



Application

Instructions

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 **Withdraw** changes the status of the application to Withdrawn and removes the app from the evaluation process.

Application Details

[Map](#) | [Print to PDF](#) | [Negotiation](#) | [Annotations\(0\)](#) | [Versions](#) | [Feedback](#) | [Withdraw](#)

27194 - FY16 Region/CVB Marketing Plan - Final Application

30666 - FY16 Missoula CVB Marketing Plan
DOC Office of Tourism

Status: Under Review Submitted Date: 05/11/2015 3:51 PM

Applicant Information

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Organization Information

Name: * Missoula Convention & Visitors Bureau

Organization Type:

Organization Website:

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Community & Brand Support**1. Describe your destination.**

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

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

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

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

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

STRENGTHS—Please see the attached 2014-2015 Marketing Plan for Specifics of Bulleted Items.

- Arts and Culture
- Immediacy of Access
- Regional Hub
- Sports and Adventure
- Entertainment and Nightlife

OPPORTUNITIES—Please see the attached 2014-2015 Marketing Plan for Specifics of Bulleted Items.

- Air Access
- Wayfinding
- Increase Group and Tour Travel
- Retain Transient Visitors
- Culinary and Spirits Tourism
- Sustainability
- Economic Upturn

CHALLENGES—Please see the attached 2014-2015 Marketing Plan for Specifics of Bulleted Items.

- Air Access
- Seasonality
- Low Conversion of Transient Travel
- Lack of Tourism Infrastructure
- Timeline of Implementation and Funding for Wayfinding
- Organizational Funding

Optional: Include attachments here

[Marketing Plan - Final.pdf](#)**2. How will your marketing plan address the three phases of the travel decision process of inspiration, orientation and facilitation?**

In order to convert a person from someone who may be interested in Missoula to an actual visitor to your destination, we must reach them at all three phases of the decision process – **Inspiration, Orientation and Facilitation.**

Destination Missoula will be following the State brand by using large iconic imagery and brand font in our print and digital advertising, on our website and in our social media. These images inspire people to visit our destination and to see what is unique about it. We have created the "Like A Local" advertising campaign to enhance this concept.

We will implement a number of tools that will help orient our customer to where we are in the country, region and state. Our unique official Missoula Area Visitor Guide gives people an overview of our community and what it has to offer, including maps, directions to our Visitor Centers, numbers to reach our call center, and our website. We use it to help create and promote Missoula as a brand. This year we have implemented an itinerary builder on our newly redesigned website. Our new website is responsive to all devices for ease of use. This gives the visitor the opportunity to plan ahead where they will stay, eat, what attractions and events they want to attend and what loop tours they can take from Missoula to enjoy what our area has to offer.

Finally, using the itinerary builder, and easy access to the information they need to book their trip or the ability to talk to a knowledgeable travel expert on the phone, either through our call center or in one of our VICs, will help facilitate the final sale and a successful trip.

Optional: Include attachments here.

3. Who is your market?

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

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

DM will market to geographic areas which are also targeted by Glacier Country and Montana Office of Tourism and whose residents have shown a history of traveling to Missoula in order to maximize efficiency and cost-effectiveness. We will be concentrating on more "niche" marketing this year, particularly our direct flight and drive markets. Our direct flight markets include Seattle, Salt Lake City, Las Vegas, Minneapolis, Chicago, Denver, Portland, Los Angeles, San Francisco, Oakland, Atlanta and Phoenix. We will also direct our outreach to our drive markets, which includes an approximate 200 - 300 mile radius from Missoula – Spokane, Washington; Coeur d'Alene, Sandpoint, Lewiston, Boise, Salmon and Idaho Falls, Idaho; and Yellowstone Park, Bozeman, Butte, Great Falls, Glacier Park, Kalispell, Montana, Alberta, Canada.

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

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

TARGET DEMOGRAPHIC MARKETS

Demographic - In addition to the geographic target markets, there are four primary demographic markets Destination Missoula will target with tourism promotion and marketing. Each of these markets represents a strong and growing segment of the tourism marketplace. DM will pay particular attention through this marketing plan to niche marketing for destination weddings and reunions, small and mid-size market meetings, sporting events, signature events, arts and culture, leisure and family travel. The average visitor to Missoula is 59 years of age with an income of \$75,000-\$100,000 and 83% are either traveling alone or as couples. Groups of 3-5 travelers represent 16% of Missoula visitors and family travel is heaviest during the summer months. The demographic markets are described below.

Individual Travelers

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

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

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

Sports Travelers

The sports industry is currently a \$212.53 billion annual business. 28.5 million travelers were classified as sports travelers in 2013 - a 5% increase over 2012. These visitors spent over \$8.7 billion in the communities they visited. Direct visitor spending increased over \$400 million between 2012 and 2013. In addition to the sporting event, the sports traveler is looking for the presence of good tourism infrastructure providing accommodations, restaurants, bars, clubs, and various forms of entertainment beyond the event. Just as cities have competed for decades for meetings, conventions, and traditional tourist travel, they now compete to host sports events or attract the pursuit of favorite sports activities. Cities have also learned that most of the events take place whether the economy is good or in recession This element of resistance to economic downturns has brought new cities and suppliers to the industry. As Missoula's sports infrastructure, i.e. Fort Missoula Regional Park, continues to grow our opportunity to economically benefit from this sector continues to grow. During the 2013/14 fiscal year, Missoula saw \$1,894,638.00 economic impact from 7 sporting events that received grants from the DM Sports Commission/Missoula TBID.

Demographics are as follows:

- Primarily male, 18-54 years old, and strong internet users.
- Gender – 68% male, 32% female.
- Age –
- 6% 18-24
- 18% 25-34
- 72% 25-44
- 49% 45+
- 22% 55+
- Income –
- 71% have a household income of \$50K+
- 47% have a household income of \$75K+
- Education and Occupation –
- 54% have graduated college or higher
- 41% are professional/managerial
- 74% are married
- 81% attended a sport event in the last 12 months as either a spectator or participant while on a trip of 50 miles or more, one-way, away from home.
- Attending a sports event is the primary purpose of the trip for most sports event travelers (76%).
- Most sports events travelers are spectators (84%).
- Most sports events travelers stay overnight in a hotel, motel or bed and breakfast (52%).
- Sports events travelers are generally younger than total U.S. travelers. They are also more likely to have children and be employed full-time.

