



**Grant Details**

**68892 - FY19 Region/CVB Marketing Plan**

72774 - FY19\_Bozeman CVB\_Marketing Plan

DOC Office of Tourism

**Grant Title:** FY19\_Bozeman CVB\_Marketing Plan  
**Grant Number:** 19-51-013  
**Grant Status:** Underway  
**Comments:**  
**Applicant Organization:** Bozeman Area Chamber of Commerce  
**Grantee Contact:** Daryl Schliem  
**Award Year:** 2018  
**Program Area:** DOC Office of Tourism  
**Amounts:**  
**Contract Dates:** Contract Sent 06/20/2018  
**Project Dates:** 07/01/2018  
**Grant Administrator:** Barb Sanem  
**Contract Number:** 19-51-013  
**Award Year:** 2018  
**Contract Dates**

07/01/2018  
Project Start

Contract Received

06/30/2019  
Project End

Contract Executed

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?*

Bozeman, Montana, is more than a destination, it's a lifestyle. Surrounded by majestic mountains, rivers full of fat trout and with Yellowstone National Park as a neighbor, outdoor adventure is just a short drive away. Couple that with a town rich in art, music, dining and entertainment and you'll see why Bozeman is the most sought out spot in Montana!

Visitors coming in the spring will find spectacular photo opportunities as the hills turn green with snow-capped mountains in the background. Wildlife watching in Yellowstone is at its prime with babies such as moose, elk and bison calves, bear cubs, fox and wolf pups being born. The spring runoff brings with it exciting whitewater rafting and wildflowers start to pop.

Summer is Bozeman's busiest season with 65% of Bozeman tourists visiting Yellowstone National Park, (ITRR, Nonresident Visitor Survey, 2017). Bozeman is surrounded by the Gallatin, Madison and Yellowstone rivers, all of which are well-known and respected by anglers worldwide.

Winter enthusiasts love Bozeman. Bridger Bowl and Big Sky Resort both offer world-class alpine skiing without the lift lines that often accompany other popular ski areas. Nordic skiing is top notch with Crosscut Mountain Sports Center in Bridger Canyon, local trails groomed by Bridger Ski Foundation, backcountry trails in Hyalite Canyon and Lone Mountain Ranch in Big Sky. Snowmobile guides can take you into beautiful backcountry and for a unique adventure, dog sledding trips are available in Big Sky and Paradise Valley. For those who prefer a more low-key adventure, there are endless opportunities for snowshoeing.

The cultural scene in this mountain town rivals that of larger cities. Museum of the Rockies, a Smithsonian Affiliate, is home to the largest collection of dinosaur fossils in North America. The Bozeman Symphony and Intermountain Opera have ongoing performances and the three historic theaters in town bring in a variety of live shows. The annual Sweet Pea Festival each August is a local favorite. This three-day festival celebrates the arts with music, art shows, dance, theater, food and activities for the kids.

Montana State University, the state's largest college, brings a vibrant energy to town, including educational and inspirational speakers, exciting sporting events and big-name concerts.

**Strengths**

- Bozeman is the largest city bordering Yellowstone National Park sitting between the North and West entrances. In 2017, 65 percent of people staying at least one night in Bozeman visited Yellowstone. (ITRR, Nonresident Visitation, 2017.)
- Access to Bozeman continues to get easier. We have 16 nonstop flights to major cities across the United States. Bozeman Yellowstone International Airport is projecting another record breaking year with total passengers enplaned and deplaned expected to surpass 1,301,000. American Airlines continues to expand service with larger planes and an added flight to Los Angeles. JetBlue Airways will begin seasonal service with two weekly flights from Bozeman to California's Long Beach Airport starting winter, 2017-2018. In 2017, 22 percent of people visiting arrived by air, a number that is expected to keep growing. (ITRR, Nonresident Visitation, 2017.)
- Bridger Bowl ski area and Big Sky Resort have some of the best skiing in the Rockies. The uncrowded mountains, big terrain and lots of light, fluffy snow, make it a unique ski destination.
- Downtown is a lively hot spot of restaurants, galleries, boutiques and entertainment. With two new hotels and more on the way, visitors can now stay in the heart of Bozeman.
- Montana State University is now the largest university in Montana. Many a student has visited on vacation then returned to study, and many a parent has made it a vacation to come visit their children!

