authentic Big Sky 2023* plan illustrates.

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

The Big Sky CVB will continue to focus on working with organizations, businesses, Yellowstone Country and other CVBs to combine our marketing efforts in order to increase tourism to the region at large.

We will evaluate and select the MTOBD co-ops on a method by method basis. We will consider visitation and statewide travel trends, looking at our regional drive market or Dallas as a fly market, and using a portion of our funding to take advantage of MTOBD opportunities for out-of-state exposure. Through public relations efforts, trade-shows, FAM Trips and building our online presence, we also intend to reach more domestic markets our limited advertising funds cannot penetrate (i.e. Texas, Colorado, California, New York, Oregon, Washington) and international markets when statewide sales opportunities are available.

Optional: Include attachment here.

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

The Big Sky CVB will consider co-op opportunities with other tourism regions and CVBs. Visit Big Sky currently focuses on local partnerships with lodging and recreation businesses year-round. These partnerships are essential in delivering actionable marketing messages as well as increase our overall marketing spend. We will continue to work with MTBOD and other regions/CVBs to tap into the growing Dallas and New York markets, and will continue to communicate with the other CVBs to discover more opportunities to market together throughout the year. We look forward to the opportunity to participate in marketing opportunities with the MOTBD including but not limited to media, research, agency time and FAM Trip support.

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

In FY18 VBS partnered with MOTBD on three joint ventures. We shared a booth at the IPW meeting in Denver, CO in May 2018. We also shared customizable content creation with MOTBD in FT 18 through Roots Rated. We partnered with MOTBD for target banner ads from November 13 to December 12, 2018 through Mountain News Corporation.

Optional: Include attachments here.

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Optional: Include attachment here:

Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Plan to measure success?	Provide a brief rationale.	Estimated budget for each method.	Marketing Method Evaluation	Are you using private funds to support this method? If so, please explain	Non tax funds?	Add'l Atchmnts
Consumer	Travel/Trade Shows	Yes	VBS will continue to build upon its investment in international travel trade sales by attending shows during FY19. Expenses will include registration fees and travel, meal and lodging expenses. Tradeshow the Big Sky CVB will consider attending include, but are not limited to, the following: <ul style="list-style-type: none"> IPW Go West Summit IRU IMEX America 	<p>IPW: IPW is produced by the U.S Travel Association, and is the travel industry's premier international marketplace and the largest generator of travel to the U.S. - During three days of intensive, prescheduled business appointments, U.S. travel executives meet with over 1,200 international and domestic buyers from more than 70 countries. Since IPW 2019 will take place in Anaheim more buyers interested in the west will be attending; therefore, we want to have a big presence at the tradeshow.</p> <p>Go West Summit: Go West's successful event formula and comprehensive, well-rounded program are designed to provide destinations with every available opportunity to negotiate business contracts, establish relationships, and gain a better understanding about a variety of topics relevant to the tourism industry. Suppliers representing destinations, properties and attractions from the American West and international tour operators participate in multi-day networking sessions, familiarization trips and Adventure Day activities with the goal of</p>	Measurement will be tracked by lead tracking, increases in MT Lodging Facility Use Tax collections and Big Sky Resort Tax collections.	These events serve the purpose of connecting destination marketing organizations to prospective travel wholesalers and retailers, both FIT and group that would otherwise be generated only through an exhaustive number of around-the-world trips.	\$11,050.00		No		