Group Travelers and Event Recruitment

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

Meetings and Conventions

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

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

Missoula will be completely redesigning its Meetings and Conventions website www.missoulameetings.com - to have a cohesive design and functionality with www.destinationmissoula.org. This new website will enhance functionality and ease of use by meeting planners. We feel a targeted print and online campaign is one of the most cost effective means of reaching our target audience this year. This niche marketing will specifically target industry specific associations in our drive and direct fly markets, such as Spokane, Seattle, Portland, Minneapolis, and Chicago. Since Montana as a whole does not have a large presence at the Meeting and Convention Shows, it is hard to make an impact against States and destinations that do have a large presence and offer better pricing. Through a print, online and social media campaign, plus attendance at specific trade shows, we can work with niche markets stressing what is unique about Missoula and the surrounding area that makes it worth the extra expense to hold a meeting here. From attendance at industry specific trade shows since 2013, Destination Missoula staff has had direct meetings with 88 meeting planners, garnered 9 RFP's, and 26 future prospects.

b. What are your emerging markets?

Culinary – We currently see 39 million travelers identify themselves as culinary travelers. Last year alone, they created a \$51 billion economic impact with \$12 billion spent directly on culinary activities. On average they spend \$1,194 per trip with up to 50% spent directly on food and food related activities. They tend to be a younger, more affluent and better educated traveler. The culinary traveler is looking for a unique experience and likes packages based around cooking classes, farmers markets, gourmet food shopping, winery, brewery and distillery tours and festivals. Culinary travelers tend to plan ahead using both print and online media sources. With Missoula's varied restaurants, farm to table sustainability, food trucks, breweries, wineries, and distilleries, culinary tourism is a perfect niche. Destination Missoula has successfully advertised in Food & Travel magazine, added "foodie" information on our website and blogs. Food and Travel circulates over 140,000 magazines quarterly to a readership with an average median income of \$150,000.

Sustainability – These travelers tend to be highly educated, mature, affluent, well-traveled, environmentally aware and sensitive to the social and cultural traditions, systems and mores of the destination they visit. They are similar and in many cases cross-over the culinary traveler.

Youth sports - Sports and events – The sports travel sector is now comprised of over 27.5 million visitors. They are primarily male (68%), between the ages of 18-54, highly educated with a household income level of \$50,000 and above. Youth sports also generate family and multi-generational travel.

Canadian travel – Canadian travel to Montana last year saw 776,000 visitors, creating 2,558,000 room nights and spending \$270 million in our state. They stay an average of 3.8 nights per visit and their main interests are shopping, museums and galleries, cultural events, festivals and fairs and sporting events.

Motorcycle – Motorcycle travel is one of the fastest growing segments in tourism. In 2009, 7,883,000 bikes were registered in the US. With the Canadian and US markets it is a \$34 billion industry with over 11 million riders. The demographic is becoming older and more affluent as more baby boomer professionals become interested in motorcycle travel. Women are becoming the fastest growing segment. An average trip lasts 10-14 days spending \$3,100 per trip. They also love to attend related events averaging 3 events per year spending an average of \$400 per weekend event attended. Ten percent of all visitors enter Montana on motorcycles and 4% spend 1 or more nights in Missoula. This year is the 75th anniversary of the Sturgis Rally and they are expecting up to 1.5 million riders. Missoula is on a major route for riders coming from the west Coast and those wanting to see Glacier National Park. We will be doing specific niche marketing and website itineraries to market to these riders.

LGBT – LGBT travel is a \$70 billion industry in the US. These travelers average 7 trips annually, 4 leisure and 3 business. Their average age is 48 with a household income of \$50,000 and up. They prefer mid-range hotels that understand their needs and tend to return to areas they feel do the best job of outreach and are safe and relaxing. LGBT travelers look for culture, arts, food and wine, rest and relaxation, and nature is important to women. Of the 17 top cities they tend to visit, Missoula has direct flights into nine.

International – In 2014, the US saw 71.8 million international visitors. These international visitors spent \$215 billion - \$43 billion on travel expenses and \$179 billion on hotels, food, drinks, souvenirs, and other expenses. Between 2013 and 2018, international travel to the US is expected to rise between 3.4 to 4.3% annually and by 2018 is projected to encompass 83.9 million visitors. China is currently the largest source of outbound travel in the world and Canada and China are projected to be the top ranking countries for travel growth to the US in the next six years.

New flight markets – With the addition of Frontier Airlines last year, new markets are open to Missoula at affordable prices. We also added Atlanta to our direct flight market and additional direct seasonal flights into Los Angeles. In 2014, Missoula International Airport saw 667,044 total passengers, up 12% over 2013. We project a 3-5% increase in 2015. As a result of the additional flights and the addition of Frontier, Missoula's airfares dropped below the national average in the third quarter of 2014. It makes sense that we would market directly into our direct flight markets in order to increase visitation but also to sustain air service and boost the economy.

c. What research supports your target marketing?

Research on each of the existing and emerging markets for Missoula is available from the following sources:

- **Montana Office of Tourism** – General Travel Statistics
- **STR Reports** – Missoula specific hotel statistics
- **US Travel - Facts and Statistics** (www.ustravel.org/news/press-kit/travel-facts-statistics)
- **International Trade Administration** – US Commerce Department Forecasts Continued Strong Growth for International Travel to the United States – 2014-2019 (<http://travel.trade.gov/tinews/archive/tinews2014/20140407.html>)
- **LATimes.com** – International travelers to the U.S. Spent a Record \$222 Billion in 2014, [www.latimes.com/business]
- **Canadian Government travel statistics** (<http://www.statcan.gc.ca/start-debut-eng.html>)
- **US Department of Commerce, Office of Travel & Tourism Industries** – Canadian Travel Statistics (http://travel.trade.gov/outreachpages/inbound.general_information.inbound_overview.html)
- **Institute of Tourism and Recreation Research** (<http://www.itr.umt.edu/nonres/2013DomCanInterExpend.pdf>)
- **2015 Economic Outlook - Tourism & Recreation Trends & Outlook: Montana's Varied Traveler: A Look into Quarterly Differences**, [www.bber.umt.edu]
- **University of Minnesota Tourism Research Reports** – Sustainable Tourism (<http://www.tourism.umn.edu/ResearchReports/MarketSegments/Sustainable>)