- Two of Montana's State Parks, Madison Buffalo Jump and Missouri Headwaters, are located within a half hour's drive from Bozeman. Both parks have interpretive displays of the area's cultural and natural history. Lewis and Clark Caverns, another family favorite is just an hour away. Here you'll find one of the largest known limestone caverns in the United States.
- Bozeman is an ideal home base to stay while taking day trips to places such as historic Virginia and Nevada Cities, Livingston, Big Sky and West Yellowstone. You can find a scenic drive in every direction, with hiking trails at every stop and top-notch fishing in each direction.

## Opportunities

### Increasing winter visitation.

Bozeman's biggest opportunity is the potential to increase winter visitation. According to Destination Analysts Winter Enthusiast Research, January 2018, the winter enthusiast identifies January as a time they would be most likely to visit; which for us, is an ideal time to increase hotel occupancy, skier numbers and winter visits to Yellowstone National Park.

Potential visitors in the study also list the top four important attributes for winter recreation include affordability, charming small towns near ski resorts, proximity to National Parks, hot springs and thermal pools. Bozeman embodies all these attributes.

All five of the top states with a high concentration of winter enthusiasts are included in Bozeman's target markets: California, Texas, Florida, New York and Pennsylvania. We consistently receive high organic search traffic from Florida and Pennsylvania without having utilized paid media in these areas.

### Leveraging original content specific to visitor's interests; "Meet them where they are."

In FY18, we established a robust inbound marketing strategy which included blogs, paid search and a social media focus. Much of this content is evergreen and along with fresh, ongoing, new content can be used as touch points throughout a visitor's vacation planning. This content strategy allows us to continuously provide information specific to what a traveler has shown interest in.

We also invested in new video and photo assets which will allow us to create fresh, relevant content in the form of blogs, short form videos and photography. These assets will also be used in a new digital and print campaign which will launch with the winter season late summer and early fall.

### Increased collaboration with tourism partners.

The airline marketing group, which includes the Bozeman CVB/TBID, Yellowstone Country, Big Sky Resort, Visit Big Sky, Yellowstone Club and Bozeman Yellowstone International airport has focused efforts on promoting the area to direct flight destinations. This partnership continues to grow based on increased air service to our area.

Paid media partnerships with MTOTBD, Yellowstone Country, and other state region partners in channels such as Trip Advisor or the Glacier Visitor's Guide have given us wide-ranging, cost-effective exposure while leveraging media budgets and have proven to be valuable opportunities.

We are planning to expand our collaboration with other tourism entities to host social media influencers, press trips and FAM tours to the area.

On a local level, we are launching a focused outreach to local businesses encouraging them to share and distribute our content through their own social media channels. We can also serve as a platform to share local events.

## Potential Challenges

### Overcoming the perception that it's difficult to get here.

Despite having robust air service, including 16 nonstop flights to major cities, many people still have the impression it is difficult to get here. Currently, 75% of visitors are arriving by auto. (ITRR, Nonresident Visitation, 2017.) This tells us we are still missing a large geographic market out of our drive areas. The 2017 Montana Brand Exploration Research conducted by Destination Analysts found that many people feel it takes a significant amount of time to vacation in Montana. Increased promotion of our air service to the eastern side of the country can help alleviate this perception.

### Balancing hotel inventory.

Summer is the busiest season in Bozeman with hotels reaching full occupancy which can drive rates up. Our challenge is to increase our winter and shoulder season visitation, balancing the inventory and increasing traffic to local businesses. New hotels are being added at a rapid rate and only time will tell how it may affect our year-round occupancy.

### Congestion in Yellowstone National Park.

It's not surprising that summer is the most popular time to visit Yellowstone, but the growth has presented a problem with large numbers of people visiting the park at the same time. Yellowstone officials are looking into ways to manage the growth, but from a local perspective, we can use our marketing to encourage visitation during other times of the year.

### Significant weather events.

The emphasis on our outdoor recreation brings with it potential hurdles from Mother Nature. Last year's fires didn't significantly impact the Bozeman area, but since much of the state was severely affected by smoke, there was a widespread belief that it encompassed Bozeman. Likewise, 2017-18 was a tremendous snow year, but if we get a year with low snowfall, last minute travelers are less likely to come.

### Attracting Canadian visitors.

Given the strength of the dollar, we are not seeing growth or interest from the Canadian market at this time. This has previously been one of our emerging markets. With limited data on the Canadian traveler to our area, it has been difficult to find confidence in backing direct flights to BZN.

### Economic Concerns.

The current economic climate could raise concerns about discretionary spending.

## Describe your destination.

## Inspiration

Our marketing strategy starts with paid advertising showcasing outdoor recreation, history and an energetic downtown. In FY18, we invested in new creative assets and our photo and video library is a varied mix of these attributes. In addition to our longer, seasonal videos, we are planning to create several short form video clips that can be used on social media, email blasts and the website.