				<p>showcasing the destination for future tourism business. By matching tour operators from around the globe with Western U.S.-based suppliers in a one-on-one, business-friendly environment, Go West Summit is an event where exciting, profitable and lasting relationships are born quoting "Go West combines the conveniences of a large event with the intimacy of a smaller event, and we pride ourselves on our low supplier to tour operator ratio."</p> <p>IRU: IRU is produced by RMI, with an intensive structure designed to provide conversations with over 80 organizations from around the Real America region and nearly 50 international domestic buyers from more than 10 countries.</p> <p>IMEX America: IMEX is a four-day experience designed to create networking opportunities. With more than 3,200 venues and suppliers representing 130 countries, this is a unique opportunity for VBS to showcase our destination.</p>							
Consumer	Print Advertising	Yes	<p>VBS will use a mix of print together with social and online advertising during FY19. We will strategically leverage the CVB funds to compliment all marketing efforts of VBS while following all TAC rules and regulations. During FY19, VBS will continue to execute a national and regional key market warm season campaign with a focus on educating potential visitors about our proximity to YNP and highlighting our unique summer activities and accommodations. Our winter campaign will turn to support other activities around Big Sky Resort's promotion of Big Sky as a world-class ski destination for example highlighting dog sledding, cross country skiing, snow shoeing, and skjoring.</p>	<p>VBS will utilize visitor data collected and reported by Mammoth Marketing and Crowdriff to determine how to target our core audience, and ultimately determine which channels will drive the most awareness and relate strongest to our high potential visitor. Our ideal winter consumer was identified as a well-educated millennial with an interest in skiing and snowboarding currently living in an urban area. Our winter target geographies are New York, Chicago, Minneapolis, Los Angeles, Dallas, Portland and Atlanta. The campaign consists of print, online digital and social media advertising. The Big Sky summer consumer is similar to the winter consumer but will likely be traveling with children and is interested in rounding-out their Yellowstone vacation with unique activities and quality lodging and dining options. The summer target geographies are in bordering states who have an existing familiarity with the Montana product together with Dallas, Salt Lake City, Portland and Denver as drive markets.</p>	<p>Measurability for print advertising will be the increase in Big Sky Resort Tax income through an increase in both summer and winter visitors.</p>	<p>The ultimate goal of VBS is to increase the right type of visitation to Big Sky by executing campaigns in regional and national markets in both the winter and summer seasons. The campaigns will focus on educating consumers about the unique experiences they will only find in Big Sky. The Air Route Development marketing campaign will continue to focus on supporting additional direct flights from destinations outside Montana to BZN along with expansion of existing airline flights to Bozeman.</p>	\$28,000.00			Yes	
Consumer	Website/Internet Development/Updates	Yes	<p>Today's technologically-savvy traveler relies heavily on digital technology to dream about, plan, book, and share in travel experiences. In FY18, a new website was developed for Visit Big Sky so we will</p>	<p>Today's modern consumer is looking to the web to research, plan and book their travel experiences. DMOs aim to reach these consumers to inspire travel and encourage an increase in spending. According to Internet Travel & Hotel Booking Statistics 148.3 million travel bookings are made on a website each year with 65.4% of those bookings taking place on brand websites.</p>	<p>Measurability for a new website is determined by utilizing universally accepted analytical metrics such as monitoring</p>	<p>An improved website will help present Big Sky as a unique and worthwhile destination. Working with a knowledgeable website development</p>	\$24,000.00			Yes	

		<p>be able to connect more fluidly with travelers and provide them with a state-of-the-art digital destination resource. Main areas of improvement for the new site include: a digital visitor guide with interactive links, leads tracking capabilities, upgraded business listings and events calendars, improved email marketing connectivity, mobile optimization, trip planning resources, an overall improved user interface and site layout to support organic and paid SEO efforts. Local photographers, videographers and bloggers were used to update the website with content that highlights Big Sky's businesses, events, natural beauty and amenities. FY19 funding will be used to maintain the website with current photos and other normal maintenance involved with a website.</p>	<p>*Source: https://www.statisticbrain.com/internet-travel-hotel-booking-statistics/</p> <p>Nielsen research found that travelers spend an average of 53 days visiting 28 different websites over a period of 76 online sessions before booking their travel plans. HuffPost reports that around 95% of leisure travelers read at least seven reviews before booking travel accommodations, tours and activities in a specific destination.</p> <p>*Source: http://www.cmo.com/features/articles/2017/5/5/15-mind-blowing-stats-about-digital-trends-in-travel-hospitality-tp-ddm.html#gs.vS0fp=E</p> <p>The method of planning and booking is becoming heavily skewed toward digital. Digital tools allow for greater analytical monitoring to see what visitors are looking for and did your destination provide that need which will allow for continued improved performance for the future.</p>	<p>website visitor traffic, unique visits, time spent on the site, pages viewed per visit, bounce rate, partner website pass through, and exit rate. We also measure the websites ranking performance from a search engine standpoint.</p>	<p>company has ensured the Visit Big Sky website is utilizing all the latest technology to keep up with the ever-changing digital landscape and consumer demands. An improved website draws more traffic to the site, inspires travelers to plan a trip by effectively communicating the variety of winter and summer activities available, and ultimately become a resource to more easily navigate the area during their visit. Updates to the website are necessary to give each visitor the most up-to-date activities, events and accommodations that Big Sky has to offer.</p>					
Consumer	Online/Digital Advertising	<p>VBS will use a mix of social and online advertising, including but not limited to Trip Advisor and Crowdriff, during FY19. We will strategically leverage the CVB funds to compliment all marketing efforts of VBS while following all TAC rules and regulations. During FY19, Visit Big Sky will continue to execute a national and regional key market warm season campaign with a focus on educating potential visitors about our proximity to Yellowstone National Park and highlighting our unique summer activities and accommodations. Our winter campaign will turn to support other activities around Big Sky Resort's</p>	<p>VBS will utilize visitor data collected and reported by Mammoth Marketing and Crowdriff to determine how to target our core audience, and ultimately determine which channels will drive the most awareness and relate strongest to our high potential visitor. Our ideal winter consumer was identified as a well-educated millennial with an interest in skiing and snowboarding currently living in an urban area. Our winter target geographies are New York, Chicago, Minneapolis, Los Angeles, Dallas, Portland and Atlanta. The campaign consists of online digital and social media advertising. The Big Sky summer consumer is similar to the winter consumer but will likely be traveling with children and is interested in rounding-out their Yellowstone vacation with unique activities and quality lodging and dining options. The summer target geographies are in bordering states who have an existing familiarity with the Montana product together with Dallas, Salt Lake City, Portland and Denver as drive markets.</p>	<p>Measurability is determined by universally accepted website analytical metrics such as number of visits, unique visits, time on site, bounce rate, pages per visit, exit rate etc. as well as changes in MT Lodging Facility Use Tax collections and Big Sky Resort Tax collections.</p>	<p>The ultimate goal of VBS is to increase the right visitation to Big Sky by executing campaigns in regional and national markets in the winter and summer seasons. The campaigns will focus on educating consumers about the unique experiences they will only find in Big Sky.</p> <p>Online advertising provides meaningful scale, cost-efficiency, frequency and has abilities to self-optimize. It also intercepts audiences within</p>	\$20,500.00			Yes	