- **Hoteliers – Hotel, Travel & Hospitality News – Report:** More Affluent Travelers, More Women Setting Travel Trends (<http://www.4hoteliers.com/features/article/8196>)
- **Gutsy Traveler.com** – women Travel Statistics – 80% of All Travel Decisions Made By Women (<http://gutsytraveler.com/women-travel-statistics>)
- **National Association of Sports Commissions** – 2012 Report on The Sports Travel Industry, 2013 Sports Tourism: A State of the Industry Report (www.sportscommissions.org)
- **Mandala Research, LLC** -The American Culinary Travelers **2013** (http://mandalaresearch.com/index.php/purchase-reports/view_document/75-the-american-culinary-traveler-study-?tmpl=component)
- **Ontario Culinary Tourism Alliance and Skift** – The Rise of Food Tourism, 2015 Special Report, [www.Skift.com]
- **US Travel** – Comprehensive Culinary Travel Survey Provides Insights on Food and Wine Travelers (<http://www.ustravel.org/news/press-releases/comprehensive-culinary-travel-survey-provides-insights-food-and-wine-travelers>);
- **Destination Analysts** – The State of the American Traveler – Vol. 17, Jan 2015
- **Skift** – Megatrends Defining Travel in 2015, Yearbook/Issue:01
- **About Tourism** – Destination Marketing and the “FOOD” element: A Market Overview ([https:// aboutourism.wordpress.com/tag/culinary-tourism](https://aboutourism.wordpress.com/tag/culinary-tourism))
- **Lynn University College of Hospitality Management** – Best Practices in Culinary Tourism Development: Models and Applications Domestic and Abroad (www.lynn.edu)
- **Kaplan University** – Mapping the Study of Motorcycle Tourism (www.kaplanuniversity.edu)

Optional: Include attachment here.

4. Overall Goals

- Increase the demand in Missoula for hotel rooms, attraction visits, package tours, retail sales, restaurant receipts, local transportation and other events and activities that positively affect the economic impact of the local tourism industry.
- Boost the demand for and usage of venues in Missoula for groups and special events that, in turn, draw attendees to stay overnight in Missoula hotels.
- Via the Missoula Sports Commission, recruit, grow and retain sports events in the Missoula area; and continue to expand visibility of Missoula as a premier athletic destination, especially in the youth sports market.
- Gain national and international media exposure for Missoula’s diverse attractions, natural environment, rich history and unique personality to further education and understanding of the Missoula product.
- Support and contribute to the enrichment of Missoula’s multicultural, performing and visual arts, historic, recreation, education, sports, business and entertainment communities.
- Welcome all visitors, regardless of age, sex, sexual orientation, race, color, national origin, religion, marital status, veteran status or disability.
- Through strong community outreach and with recognized expertise in the tourism industry, actively participate in and contribute to the overall strategic planning for the growth and sustainability of the visitor industry in Missoula.
- Actively seek cooperative community partners to assist Destination Missoula and the Missoula Tourism Business District in meeting the above goals.

Optional: Include attachments here.

5. Joint Venture Opportunities

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

Destination Missoula strongly believes in the value of coop opportunities with partners in the industry. Many times it is a way to reach markets with a larger message and presence than we can individually. The types of coops that we would like to participate in with the Montana Office of Tourism are:

- Affordable print and digital advertising that include reader service
- Matching funds programs that hit our target markets
- Shoulder season, outdoor, non-winter specific
- Arts and culture
- Entertainment
- Two Nations
- International

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

We also would like to participate in cooperative programs with Glacier Country Tourism and the other Regions and CVBs across the state with the following themes in mind:

- Park to park travel
- Arts and culture travel
- Canadian and international travel

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

We have participated in many cooperative opportunities with industry partners in the past, many of which have been highly successful. Following are some of the more recent coops we have participate in on all levels:

Destination Missoula has participated in the Glacier Country summer and winter coops for a number of years. These coops have been highly successful generating close to 20,000 fresh leads annually and which are directly responsible for one-third of all visitor guide requests. The Glacier Country cooperative marketing program delivered over 8,590 leads for Destination Missoula already in the fiscal year with our goal of 11,000 well in each reach by the end of June. Our goal for FY2015/16 is to grow that lead count to 12,500.

This year Destination Missoula participated in three Montana Office of Tourism cooperatives purchasing print and digital buys in Backpacker, Orbitz and Outside Magazine.

- Backpacker delivered 60 inquiries to the call center so far in the fiscal year but we are early in the results collection period. Web traffic topped 200 visitors to the DestinationMissoula.org website so far in the campaign. Those website visitors did spend time on website above our overall website measurement averages suggesting they were quality prospects.
- Orbitz has not delivered inquiries to the call center thus far and the kind of media placement and strategy is not a heavy inquiry driven focus. We have received over 120 visitors to DestinationMissoula.org with pages per visit and time spent on site averages well above our overall website measurement averages suggesting those were qualified prospects.
- Outside Magazine has delivered 480 travel guide requests to Destination Missoula but it is early in the campaign. Website traffic has reached 86 visitors with pages per visit and time spent on site above our website overall measurement averages suggesting those have been quality prospects.

Destination Missoula also participated in a major cooperative buy in Delta Sky Magazine with the Montana Office of Tourism and Glacier Country Tourism, other regions and cvbs across the State, and economic partnership organizations marketing our areas not only for tourism but also economic development. It is very early also in the analysis of this campaign but early results show website traffic flowing into DestinationMissoula.org with healthy time spent on site averages. We have collected 2 inquiries at the call center thus far.

Optional: Include attachments here.

Include pie chart here.