Our robust inbound marketing strategy features targeted blog posts to help potential visitors develop a deeper understanding of the area. This effort has informed our strategy and allowed us to further refine our content. We know from categorizing over 180 blogs posts into clusters, the top topics of interest are: Yellowstone National Park, relaxing, skiing, traveling to Bozeman and lodging in Bozeman. For example, our posts with the most engagement were:

1. Ranking the 14 Best Hot Springs in Montana - 41K Views
2. 15 Nonstop Flights to Bozeman You Need to Know About - 23K Views
3. 7 Life Changing Things to Do In Yellowstone - 15K Views
4. 15 Interesting Yellowstone National Park Facts You Didn't Know - 14K Views

## 5. 5 Myths About Visiting Bozeman, Montana - 13 K Views

User-generated content on Instagram, using the hashtag #OnlyInBozeman, has driven fantastic organic growth with these followers becoming ambassadors for Bozeman.

In FY19, we are putting a bigger emphasis on attracting social media influencers, who can inspire their own following.

### Orientation

Once potential visitors arrive at our website they are prompted to download the Travel and Relocation Guide and to subscribe to our email updates. After they have registered, we send a series of emails with our latest blog posts, travel planning tips and vacation ideas. The final emails invite them to sign up for our blog and follow us on social media. This strategy allows us to follow visitors through the buying journey, providing relevant information at numerous points.

The results exceeded our expectations with overall web traffic up 90% FYTD and organic traffic up 206% FYTD year over year. Our top sources of web traffic are coming from organic traffic, paid search and social media referrals.

This year, we will introduce a re-engagement campaign at the beginning of the respective warm and winter seasons.

This strategy has also put us one step ahead in the world of search. With the growing popularity of voice search through smartphones and audio assistants search engines are now evolving to follow a human thought process rather than "keyword stuffing." Search engines are now evaluating how people search and fresh, relevant content improves our organic rankings.

### Facilitation

The Bozeman CVB and TBID collaborate with shared goals, one marketing plan and one website. This partnership allows us to provide detailed information drilling down into specific businesses within the categories of Stay, Eat, Play, Work and Explore.

The lodging area of our site garners a lot of interest with a higher conversion rate. Lodging has an individual landing page which can then take the visitor directly to the hotel site for booking. Hotel referrals from the Bozeman website are averaging 600-700 per month.

Website visitors who download a Travel and Relocation Guide or subscribe to our blog continuously receive information based on their interests.

### Optional: Include attachments here

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

### Geographic

#### Primary

- New York
- Dallas
- Chicago
- Los Angeles
- San Francisco

#### Secondary

- Houston
- Denver
- Atlanta
- Seattle
- Portland
- Phoenix
- Las Vegas
- Salt Lake
- Minneapolis

**Direct Flight Markets**-(There is some overlap with above lists, but this delineates these markets specifically.)

- Seattle/Tacoma
- Portland
- San Francisco
- Los Angeles
- Long Beach
- Salt Lake City
- Las Vegas
- Phoenix/Mesa
- Denver
- Minneapolis/St.Paul
- Chicago
- Dallas/Fort Worth
- Houston
- Atlanta
- New York/LaGuardia
- Newark

### Interests

According to the ITRR 2017 Nonresident Visitor Study, most of the activities visitors are interested in take place during the warm season.

- 64% Scenic Driving
- 42% Day Hiking
- 42% Wildlife Watching
- 31% Nature Photography
- 27% Recreational Shopping
- 23% Car/RV Camping
- 23% Visiting Other Historical Sites
- 22% Visit Local Brewery
- 16% Visiting Museums
- 14% Visiting Lewis & Clark Sites

- 10% Fishing/Fly Fishing
- 9% Skiing/Snowboarding
- 8% Visit Farmers Market
- 8% Dinosaur Attraction

Again, this demonstrates the opportunity to round out our winter season visits by promoting winter activities such as skiing/snowboarding, nordic skiing and visiting Yellowstone National Park in the winter. Many of these activities such as visiting historical sites and museums, scenic driving, and nature photography are great shoulder season activities.

### Target Demographics

- Winter Enthusiasts
- Families
- Urban Dwellers
- Young Professionals

### Other Targets

#### Meetings

Bozeman is a popular spot for destination meetings. However, our event space is somewhat limited which dictates that we focus on meetings of 500 participants or less. Targeted industries are technology, agriculture, education and other professional and trade associations.