			promotion of Big Sky as a world-class ski destination for example highlighting dog sledding, cross country skiing, snow shoeing, and skijoring.			their core digital environments where consumers are actively looking for information. We can maximize impressions while leveraging targeting platforms to drive greater effectiveness and efficiency.					
Consumer	Opportunity Marketing	No	VBS will use this method to take advantage of any marketing opportunities that arise after this submission.		This will vary depending on the type of project.	There are opportunities which arise after our plan is submitted that we were unaware of at this time. This will help us take advantage of such opportunities. This will include any upcoming co-op opportunities that may develop during the year, last minute inventory offered that went unsold, new partnerships formed or markets identified, etc.	\$8,000.00			No	
Consumer	Photo/Video Library	Yes	Visit Big Sky will add photos and video content to our library to use as selling points on our website and in advertisements. The MOTBD webDam Montana stock photo library is a great resource we will continue to utilize, but there is still a need for location and activity-specific images of Big Sky.	According to <i>The State of the American Traveler Study</i> by Destination Analysts, about 58.2% of travelers visited a destination's CVB website before they decided to travel to the destination. Around 54.6% used some form of social media to make travel plans including on-line videos and phone apps. About 19.2% of those travelers used online video content to plan their trip and 19.5% used social photo sharing websites. The Internet is of course extremely important, with 64.0 percent saying they get their destination inspiration from one of the three primary digital resources tracked (online media, social media or online video.)	New photos and videos in our advertisements and website will attract more visitors to our destination. We will measure success by an increase in visitation and an increase in lodging tax collections.	Visual images and video content are important influencers in consumers' decisions to travel to a destination. These visuals are the ultimate selling point for our consumers to experience the natural beauty and splendor of our area. It is important to visually communicate with potential travelers by showing - in addition to telling - the events and activities that are unique to Big Sky.	\$11,900.00			Yes	