[Co-op Pie Charts.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?	Marketing Method Evaluation	Estimated budget for each method.	Non bed tax funds?	Add'l Atchmnts
Consumer	Electronic Adv - Newsletter, E-blast	Yes	Destination Missoula will use various mediums to promote Missoula as a travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Destination Missoula maintains an up-to-date e-mail database of 60,000 people interested in Missoula. We did four targeted e-mail blasts last year that had an average 17% open rate and a 3.1% click through rate. We also did a paid list e-blast through Bootprints to 60,015 geo-targeted to California, Oregon, Washington, Colorado and Arizona. They were targeted to the higher income, active traveler. We had a 23.4% open rate and a 2.8% click through rate.	Four targeted seasonal electronic email campaigns will remind previous website visitors to visit Missoula and to revisit the website for new content on the latest activities and attractions. Email mini-eblasts will focus on major events and happenings in Missoula to our loyal marketing database of contacts.	Success will be measured through open rates, click through rates, and bounce rates. Our goal is a 15% open rate overall on the 4 email blasts. That would be a 3% improvement over prior year. We are also looking for a 5% growth in clicks once emails are open.		\$15,000.00	Yes	
Consumer	Online/Digital Advertising	Yes	Destination Missoula will use various mediums to promote Missoula as a travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Our online/digital advertising campaign have been highly successful, generating well above the national average. Last year we completed a successful national campaign with Centro, delivering 857,105 impressions, 6,039 clicks to our website, and a .70% click through rate. We also had a campaign on the Northwest Travel Guides Directory website that generated 6,093 digital leads from the campaign.	Destination Missoula will place online digital ads targeting diverse geographic and demographic markets showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons. Our overall target is to acquire 3% inquiry growth over prior year total inquiry and web visitation numbers via print and digital media placements. Individual digital display ads will aim to perform above a .20% CTR. National average is closer to .08% CTR.	Success for online digital ads will be measured through click through rates and impressions; print ads will be measured through unique URL and call center responses. Our overall target is to acquire 3% inquiry growth over prior year total inquiry and web visitation numbers via print and digital media placements. Individual digital display ads will aim to perform above a .20% CTR. National average is closer to .08% CTR.		\$10,800.00	Yes	
Consumer	Photo/Video Library	Yes	Destination Missoula will use various mediums to promote	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. As per research conducted by MTOT for the Montana brand, we have	Destination Missoula will continue to develop and maintain its photo and video library used for all media to promote what is unique about	Success will be measured by an addition of at least 25 new high quality photographs and one		\$4,000.00	Yes	

			Missoula as a travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.	found that use of large, colorful and unique photography and video creates inspiration for visitors when they are making travel decisions. We use it across all platforms, including web, online, digital and print advertising, and throughout our social media.	Missoula and the surrounding area. Destination Missoula will purchase high quality, all season photographs and videos and will encourage non-professional photographers to submit their favorite area photo for potential use by DM in marketing Missoula. Destination Missoula will purchase photo/design software to work with and catalogue photographs in said library.	video to the library, and the ability of DM staff to easily catalogue and work with said photo/video. New and updated photos being used on the website will help to bolster the goal of 15% growth in searches.				
Consumer	Print Advertising	Yes	Destination Missoula will use various mediums to promote Missoula as a travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Although conversion on print ads can be hard to estimate, we feel that it is important to have placement in our direct drive and flight markets to stay top of mind as a travel destination. Two recent successes were our "Like A Local" campaign in both Montana Magazine with a circulation of all 50 states and 14 countries, and Northwest Travel Magazine and Guide Directory that has a national reach with a heavy focus on the West and Mountain region enthusiasts. Over 6,500 travel guide requests were generated by these two campaigns. We use distinct URLs for each of our print advertisements to measure our results.	Destination Missoula will place print advertising in a variety of publications targeting diverse geographic and demographic markets showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons. Our overall target is to acquire 3% inquiry growth over prior year total inquiry and web visitation numbers via print and digital media placements. Individual digital display ads will aim to perform above a .20% CTR. National average is closer to .08% CTR.	Print ads will be measured through unique URL and call center responses.		\$50,000.00	Yes	
Consumer	Search Engine Marketing	Yes	Destination Missoula will use various mediums to promote Missoula as a travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. ITRR research shows that 37% of visitors to Missoula use search engines to help plan their trip and 11% use travel websites. Last year we had 1,161 leads collected from keyword purchases. Google represented 77,386 clicks to www.destinationmissoula.org through May 30 th of this fiscal year. Last year, this number was significantly lower – 43,000. We had a total of 400,000 unique visits to our website this year.	Keywords will be purchased in Google to promote destinationmissoula.org as an online tourism resource for Montana. (See attached Appendix A for complete keyword list).	Success will be measured for the websites by visitor and page views; SEM – key word directed visitors to the website. We would expect to see a 3% growth in website visitation and to add 35,000 new names to our lead database. Our overall goal is visitor growth to the website and related digital resources. This ties into our website marketing, optimization and maintenance and has the same 15% growth target via search and SEO strategies. Success will be measured for the websites by visitors and page views. We are aiming for a 3% increase in total web traffic. Since Destination Missoula is launching a completely new website design this year, we know the new website will take time to fully re-optimize and direct hits and some other popular web referrals may be reduced in the short term. We do think in the long term we will return to double digital growth in 2015-2016 planning.		\$0.00	Yes	
Consumer	Search Engine Optimization	Yes	Destination Missoula will use various mediums to promote Missoula as a travel destination, reaching diverse geographic and demographic markets, with the goal	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. ITRR research shows that 37% of visitors to Missoula use search engines to help plan their trip and 11% use travel websites. Last year we had 1,161 leads collected from keyword purchases. Google represented 77,386 clicks to www.destinationmissoula.org through May 30 th of this fiscal year. Last year, this number was significantly lower – 43,000. We had a total of 400,000 unique visits to our website this	Aggressively optimize and modify website source code meta tags to ensure best possible placement on major search engines.	Success will be measured for the websites by visitor and page views; SEO – visitors, search visitors, non-traditional web visitors, organic placement on Google and other search engines. We would expect to see a 3% growth in website visitation and to add 35,000 new names to our lead database. Our		\$3,000.00	Yes	