#### Film

We look forward to expanding our relationship with the Montana Film Office. The Bozeman area has been the location for box office hits like "A River Runs Through It," "The Horse Whisperer," and numerous commercial spots.

#### Sports Tournaments and Events

Running events in Bozeman continue to gain popularity. Run to the Pub has been Voted the #2 Best-in-the-U. S half marathon by Runner's World. The Bozeman Marathon is a Boston Marathon Qualifier, and the Bridger Ridge Run is known as one of the most technical trail runs in the United States.

We collaborate closely with the Bozeman TBID's sports tournament committee, which focuses on statewide and regional tournaments both inside and outside of the Montana High School Association.

*b. What are your emerging markets?*

### Emerging

We are seeing a strong segment of organic traffic coming from Florida and Pennsylvania. These states, along with California, Texas and New York, align with the top states winter enthusiasts reside. Other emerging markets include Washington DC, Boston and Charlotte.

**Optional: Include attachments here.**

*c. What research supports your target marketing?*

Our FY19 targets are informed by a combination of research and metrics from:

- ITRR Nonresident Visitor Study, 2017
- Study of the Winter Enthusiast, Destination Analysts, 2017
- Montana Brand Exploration Research, Destination Analysts, 2016
- Website Traffic Trends
- Bozeman CVB Email List
- Social Media Metrics
- Bozeman Yellowstone International Airport Data

Our primary goals for FY19 are:

- Increase winter visitation by marketing our vast winter recreation: alpine and nordic skiing, snowmobiling, snowshoeing, dog sledding and ice skating. Bozeman is rich in culture which complements our outdoor recreation.
- Increase visitation during shoulder seasons to make Bozeman more of a year-round destination. Promoting activities such as wildlife watching in Yellowstone, spring fishing, hiking and cultural activities such as visiting museums and festivals will help communicate that spring and fall are great times to visit.
- Continue to build and nurture our email list through inbound content marketing including blog posts, follow up emails, newsletters and social media. This strategy keeps Bozeman top of mind and engages these self-selected, potential visitors throughout their trip planning process.

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

In FY18 we saw remarkable success with On The Snow, Trip Advisor and Roots Rated.

After reviewing the Joint Venture opportunities for FY19, we plan to incorporate the following packages:

1. VisaVue Travel Spending Data - \$5,800
2. LiveIntent - \$10K package (\$5,000 spend from Bozeman CVB)
3. On The Snow - \$10K Package (\$5,000 spend from Bozeman CVB)
4. TripAdvisor - (2) \$10K Packages (\$5,000 spend from Bozeman CVB) one winter one summer

We also plan to utilize the Arrivalist platform to further close the gap on our ROI.

Optional: Include attachment here.

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

Bozeman CVB and TBID have an ongoing collaboration with both boards pooling funds and approving a joint marketing plan. This strategy has been highly successful with the ability to leverage our funds toward a common goal.

In FY17 Bozeman CVB partnered with Yellowstone Country, Big Sky CVB, Big Sky Resort, Yellowstone Club and Bozeman Yellowstone International Airport to form the Air Transportation Committee with the goal of creating a cohesive marketing campaign to promote our nonstop flights. The first year we focused on the Texas market for the Dallas and Houston flights. In FY18 we broadened that reach to include Los Angeles and San Francisco. The campaign is a combination of digital and print advertising along with a strong social media presence.

In FY18 we collaborated with Yellowstone Country for a Trip Advisor co-op that was highly successful. We also continued our long-standing partnership with Bridger Bowl to promote our area in Powder Magazine, along with an in-flight video advertisement on United Airlines. Based on the results of these campaigns, we intend to continue these partnerships while continuing to explore other opportunities throughout FY19.

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

Our collaborative marketing with the Air Transportation Committee has been successful for specific airline campaigns, but we have also been able to leverage Bozeman CVB marketing funds by targeting the same cities which then increases our exposure and maximizes our budget.

Most of our state cooperatives have been successful. While Roots Rated did well, our own original content produced better results, therefore we will be re-allocating those dollars to other joint ventures.

Optional: Include attachments here.