Consumer	Social Media		<p>VBS will utilize a social media management tool (SproutSocial) to assist in scheduling, monitoring and reporting across multiple social channels including Facebook, Instagram, Twitter and Google+. It will provide insights into social media conversations revolving around the VBS brand, allowing us to participate and increase interaction with potential and current visitors. The tool also helps to identify social influencers who we can leverage to help increase brand awareness. Tech savvy consumers utilize social channels to communicate and ask questions about destinations, events, lodging opportunities and more. A social media management tool will allow us to more closely monitor and respond to these inquiries. The extensive reporting also provides detailed insights into our social media performance including top posts, demographics, best times to post and more influential followers.</p>	<p>VBS has found great success in sharing the unique offerings of our area on social media. This will be a continued focus in FY19 as we will continue to connect with influencers and participate in more organic social interactions with the use of this new social media platform. Below are our current social media statistics:</p> <ul style="list-style-type: none"> • Visit Big Sky Facebook: 17,849 followers • Visit Big Sky Twitter: 2,841 followers • @visitbigsky Instagram: 9,613 followers 	<p>Success will be measured using the management service's robust reporting capabilities. Key indicators such as increased likes, follows, @mentions and hashtag usage will be monitored.</p>	<p>Increasing awareness of the VBS brand via social channels will help extend our reach to potential new visitors. Allowing us to more easily connect with influencers online helps ensure we are participating in and helping control the digital conversation about our destination. The Internet is of course extremely important to visitors to research and book travel destinations with 64.0 percent saying they get their vacation inspiration from one of the three primary digital resources tracked (online media, social media or online video.)</p>	\$1,200.00			No	
Consumer	Joint Ventures		<p>VBS aims to participate in joint venture marketing opportunities with the Office of Tourism and other CVBs when our budget allows. We look forward to the opportunity to participate in marketing opportunities with the MOTBD including but not limited to media, research, agency time and FAM/Media trip support.</p>	<p>Participating in joint ventures provides VBS with a great opportunity to work with other CVBs and regions to amplify our marketing messages. In FY18 VBS participated in a partnership with YC and the other CVBs in the region together with MOTBD. This resulted in VBS' inclusion in Mountain News Corporation, a booth share at IPW and content sharing with the State of Montana with RootsRated.</p>	<p>Success will be measured by increased awareness of the Big Sky product as well as increases in lodging tax collections and increases Resort Tax collections.</p>	<p>Working in partnership with Yellowstone Country, other CVBs and the MOTBD gives VBS the opportunity to participate in marketing strategies way may otherwise not be able to afford. Combining budgets and strategies helps increase the visibility of our region as a whole.</p>	\$10,000.00			Yes	
Marketing Support	DMAI	Yes	Destination International (DI)	DI's members become connected to a community of over 600 official destination marketing	N/A	DI serves as a customer	\$5,000.00			Yes	

			supports the profession of destination marketing, provides peer to peer idea exchange, access to research on visitor centers, training for meeting professionals and the travel trade. Big Sky is requesting funding for membership fees and conference registration fees.	organizations that collectively command more than US \$2 billion in annual budgets around the world. DI is the passionate advocate and definitive resource for official destination marketing organizations and professionals worldwide. *Source: DI		relationship management (CRM) system where the Big Sky CVB can, "connect and collaborate with like-minded peers, thereby protecting and advancing the success of the destination marketing industry locally and globally." – DI					
Marketing Support	Marketing/Publicity Personnel		The Marketing Manager position is designed to manage projects, ensure consistent progress, and to create strong public/private sector partnerships to expand our marketing resources. Coordination with other local and regional marketing funds, events, and projects is also essential. This position is responsible for publicity and media communications, development and distribution of online press and information releases; development of a media (print) database and distribution of information to these sources on a regular basis; development and maintenance of a social networking marketing strategy focused on web-based travel sites, social networking sites, personal information/blogs sites, and community outreach. This position will also be responsible for creating the yearly marketing plan. Job Description - Areas of Responsibility (including, but not limited to): attached separately	The Marketing Manager is responsible for closely monitoring and managing all marketing efforts of the Big Sky CVB. Tourism is the driving force of our local economy and destination marketing ensures a consistent brand message and encourages sustainable growth. Measurable statistics are found within each marketing method the Big Sky CVB completes.	Measurement for the Marketing Manager's effectiveness is determined upon completion of each marketing method. Measurement will also be determined by increase in lodging tax collections and Resort Tax collections.	The Marketing Manager is responsible for closely monitoring and managing all marketing efforts of the Big Sky CVB. Tourism is the driving force of our local economy and destination marketing ensures a consistent brand message and encourages sustainable growth. Measurable statistics are found within each marketing method the Big Sky CVB completes.	\$38,000.00		Yes	Marketing Manager Job Description.docx	
Marketing	Administration	No	The administrative				\$56,174.00		Yes		