			of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.	year.		overall goal is visitor growth to the website and related digital resources. This ties into our website marketing, optimization and maintenance and has the same 15% growth target via search and SEO strategies.				
Consumer	Website/Internet Development/Updates	Yes	<p>Destination Missoula will use various mediums to promote Missoula as a travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. www.destinationmissoula.org generated over 400,000 unique visits last year. ITRR research shows that 19% of Missoula visitors use mobile apps in their planning process. Last year we had 1,161 leads collected from keyword purchases. Google represented 77,386 clicks to www.destinationmissoula.org through May 30th of this fiscal year. Last year, this number was significantly lower – 43,000.</p>	<p>Last year, Destination Missoula completely redesigned and launched its new website, www.destinationmissoula.org. The site is a completely responsive, state-of-the-art website featuring itinerary builders, large photos, and integrated social media, including blogs, Facebook, Twitter, Instagram and Pinterest. When you do a complete relaunch of a site, you take the risk of dropping in optimization. Not only did we not drop but since our launch visitations to the site have increased 5% and continue to grow. We will continue to develop and maintain our main site to inspire travelers. This year, Destination Missoula plans a complete redesign of our meetings site, www.missoulameetings.com, to better reflect the Missoula brand, integrate with our main site, and to be a better resource to meeting planners looking to bring a conference or convention to Missoula. We will also continue to maintain and improve our sports and events website, www.playmissoula.org.</p> <p>Expanded Travel Planning Content – destinationmissoula.org will receive additional content pages on key planning resources for out-of-state visitors, we well as the continued integration of social networking components to keep content fresh and easy to share.</p> <p>Travel Guide Online – Continue the updates of the online guide and maintain the latest technologies. Provide video and website jumps to the digital layout.</p> <p>Daily Updates – Destinationmissoula.org will be provided with immediate updates to events, attractions, and all other trip planning resources as needed by DM, as well as any social media sites, we are using for promotion.</p>	<p>Success will be measured for the websites by visitor and page views; SEM – key word directed visitors to the website; SEO – visitors, search visitors, non-traditional web visitors, organic placement on Google and other search engines. We would expect to see a 3% growth in website visitation and to add 35,000 new names to our lead database.</p> <p>Our overall goal is grow visitors to the website and related digital resources by optimizing the new website for search engine searches, maintain weekly monitoring of trending hot keywords and search phrases among the major search engines, and maintain the website with fresh content both text, video, and photography to drive page rank and user access. We are hoping to grow the number of visitors to the search via search engines and other non-display ad digital media marketing by 15% over prior year.</p> <p>Mobile Apps - Our overall target is to attain 20% growth in the number of visitors using our mobile friendly digital resources, as well as 20% growth in pages viewed by mobile devices.</p> <p>Expanded Travel Planning Content - Our overall goal is visitor growth to the website and related digital resources. This ties into our website marketing, optimization and maintenance and has the same 15% growth target via search and SEO strategies.</p> <p>Travel Guide Online – Our goal is to grow visibility and usage of the print edition guide with the digital friendly version. Goal is to grow online views of the guide by 10% over prior year.</p> <p>Weekly Updates - Our overall goal is visitor growth to the website and related digital resources. This ties into our website marketing, optimization and maintenance and has the same 15% growth target via search and SEO strategies.</p>			\$0.00	Yes

Group Marketing	Electronic Adv - Newsletter, E-blast	Yes	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. We do at least two targeted e-mail blast to meeting planners and one to sports/event planners each year. Last year that had an average 17% open rate and a 3.1% click through rate. We are working on growing our engagement with both missoulameetings.com and playmissoula.com which both currently average 6,000 visitors a year.	Destination Missoula will send out 2 meeting and 1 sports e-blasts to targeted meeting planners and sports and event planners reminding them why Missoula is a unique destination for meetings and events. We will continue to develop and maintain our main site, as well as www.missoulameetings.org and www.playmissoula.org to increase the perception of the Missoula area as a primary tourist and meetings destination.	Success will be measured through open rates, click through rates, and bounce rates. 2 Meeting blasts will have a goal of 10% open rates 1 Sports blast will have a goal of 12% open rate. We will aim for 10% webpage traffic growth over prior year average visitor numbers for both missoulameetings.com and playmissoula.com. Both sites together are averaging about 6,000 visitors annually currently.		\$0.00	Yes	
Group Marketing	Fam Trips	Yes	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Familiarization trips give us the ability to work directly with targeted meeting planners to highlight and give them the unique Missoula experience. Having the actual experience of a destination meeting and event planners are much more likely to recommend that destination because they are assured of the experience their clients will receive. Hosting RMI in 2014 has put Missoula on the map for international tour operators, where before we were a quick stop between Glacier and Yellowstone.	Destination Missoula will arrange a minimum of one (1) FAM trip specifically targeting meeting planners. The trip will be designed to highlight what is truly unique about Missoula as a meeting destination specifically during off peak and shoulder seasons. This trip may be arranged solely or in partnership with Glacier Country Tourism and/or the Montana Office of Tourism other tourism organizations, local organizations and private businesses.	Success will be measured through participation rate, amount of resulting earned media and bookings.		\$5,000.00	Yes	
Group Marketing	Online/Digital Advertising	Yes	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Our online/digital advertising campaign have been highly successful, generating well above the national average. Last year we completed a successful national campaign with Centro, delivering 857,105 impressions, 6,039 clicks to our website, and a .70% click through rate. We also had a campaign on the Northwest Travel Guides Directory website, that generated 6,093 digital leads from the campaign.	Destination Missoula will place online digital ads targeting diverse geographic and demographic group travel markets showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons.	Success for online digital ads will be measured through click through rates and impressions. For this niche group our goal is perform above .15% CTR. National average is about .08% CTR. Overall this will help us achieve 10% overall group meeting website traffic to prior year.		\$0.00	Yes	
Group Marketing	Print Advertising	Yes	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Destination Missoula's group print marketing targets meeting/event planners and sporting organizations in direct drive and flight markets. Examples are Meetings Focus, Smart Meetings, Sports Event Magazine and Sports Destination Management Magazine. Our goal is to grow our engagement with both missoulameetings.com and playmissoula.com which both currently average 6,000 visitors a year.	Destination Missoula will place print advertising in a variety of publications targeting diverse geographic and demographic group travel markets, meeting planners and event coordinators showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons.	Print ads will be measured through unique URL and call center responses. Our overall goal is a 3% inquiry growth over prior year total inquiry and web visitation numbers via print and digital media placements. Individual digital display ads will aim to perform above a .20% CTR. National average is closer to .08% CTR. URL used in the ads will help contribute to the 10% growth, as well as a goal of direct inquiries to Group Marketing staff position.		\$0.00	Yes	
Group Marketing	Social Media	Yes	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Social media is become a paramount means of communication for meetings and events. The use of social media in the planning process and during the event, across Facebook, Twitter, Instagram and Pinterest is the norm. Organizations expect that DMOs have a strong social media presence and use it to promote their event and stay in touch with their attendees. ITRR research shows that 2% of visitors to Missoula use social media in their planning process and 5% during their trip. Destination Missoula had 11,000 social media driven clicks to our website in FY12-13. In 2013-14 we grew this engagement to 17,000.	Destination Missoula will continue to create a social media marketing strategy with a unified voice and message across all social media platforms which can be used to specifically target group travelers, meeting and event planners.	Success will be measured by social media engagement, including followers, likes, shares and web visitation from social media. Our goal is 15,000 Facebook fans and a 25% growth in Twitter and Instagram.		\$0.00	Yes	
Group Marketing	Travel/Trade Shows	Yes	Destination Missoula will use traditional	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Destination Missoula attends 10	Destination Missoula, in partnership with the Missoula Tourism Business Improvement District, will attend a variety of	Success will be measured through number of qualified leads and RFPs		\$0.00	Yes	