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**Marketing Segment, Method & Budget**

Marketing Segment	Marketing Method	Describe your method.	Provide supporting research/statistics.	How do you plan to measure success?	Provide a brief rationale for this method.	Estimated budget for method.	Marketing Method Evaluation	Add'l Atchmnt
Consumer	Webpage Marketing/SEO/SEM	Over the past couple of years, our combination of SEO and SEM has continued to generate the most leads through paid search, social media and organic traffic, growing our overall website traffic by 90% year over year. Our Inbound marketing strategy, largely driven by weekly blog posts increased our organic website traffic by 206%. We plan to continue this strategy, increasing our investment in paid search and refining our content around topic clusters that	<a href="https://www.ama.org/publications/MarketingNews/Pages/seo-tips-for-2018-voice-search-and-sem.aspx">https://www.ama.org/publications/MarketingNews/Pages/seo-tips-for-2018-voice-search-and-sem.aspx</a> <a href="https://www.forbes.com/sites/forbesagencycouncil/2017/11/27/content-marketing-in-2018-trends-and-tools-for-success/#5eb9a0087896">https://www.forbes.com/sites/forbesagencycouncil/2017/11/27/content-marketing-in-2018-trends-and-tools-for-success/#5eb9a0087896</a>	Web Traffic Goals - End of FY19 • Overall website traffic - 515K visits (30% increase) • Organic Traffic - 130K	Inbound marketing is the cornerstone of our marketing plan, bringing in the majority of our website traffic and engaged leads. This method gives us the	\$29,153.00	<b>WEB TRAFFIC RESULTS:</b>  GOAL: Overall website traffic - 515K visits (30% increase over FY18) <b>RESULTS: 825,307 Visits, 60% over goal</b>  GOAL: Organic Traffic - 130K Visits (60% increase over FY18) <b>RESULTS: 187,762 Organic Visits, 44% over goal</b>  GOAL: Overall Social Traffic for FY19 - 157K visits (30% increase over FY18) <b>RESULTS: 362,156 Social Visits, 130% over goal</b>  Our SEO/SEM strategy has continued to be successful, producing increases well over our goals. The momentum around our inbound marketing/blog strategy and paid social media ads is consistently driving	Examples of Paid Social Promotion and Organic

		<p>have shown the most interest including, Yellowstone National Park, relaxing, skiing, traveling to Bozeman and lodging in Bozeman.</p> <p>This strategy has also put us ahead of the game with the changing search climate. Voice assistants are underscoring the importance of good content, with search engines evaluating what people are asking for along the lines of human thought process versus simple keywords.</p>	<p><a href="https://www.wordstream.com/blog/ws/2018/03/01/voice-assistants">https://www.wordstream.com/blog/ws/2018/03/01/voice-assistants</a></p>	<p>Visits (60% increase)</p> <ul style="list-style-type: none"> <li>• Overall Social Traffic for FY19 - 157K visits (30% increase)</li> </ul>	<p>opportunity to interact directly with potential visitors and engage them at each step of their vacation planning.</p>	<p>new traffic to our site through organic search, paid search and paid social ads. We published 69 blog posts throughout the year, carefully monitoring what topics garnered the most engagement and built upon that. We also monitored our popular keyword search terms incorporating them into our content strategy. Popular content includes direct flights to Bozeman, hot springs and anything related to Yellowstone National Park.</p> <p>We will be continuing this strategy in FY20, refining our content based on interest in search terms, social media engagement and blog engagement.</p> <p><b>BLOG:</b> <a href="http://www.bozemancvb.com/stories/">http://www.bozemancvb.com/stories/</a></p>	<p>Search.docx</p>
Consumer	Social Media	<p>Social media proved to be one of our biggest generators of website traffic. While many of our followers, particularly on Instagram grew organically, paid advertising is becoming more important for getting in front of people. Facebook has rolled out a new strategy focusing on friends and family instead of products and brands. This change decreases the amount of impressions served organically, and forces businesses to "pay to play."</p> <p>Social is one of our main methods of content distribution. We actively</p>	<p><a href="https://www.nytimes.com/2018/01/12/technology/facebook-news-feed-changes.html">https://www.nytimes.com/2018/01/12/technology/facebook-news-feed-changes.html</a></p> <p><a href="https://blog.hubspot.com/marketing/social-media-predictions-2017">https://blog.hubspot.com/marketing/social-media-predictions-2017</a></p> <p><a href="https://www.smartinsights.com/social-media-marketing/social-media-marketing-trends-2018/">https://www.smartinsights.com/social-media-marketing/social-media-marketing-trends-2018/</a></p>	<p>Social Media Goals - End of FY19</p> <ul style="list-style-type: none"> <li>• Facebook Followers - 65K</li> <li>• Instagram Followers - 7500</li> <li>• Twitter Followers -</li> </ul>	<p>Social media continues to provide strong ROI while allowing us to engage directly with potential visitors. Our viral growth of Instagram followers using the hashtag #onlyinbozeman, our increased website referrals from promoted blog posts and continued</p>	<p><b>Social Media Goals</b>                  GOAL: Facebook Followers - 65K  <b>RESULTS: 56K Followers, 86% to goal</b></p> <p>GOAL: Instagram Followers - 7500  <b>RESULTS: 9216 Followers, 44% over goal</b></p> <p>GOAL: Twitter Followers - 5000  <b>RESULTS: 4,503 Followers, 90% to goal</b></p> <p>Social media is a major driver of traffic to our website, with momentum continuing to build. The majority of our social media growth in FY19 was in Instagram, where we see an active, engaged community who diligently tag their photos with #Bozeman, #OnlyinBozeman and #VisitBozeman, which we are then able to repurpose to Facebook and Twitter.</p> <p>Video performed very well. Our 3-second views totalled 24,495 organic and 13, 737 paid.</p> <p>Our strong social engagement is evidence of the success of this method which we will continue to use and refine. In FY20, we are adding more focus to our FB and Twitter content to continue to increase this following.</p> <p><b>VIDEO EXAMPLES: (Files also attached on main page.)</b></p>	<p>\$29,153.00</p> <p>Examples of Social Media Posts.docx</p>