Support			budget is to cover costs incurred in the implementation of approved marketing methods/ funded by the lodging facility use tax.								
Marketing Support	VIC Funding/Staffing/Signage	Yes	<p>In FY13, the Big Sky Chamber and Visit Big Sky moved to the corner of Hwy 191 and MT 64 - Lone Mountain Trail. This location requires additional, dedicated VIC staff and signage. CVB funds will support visitor center staffing for additional weekly, weekend, evening and holiday coverage during the peak summer and winter months.</p>	<p>Statistics from the Big Sky VIC during the 2017 calendar year are as follows:</p> <ul style="list-style-type: none"> Total number of visitors: 19,500 Top visiting states: Mt, CA, MN, TX, CO, FL, PA, MI, WA, OH Total hours open: 2,452 hrs. Top five states requesting information: Co, WA, MI, TN, TX Top visiting countries: Canada, France, Great Britain, The Netherlands, Australia, Spain, India, China, Germany, Brazil <p>The Institute for Tourism & Recreation Research (ITRR) research shows that visitors who use VIC staff as a source of information during their trip spend almost 55% more than that of all visitors and their length of stay is almost 31% longer.</p> <p>Source: ITRR</p>	<p>Measurability for the Big Sky VIC includes tracking the number of visitors, the number of information inquiries, changes in MT Lodging Facility Use Tax collections and Big Sky Resort Tax collections.</p>	<p>The Big Sky VIC is a vital part of the Big Sky Community. Big Sky currently lacks a significant, memorable sense of arrival upon entering our community. This issue is compounded by a lack of cell service an hour in either direction of our community. Many visitors utilize the VIC to ask directions and inquire about the area.</p> <p>The Big Sky VIC is not self-service. Travel counselors spend an estimated 8-10 minutes per group assisting visitors with directions, accommodations, dining and activities. Travel counselors are committed to giving high quality personalized service on a year-round basis to assist visitors during our robust summer park season and our ever-growing winter ski season.</p>	\$20,350.00			Yes	
Marketing Support	TAC/Governor's Conference meetings	No	The TAC and Governor's Conference expense is to ensure attendance at Tourism Advisory Council meetings, the annual marketing plan presentation meeting and the annual				\$2,500.00			Yes	

			Montana Governors Conference on Tourism & Recreation. These expenses include transportation/mileage, meals and lodging.								
Marketing Support	Printed Material	Yes	CVB funds will enhance current creative assets by producing printed collateral for usage in our VIC, BZN, and International Travel and Trade Shows as well as for the Far. From. Ordinary. regional Air Route Development Marketing Committee's campaign.	According to the U.S. Department of Commerce, by 2020, the U.S. should see a 20% growth and an additional 15 million international visitors. International travel to the U.S. from China, Canada, the UK, Japan and Mexico account for 75% of the international travelers coming to the United States. *Source: http://tinet.ita.doc.gov/view/m-2017-1-001/index.asp	Measurement will be tracked by increases in international visitation to Big Sky, increases in MT Lodging Facility Use Tax collections and Big Sky Resort Tax collections.	International visitation to Big Sky is continuing to grow. In FY17, Resort Tax funds developed single page materials translated to Chinese, French, Spanish, Japanese and German. Assisting in the production of printed collateral to help visitors in Big Sky is essential to their ultimate visitor experience.	\$1,400.00			No	
Marketing Support	Fam Trips		A Familiarization Trip (FAM Trip) provides event planners, travel consultants, media influencers or potential clients the ability to experience Big Sky. VBS would assist in planning activities, provide lodging, meals and activities to highlight the natural beauty and unique experiences only available in Big Sky. Continued opportunity to collaborate with Yellowstone Country and other local Big Sky businesses (i.e. Big Sky Resort and Lone Mountain Ranch) on planning FAM Trips.	Participating in FAM Trips provides Big Sky with an opportunity to make important networking connections with influencers who can help increase awareness of the area and its unique offerings. The growth in international travel is an important trend we will actively continue to participate in, especially with our proximity to YNP. Having professional and reliable representation by tour operators and media will be beneficial to the Big Sky brand.	Success will be measured by increased awareness of the Big Sky product as well as increases in MT Lodging Facility Use Tax collections and increases in Big Sky Resort Tax collections.	Hosting a series of FAM Trips will provide VBS with an opportunity to connect with travel agents, consultants and media outlets to engage them in authentic Big Sky experiences. Familiarizing influencers with activities, experiences, lodging and dining options will help to increase awareness of the Big Sky brand.	\$5,000.00			No	
Marketing Support	Research	Yes	In order to grow Big Sky tourism, VBS must continually monitor and measure visitor and resident sentiment. In addition, it is critical for the leader of the tourism collective to understand the dynamics of the local market. Research is the tool that facilitates for VBS. A current example of this is VBS'	According to Tourism eschool "understanding the market in which you operate is essential in creating a robust tourism marketing strategy". "Destinations can leverage research to make sound decisions regarding product development and marketing, to remain competitive in our dynamic tourism industry." Research is the tool to be sure that changes you want to make are what the visitor would like when coming to your destination. *Source: https://tourismeschool.com/tourism-research-australia-operators-destinations/	Success will be measured by having greater access to data and information indicating past, current and future trends in the Montana tourism market. The ability to share this information with	Research will include outside support to help deliver data to VBS about our destination and what we can do to make each visitor's stay an outstanding experience so that they will want to share with others to increase the total	\$34,298.00			Yes	