			media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	throughout the year, giving our staff the ability to meet directly with meeting and event planners to give them the understanding of what makes Missoula a unique destination for their group. It also gives them the assurance that a highly trained and knowledgeable staff will be able to help them throughout the planning and implementation process for their event. These one on one sales sessions are highly effective in obtaining qualified leads.	meeting and convention, sports and event, and tour and group travel shows to increase exposure of Missoula as a group travel destination.	resulting from attendance at said trade shows.				
Group Marketing	Group Marketing Personnel	Yes	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. It is essential for DMOs to have highly trained group marketing personnel to attend trade shows, work with area venues and community partners, follow-up and stay in communication with meeting and event planners through the use of tools such as E-MINT, and to guide and troubleshoot for events when they do come to your destination. It creates an atmosphere of trust in both the community and meeting/event planners and ensures that events are successful.	<ul style="list-style-type: none"> • Destination Missoula will create a new campaign encouraging Missoula residents and groups to bring their meetings and conferences to Missoula. • Provide sales support through research; subscribing to Destination Marketing Association International's EmpowerMINT; maintaining and enhancing our trade show booth as necessary and production of sales materials. • Increase sales staff industry knowledge through attendance at key industry conferences, such as Travel, Entertainment and Management in Sports, National Association of Sport Commissions and Montana High School Association. • Collaborate with the Destination Missoula Sports Commission in spreading awareness of Missoula Tourism Business Improvement District grant funding for new and existing events and application assistance. • Work to create or support new events in the Missoula area. 	Success will be measured by an increase in the number of meetings and events held in Missoula annually, the number of new leads produced from campaigns and show attendance and the number of grants applied for and the economic impact of those events on the community. Last year, our sales staff attended 8 trade shows producing 147 new prospects/leads, and the Missoula Tourism Business Improvement District provided grants to 12 cultural and sporting events providing a total economic impact to Missoula of \$5,402,473.00.		\$0.00	Yes	
Marketing Support	Administration	Yes	Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan.	Funding for operations, key personnel and services in order to provide the best experience for visitors to our community, and highly trained staff that is knowledgeable on industry trends and how to implement them to the advantage of the Missoula market.	Success will be measured through visitor center contacts, materials distributed, attendance at educational conferences, annual reviews and evaluations.		\$46,115.00	Yes	
Marketing Support	DMAI	Yes	Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Professional development in all departments keeps our staff on top of new travel trends and able to be proactive in marketing, instead of reactive. It also gives our staff a chance to network with similar DMO's to learn best practices and make connections across the country. DMAI also gives our staff access to the latest travel research. A more professional and knowledgeable staff leads to more leads, conversion and ultimately longer, unforgettable stays in your community.	Staff attendance at DMAI niche and Annual Conferences in order to stay abreast of industry trends and how to incorporate them in our market.	Success will be measured by conferences successfully attended.		\$6,000.00	Yes	

			increasing destination conversion.							
Marketing Support	Fulfillment/Telemarketing	Yes	<p>Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. We produce 150,000 guides each year. The call center dispatched 60,000 travel guides to callers, e-mail requests, reader service, Online Guestbook, and social media requests. The call center also delivers guides to trade shows, Southgate Mall, the Missoula International Airport and a dozen other locations throughout the City. The guide is also delivered through Certified Folder from Glacier to Yellowstone Park and west to Spokane. The call center staff also maintain social media content, provide all data entry of guide requests, and detailed travel planning and counseling assistance to potential visitors. Recent studies by Temple University Laboratory for Tourism & eCommerce and Western Association of CVBs shows that use of an official travel guide increases the length of stay by 1.9 days, the average reader's income is \$93,030, with a mean age of 53.3. Although most are baby boomers, a full 20% of readers are millennials.</p> <p>http://www.destinationmarketing.org/blog/new-research-reveals-official-visitor-guides-valuable-also-deliver-high-value-visitors</p>	<p>Destination Missoula will provide the following services through our fulfillment company:</p> <ul style="list-style-type: none"> • Provide potential visitors with information they have requested 5 days a week (24/7 ordering capabilities provided). Expanded hours for peak inquiry periods and large scale campaigns. • Implement a central clearing house for management, fulfillment, and tracking of all inquiries via email, telephone, live helper chat, fax, mail and reader response cards. • Provide targeted extension numbers for better tracking of print media, as well as special URLs for web response measurement. • Provide a customizable database to track additional traveler interest and preferences. Utilize the database to provide sample call backs to ensure guide arrived timely for consumers. • Provide timely fulfillment of travel guides and electronic mail responses. • Provide additional travel planning assistance to visitors needing help with directions, weather conditions and attraction and lodging details. • Maintain quality data in the consumer database and back up the data daily for protection. • Provide storage and local and national distribution of the guides via call center and local tourism business requests for guides. • Integrate call center with web 2.0 opportunities to place questions and answers and other valuable dialog with consumers Online to assist website based travel planners. • Provide social media content support and tracking information – Facebook, Twitter, Pinterest. 	<p>Our overall goal is to improve by 3% the number of inquiries handled at the call center. A 3% increase sets our goal at 63,063 inquiries up from 61,226 in 2014.</p> <p>A major share of the travel guides will come into and be distributed by the call center/fulfillment center. Over 60,000 travel guides will be sent from the call center to direct inquiries from print, digital, social media, and related travel guide requests. The call center will ship the travel guides using the latest requirements with the US Postal Service. They will ship guides to the United States and Canada but will restrict guides requested outside those areas to only special mailing circumstances approved by the Director. In those cases we push visitors when possible to the online guide version.</p>	\$52,100.00	Yes		
Marketing Support	Opportunity Marketing	Yes	<p>Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Previous experience shows that opportunities arise throughout the year that were not planned for when creating our yearly marketing plans which can be highly successful and cost effective ways of reaching our target markets.</p>	<p>Destination Missoula will set aside funds to participate in marketing opportunities that come up through-out the year that were not available at the time this Marketing Plan was written.</p>	<p>Success measures will vary depending on the segment of the projects participated in.</p>	\$11,734.00	Yes		
Marketing Support	TAC/Governor's Conference meetings	Yes	<p>Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan.</p>	<p>Destination Missoula will set aside funds for key personnel to attend TAC meetings and the annual Governor's Conference on Tourism in order to stay abreast of industry rules, regulations and trends.</p>	<p>Success will be measured by meeting and conference attendance and incorporation of new rules, regulations and trends in daily operations of Destination Missoula.</p>	\$2,000.00	Yes		