		<p>promote our blogs, landing pages and travel planner downloads through our social channels. Video is expected to continue to increase in popularity. We now have a video library with a plethora of footage that can be made into short form video to use on social channels.</p> <p>We are also increasing our partnerships with other tourism stakeholders to host social media influencers to our area.</p>		5000	<p>growth of Twitter are all indicative of a strong social media strategy that we are continuing to build upon.</p>	<ul style="list-style-type: none"> <li>• <b>Facebook:</b> <a href="https://www.dropbox.com/s/pvz61skjdw4l1h/Summer-15sec_%231.mp4?dl=0">https://www.dropbox.com/s/pvz61skjdw4l1h/Summer-15sec_%231.mp4?dl=0</a></li> <li>• <b>Instagram:</b> <a href="https://www.dropbox.com/s/uo7bb5vlqy5doqw/summer19-2-0_insta-story.mp4?dl=0">https://www.dropbox.com/s/uo7bb5vlqy5doqw/summer19-2-0_insta-story.mp4?dl=0</a></li> </ul>
Consumer	Online/Digital Advertising	<p>While targeted, unique content is driving much of our growth, it's still important to introduce our brand to a broad range of people. Without casting this large net, our chances of attracting new visitors is greatly hindered. We plan to expand our geographic targets to places such as Florida and Pennsylvania who are showing strong organic numbers, and will be more aggressive in target markets that align with our nonstop flights. Our creative will become even more tailored as we have found it to be more effective in driving traffic when it is</p>	<p><a href="https://www.entrepreneur.com/article/309056">https://www.entrepreneur.com/article/309056</a></p> <p><a href="https://www.kunocreative.com/blog/digital-marketing-in-2018-and-beyond">https://www.kunocreative.com/blog/digital-marketing-in-2018-and-beyond</a></p>	<ul style="list-style-type: none"> <li>• Website Contacts - 7500 Total (50% increase) Average of 625/mo</li> <li>• Increase email subscriber list to 4500</li> </ul>	<p>Digital advertising gives us the ability to target our message by geography, demographics and psychographics. This strategy allows us to deliver personalized, relevant ads that generate more engagement while exposing our brand to a large area.</p>	<p><b>Online/Digital Goals:</b></p> <p>GOAL: Website Contacts - 7500 Total (50% increase) Average of 625/mo  <b>RESULTS: 6620 New Contacts in FY19 551/mo, 88% to goal.</b></p> <p>GOAL: Increase email subscriber list to 4500  <b>RESULTS: 5871 Subscribers, 30% over goal.</b></p> <p>This year, we began a three-part program to move visitors through the buying cycle through digital ads and videos using paid media, paid social, pre-roll, retargeting and email marketing. The first phase, "Experience Montana" was to create awareness and invite people to learn more by visiting our website. During this phase, we did A/B testing of different messages based on location and interest.</p> <p>The second phase, "Better in Bozeman" was targeted based on data from Arrivalist, website traffic, social media audiences, digital advertising results, and competitor destinations. We modified the messages based on interest and geography.</p> <p>The third phase, "Choose Your Adventure" utilized retargeting and email marketing to bring people back to the website and encourage them to sign up for the newsletter or download our travel guide.</p> <p>This strategy proved to be highly successful. One, we were able to modify our messages based on location and interests. Two, we had the flexibility to monitor and modify as we went. We are carrying this strategy into FY20, building on what we have learned.</p>