			<p>use of DestiMetrics. They are the leading supplier of lodging metrics and market intelligence for the North American mountain travel industry, providing "what you ought to know" about destination-wide metrics, lodging performance, benchmarking and resort intelligence. VBS utilizes DestiMetrics' foundational product, Reservation Activity Outlook, tracks past and present reservation activity, and sets the stage for measuring performance in the destination. These detailed reports gauge occupancy, Average Daily Rate (ADR) and Revenue Per Available Room (RevPAR) at the destination-level. Moving forward, additional research firms and methods will be employed to assist VBS in this area.</p>		<p>businesses and organizations will help garner more support of VBS' mission to increase visitation to Big Sky</p>	<p>visits to our region. Word of mouth is a very effective marketing tool to grow visitation.</p>						
Publicity	Press Promotions/Media Outreach		<p>VBS will utilize media press promotions to increase the awareness of our brand and amplify the efforts of our summer/winter consumer advertising and online presence. This will be done by supporting our paid advertising, our website and other messaging efforts conducted across other platforms by creating lasting online content, which will set the tone of discussion about the Big Sky destination.</p>	<p>Brands looking to exceed their marketing and communication objectives rely on publicity to build awareness, from guiding conversations and acquiring new audiences, media outreach will help VBS to reach our goals.</p>	<p>Success will be measured by tracking an increase in media coverage and conversation regarding the Big Sky brand.</p>	<p>Marketing programs are proven successful by integrating messages across multiple channels of content delivery, and effective public relations efforts will multiply the effect of dollars invested in consumer advertising.</p>	\$3,500.00			No		
							\$280,872.00					

Marketing Method Evaluation Attachments

- Attachment 1
- Attachment 2
- Attachment 3
- Attachment 4
- Attachment 5
- Attachment 6
- Attachment 7
- Attachment 8
- Attachment 9
- Attachment 10

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
		\$0.00	\$0.00
		\$0.00	\$0.00
		\$0.00	\$0.00
Consumer	Print Advertising	\$37,811.00	\$30,000.00
Consumer	Online/Digital Advertising	\$155,500.00	\$392,700.00
Consumer	Website/Internet Development/Updates	\$24,000.00	\$8,400.00
Consumer	Opportunity Marketing	\$25,000.00	\$0.00
Consumer	Photo/Video Library	\$11,900.00	\$25,000.00
Consumer	Social Media	\$1,200.00	\$0.00
Consumer	Travel/Trade Shows	\$26,050.00	\$0.00
Consumer	Joint Ventures	\$10,000.00	\$15,000.00
		\$291,461.00	\$471,100.00
Marketing Support	DMAI	\$10,000.00	\$2,000.00
Marketing Support	Marketing/Publicity Personnel	\$41,504.00	\$13,400.00
Marketing Support	Administration	\$57,050.00	\$133,179.00
Marketing Support	VIC Funding/Staffing/Signage	\$20,350.00	\$14,921.00
Marketing Support	TAC/Governor's Conference meetings	\$2,500.00	\$1,400.00
Marketing Support	Printed Material	\$1,400.00	\$0.00
Marketing Support	Fam Trips	\$10,000.00	\$0.00
Marketing Support	Research	\$34,298.00	\$4,000.00
		\$177,102.00	\$168,900.00
Publicity	Press Promotions/Media Outreach	\$3,500.00	\$0.00
		\$3,500.00	\$0.00
		\$472,063.00	\$640,000.00

Miscellaneous Attachments

Description

Pie Chart for Marketing Segments

File Name

FY19 CVB required charts.docx

File Size

19 KB

Reg/CVB Required Documents

Description	File Name	File Size
FY 2019 Required documents	MOTBD required documents.pdf	893 KB