			and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.							
Marketing Support	VIC Funding/Staffing /Signage	Yes	Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. ITRR research shows that 26% of visitors to Missoula used the VIC staff and information and 30% use brochure rack information. Personal interaction with travel counselors increases the ability to tailor a visitor's experience, give them many options of what to see and do in a community that they would not otherwise have known about, and increases the length of their stay.	DM will maintain a full-time, year-round travel counselor for our VIC during regular office hours. For more information on the responsibilities please refer to the 2015-2016 Marketing Plan for more details. DM will also hire staff during peak visitor seasons to cover our VIC during non-office hours. Please see the 2015-16 Marketing Plan for more details. These hours are not covered by the Destination Missoula regular staff. We want to be sure visitors feel welcome and know what is available to them, even if they arrive outside our regular hours. Destination Missoula has seen steady increases in visitor use of our official Visitor Information Centers with a 62.5% increase over 2013/14. The downtown VIC had over 2,577 visitors from all US States and 28 countries. We continue to partner with the Missoula International Airport with a Visitor Information Center at the airport. This VIC services thousands of visitors annually. Destination Missoula will create highly visible signage for the outside of our main visitor center, and signage within the visitor center to help direct visitors to the information they are looking for.	Success will be measured by the increase in the length of visitor stays and satisfaction, brand awareness, increased visitation to VICs, and public education of Missoula as a travel destination.		\$23,678.00	Yes	
Marketing Support	Crisis Management	Yes	Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. The ability to respond quickly to a crisis is of utmost importance. Having a local, regional and state crisis management policy in place and being able to put resources forward immediately to help manage our message, move visitors safely throughout our state and give them up to date information and alternatives has proven to be essential.	Destination Missoula will actively participate with the Tourism Advisory Council, Montana Office of Tourism, Glacier Country Tourism and other tourism organizations in educational programs and crisis management issues related to the promotion of tourism.	Success measurements will vary greatly based on the crisis. Destination Missoula will be proactive in helping to resolve the crises, will maintain an updated crisis communication plan to meet all needs, will provide rapid communication via the call center, social media, website and with the media.		\$100.00	No	
Marketing Support	Research	Yes	Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Our use of STR Reports and EmpowerMint are essential tools to assess our market growth from both the leisure and group market standpoints and provide us with benchmarks for our planning process for the following year. It also allows us to give firm statistics of the value of a DMO in a community. We do not feel that we have adequate visitor information at the city level, as our ITRR information for Missoula is 10 years old. We will therefore be commissioning a research company to help Missoula adequately assess our visitors and provide us with the in-depth knowledge that we need to be specific in our target marketing.	In order to track Missoula's occupancy rates, understand the results of key marketing campaigns, including advertising and event promotion, and our conversion rates, Destination Missoula will use the following tools: <ul style="list-style-type: none"> DM will continue to purchase appropriate Smith Travel Reports in order to track Missoula city occupancy rates, average daily rates, averages and changes in the Missoula hotel market. This will aid DM in understanding the Missoula market, to identify times of need, and to develop niche marketing opportunities to increase occupancy. DM will work with major event and conference planners, organizations 	Success will be measured by awareness of industry and specific community trends, ability to specifically define and increase target markets, and conversion rates.		\$0.00	Yes	

					<p>and individuals to establish the economic impact of such events and conferences during 2015-16 through the DMAI Economic Impact Calculator. During 2014-15, DM was able to establish over \$5 million in economic impact from funded events throughout the year. Missoula will also be creating a new, updated campaign to bring awareness to the community of the impact of such events on our community.</p> <ul style="list-style-type: none"> DM will implement web trends and survey tools to measure inquiries, actual visitations, visitor satisfaction, and feedback in order to identify marketing successes, areas needing improvement or misperceptions about Missoula and the surrounding area, and to raise community awareness of tourism as an economic driver. DM will create a short survey to be filled out with the guest book at DM VICs. DM, in partnership with TBID, will hire a research company to look at visitation trends, rates and conversion rates specific to Missoula. 					
Marketing Support	Joint Ventures	Yes	<p>Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan.</p>	<p>Destination Missoula will set aside funds to participate in joint venture opportunities with the Montana Office of Tourism, Glacier Country Tourism and other CVBs/Regions that come up through-out the year that were not available at the time this Marketing Plan was written.</p>	<p>Success measures will vary depending on the segment of the project participated in.</p>		\$4,000.00	No	
Publicity	Fam Trips	Yes	<p>Destination Missoula will use the latest social media in combination with traditional media to increase brand exposure with proactive strategic messaging.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Familiarization trips give us the ability to work directly with targeted writers to highlight and give them the unique Missoula experience. We work closely with Glacier Country Tourism on being an integral part of all press and FAM trips to keep give Missoula national exposure.</p>	<p>Destination Missoula will arrange a minimum of one (1) FAM trip specifically targeting arts and culture in Missoula. The trip will be designed to highlight what is truly unique about Missoula specifically during off peak and shoulder seasons. This trip may be arranged solely or in partnership with Glacier Country Tourism and/or the Montana Office of Tourism other tourism organizations, local organizations and private businesses.</p>	<p>Success will be measured through participation rate and amount of resulting earned media.</p>		\$0.00	Yes	
Publicity	Marketing/Publicity Personnel	Yes	<p>Destination Missoula will use the latest social media in combination with traditional media to increase brand exposure with proactive strategic messaging.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. With markets as competitive as they are today, it is essential to have highly trained staff to creatively market and publicize our area to stay top of mind as a travel destination. It creates brand control and community cohesion.</p>	<p>Marketing/Publicity Personnel – Destination Missoula will continue a part-time, year-round marketing staff position, whose responsibilities may include, but will not be limited to:</p> <ul style="list-style-type: none"> Help conceive and develop strategies to market Missoula as a destination. Research and maintain demographic and geographic data in order to most effectively market Missoula. Work with area meeting and convention facilities, Montana Office of Tourism, Glacier Country 	<p>Success will be measured by having up-to-date databases and statistics, marketing materials, strategies, success of cooperative work between industry partners in marketing Missoula and surrounding areas and satisfaction of participants in various FAMS to be conducted throughout the year. Success will also be measured by DM's ability to maintain and increase funding sources.</p>		\$16,748.00	Yes	