Examples of Digital Marketing Campaign.docx

		relevant to the area.						
Consumer	Print Advertising	Our print budget is a small percentage of the whole, but is still a valuable part of the mix. This year we plan to advertise in both niche and lifestyle magazines such as Powder, Sunset and specific fly fishing magazines.	<p><a href="https://www.ama.org/publications/MarketingNews/Pages/why-print-matters.aspx">https://www.ama.org/publications/MarketingNews/Pages/why-print-matters.aspx</a></p> <p><a href="https://www.forbes.com/sites/forbescommunicationscouncil/2018/03/02/does-print-still-have-a-place-in-the-future-of-advertising-10-experts-weigh-in/#4753a68f5fc6">https://www.forbes.com/sites/forbescommunicationscouncil/2018/03/02/does-print-still-have-a-place-in-the-future-of-advertising-10-experts-weigh-in/#4753a68f5fc6</a></p>	While it is difficult to measure the impact of print advertising, there is still a significant subscriber base in both niche and online advertising and we feel it is important for brand awareness.	While content creation and digital advertising are the most effective way to generate leads, there is still value in paid media buys to expand our brand value. While the digital space becomes more cluttered, print gives us the opportunity to get in front of people in the physical world.	\$10,000.00	<p>Our print campaign utilized four issues of Big Sky Journal, a western lifestyle magazine distributed nationally to 40,000 people per issue through subscriptions, newsstand sales, Delta Sky Club Lounges and select hotels in the Jackson Hole, Bozeman, Big Sky, Coeur d'Alene, Sun Valley, and the Kalispell/Flathead areas. Big Sky Journal readers are highly focused on outdoor recreation, are within the ages of 36-64 and have an annual household income of \$320K.</p> <p>Other print advertising falls under cooperative ads with Yellowstone Country in Powder and Ski Magazine. (See Joint Ventures section.) We did not end up participating in Sunset Magazine as originally considered. We are very happy with the results of Big Sky Journal and will continue to advertise in this magazine in FY20, as well as explore opportunities with other publications as they arise.</p>	Big Sky Journal Full Page Print Ads.docx
Consumer	Opportunity Marketing	We are allocating \$5000 for unknown opportunities that may arise from local, regional or statewide partnerships. Opportunities will be evaluated based on alignment with our overall strategy and how the project ties to our target markets.	<p>Ensuring a marketing budget has room for experimenting, or taking advantage of unknown opportunities gives us the flexibility to adjust our current plan, and to modify as needed.</p> <p><a href="https://www.forbes.com/sites/steveolenski/2018/07/27/how-cmos-should-be-managing-their-marketing-budgets/#4a006a5626c7">https://www.forbes.com/sites/steveolenski/2018/07/27/how-cmos-should-be-managing-their-marketing-budgets/#4a006a5626c7</a></p>	Success will be measured by investment in Voices of Montana Tourism.	Opportunities are often presented throughout the year and this budget gives us the flexibility to take advantage of them as they come along.	\$8,116.15	<p>Bozeman CVB was presented the opportunity to invest in the Voices of Montana Tourism (VOT) outreach efforts that encompassed advocating and educating legislatures, local policy-makers and the general public regarding tourism in Montana.</p> <p>Success will be measured by the audience reached by VOT.</p> <p>Our objective was to engage in statewide outreach efforts to reach an audience in an effective and efficient way that we would not be able to do with our own CVB resources. The Voices of Montana Tourism organization distributes a monthly e-newsletter that has a distribution of 450+. As a VOT partner, the Bozeman CVB receives a presence and directory link on the voicesoftourism.com which has been online since 2011 and has a robust following. In addition, VOT made a total of 32 community presentations with 1,500 attendees in FY19. In our area, one workshop was held and 150 people attended it.</p> <p>We met our objective and considered this method successful. We will continue to include and fund the Opportunity Method in the future in order to seize opportunities as they arise.</p>	
		Budget allocation for partnership projects with the MTOTBD, Yellowstone Country, the Airline Marketing Committee and other tourism		Success is			<p>Our FY19 Joint Ventures were highly successful. We participated in a combination of partnerships with the Bozeman Yellowstone International Airline marketing partnership, MTOTB Joint Venture programs and regional partnerships with Yellowstone Country. Bozeman CVB appreciates the opportunity and value these partnerships bring in order to extend our marketing dollars to a wide-ranging audience, we would not be able to afford on our own.</p> <p>Our airline marketing allocated \$50,000 toward marketing for the new Jet Blue flight to Long Beach which included digital advertising along with large format ads inside and outside the Long Beach airport. The flight has done very well, and we have continued these marketing methods into FY20. (See attached photo of large format ads, campaign results are under Additional Attachments.)</p> <p>We partnered with Glacier Country, Desitnation Missoula, Explore Whitefish, Big Sky Resort, Sage Lodge, The Ranch at Rock Creek, Helena TBID and Great Northern Best Western, Helena to attend IMEX in Las Vegas. This is the largest MICE tradeshow in North America with 12,389 total participants. Bozeman CVB has 43 new contacts from the event, and while we don't have any meetings booked at this time, we have 5 solid leads we are working with. IMEX provides a great opportunity to introduce Montana to meeting planners and we will continue with the cooperative in FY20.</p> <p>An in-flight video partnership with Yellowstone Country and Bridger Bowl on United and Alaska Airlines was highly successful, and is being continued in FY20.</p> <ul style="list-style-type: none"> <li>• <b>In-Flight Media</b> <ul style="list-style-type: none"> <li>◦ <b>United: 6.3 million impressions</b></li> <li>◦ <b>Alaska Airlines: 250K Impressions</b></li> </ul> </li> </ul> <p><b>In Flight Media (Airline Marketing):</b> <a href="https://www.youtube.com/watch?v=_AyJdzUJ7_0">https://www.youtube.com/watch?v=_AyJdzUJ7_0</a></p>	