					and other interested parties to partner to market Missoula and the surrounding area.					
Publicity	Press Promotions/Media Outreach	Yes	Destination Missoula will use the latest social media in combination with traditional media to increase brand exposure with proactive strategic messaging.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. This will be the first year that Destination Missoula will be bringing on an outside organization for our press promotion and media outreach. PR is a very cost effective way of getting your message and branding out on a regional and national basis.	Destination Missoula and the Missoula Tourism Business Improvement has contracted and partnered with Windfall Studios for public relations services. These services will include production of a media/press kit to include interchangeable information on sports, group travel, events and conference plan, press releases and story pitches to appropriate publications in our drive and direct flight markets. These story lines will be directed to niche marketing efforts and to drive off peak/shoulder season business. The host of projects includes Luxury Resort Magazine and Small Town, Big Eats. As well as key digital influencers like Mother of Mayhem and Urban Bliss Life Blog.	Destination Missoula will also work in partnership with the Montana Office of Tourism, Glacier Country Tourism, and other industry partners to directly promote Montana and Missoula to media partners throughout the Northwest. This year, Destination Missoula partnered with Glacier Country Tourism, the Whitefish and Kalispell CVBs, and the Montana Office of Tourism on press tours to Seattle, Portland and San Francisco. These events were highly successful and well attended garnering continuing interest in our area from writers. Missoula will be hosting two trips this year directly related to these events. We will partner again this year for similar events in San Francisco, Seattle and Chicago. In addition we will start the new fiscal year working on a digital influencer press trip of our own focused on shoulder season travel needs for Missoula.		\$0.00	No	
Publicity	Social Media	Yes	Destination Missoula will use the latest social media in combination with traditional media to increase brand exposure with proactive strategic messaging.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. We have seen through the astounding results from our SoMeTUS13 social media campaign the power of the use of social media by DMOs. ITRR research shows that 2% of visitors to Missoula use social media in their planning process and 5% during their trip. Destination Missoula had 11,000 social media driven clicks to our website in FY12-13. In 2013-14 we grew this engagement to 17,000. Destination maintains a presence on Facebook, Twitter, Instagram, Pinterest and through blogs on our website.	Destination Missoula will continue to create a social media marketing strategy with a unified voice and message across all social media platforms.	Success will be measured by social media engagement, including followers, likes, shares and web visitation from social media. Goal is 15,000 Facebook fans by the end of the 2015-2016 marketing plan period. That would be a jump from 6,943 currently. We have only recently deployed a full social media strategy for Facebook. We will also grow Twitter and Instagram followers by 25% over prior year period.		\$0.00	Yes	
									\$250,275.00	

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Electronic Adv - Newsletter, E-blast	\$15,000.00	\$0.00
Consumer	Online/Digital Advertising	\$10,800.00	\$0.00
Consumer	Photo/Video Library	\$4,000.00	\$0.00
Consumer	Print Advertising	\$50,000.00	\$0.00
Consumer	Search Engine Marketing	\$0.00	\$0.00
Consumer	Search Engine Optimization	\$3,000.00	\$0.00
Consumer	Website/Internet Development/Updates	\$0.00	\$0.00
		\$82,800.00	\$0.00
Group Marketing	Electronic Adv - Newsletter, E-blast	\$0.00	\$0.00
Group Marketing	Fam Trips	\$5,000.00	\$0.00
Group Marketing	Online/Digital Advertising	\$0.00	\$0.00
Group Marketing	Print Advertising	\$0.00	\$0.00

Group Marketing	Social Media	\$0.00	\$0.00
Group Marketing	Travel/Trade Shows	\$0.00	\$0.00
Group Marketing	Group Marketing Personnel	\$0.00	\$0.00
		\$5,000.00	\$0.00
Marketing Support	Administration	\$46,115.00	\$0.00
Marketing Support	DMAI	\$6,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$52,100.00	\$0.00
Marketing Support	Opportunity Marketing	\$11,734.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$2,000.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$23,678.00	\$0.00
Marketing Support	Crisis Managment	\$100.00	\$0.00
Marketing Support	Joint Ventures	\$4,000.00	\$0.00
		\$145,727.00	\$0.00
Publicity	Fam Trips	\$0.00	\$0.00
Publicity	Marketing/Publicity Personnel	\$16,748.00	\$0.00
Publicity	Press Promotions/Media Outreach	\$0.00	\$0.00
Publicity	Social Media	\$0.00	\$0.00
		\$16,748.00	\$0.00
		\$250,275.00	\$0.00

Miscellaneous Attachments

File Name	Description	File Size
Marketing Plan - Final.pdf (1.9 MB)	Destination Missoula Marketing Plan	1.9 MB
Pie Charts.pdf (124 KB)	Pie Charts	124 KB

Reg/CVB Required Documents

File Name	Description	File Size
Signed Required Documents.pdf (712 KB)	Signed Required Documents.	712 KB

[Return to Top](#)



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