Consumer	Joint Ventures	<p>stakeholders as they arise. All projects must meet our overall marketing goals as well as our geographic and demographic targets.</p> <p>This year we will be utilizing Trip Advisor, Live Intent, Sojern, On the Snow and Yellowstone Country cooperative advertising. We are also implementing the Visa Vue platform.</p>	<p>Success in previous years has proven these packages to be an excellent investment and a great benefit to CVB by being able to extend our budget.</p>	<p>determined by through website referrals (impressions and clicks) for advertising campaigns. IMEX partnership will be considered successful by number of leads generated.</p>	<p>Joint Ventures create a win-win situation by combining local and state budgets to extend our reach.</p>	<p>\$105,800.00</p>	<p>MTOBT Joint Ventures included Live Intent, On the Snow and Sojern. We are pleased with the results of these cooperatives and based on the specific packages, will be participating again in FY20.</p> <ul style="list-style-type: none"> <li>• <b>Live Intent: Impressions - 1,460,357, Clicks - 6,987</b></li> <li>• <b>On the Snow: Impressions - 912,768, Clicks - 1,215</b></li> <li>• <b>Sojern: Impressions - 1,817,549, Clicks - 1,435</b></li> </ul> <p>(FILES ALSO ATTACHED ON MAIN PAGE)</p> <ul style="list-style-type: none"> <li>• <b>MTOTBD Winter:</b> <a href="https://www.dropbox.com/s/9ow3taepxyahac/Bozeman%20CVB%20-%20December%20Dashboard.pdf?dl=0">https://www.dropbox.com/s/9ow3taepxyahac/Bozeman%20CVB%20-%20December%20Dashboard.pdf?dl=0</a></li> <li>• <b>MTOTBD Summer:</b> <a href="https://www.dropbox.com/s/8jmd8qx67knt0r6/Bozeman%20CVB%20-%20June%20Overview.pdf?dl=0">https://www.dropbox.com/s/8jmd8qx67knt0r6/Bozeman%20CVB%20-%20June%20Overview.pdf?dl=0</a></li> </ul> <p>We also partnered with Yellowstone Country and other tourism partners for spreads in Powder and Ski Magazines. These partnerships were highly successful and provided a powerful message about our area and we will consider them again for both warm weather and winter in FY20.</p> <ul style="list-style-type: none"> <li>• <b>Yellowstone Country - 4,348,691 Impressions, 8,401 clicks</b></li> </ul> <p><b>Yellowstone Country (Print Co/Op) - (FILES ALSO ATTACHED ON MAIN PAGE)</b></p> <ul style="list-style-type: none"> <li>◦ <a href="https://www.dropbox.com/s/pq1v0dk5eocds20/Powder%20Magazine%20-%20November%202017.pdf?dl=0">https://www.dropbox.com/s/pq1v0dk5eocds20/Powder%20Magazine%20-%20November%202017.pdf?dl=0</a></li> <li>◦ <a href="https://www.dropbox.com/s/sr2hjs2yw7k892p/SKI%20Magazine%20-%20November%202017%20Cooperative.pdf?dl=0">https://www.dropbox.com/s/sr2hjs2yw7k892p/SKI%20Magazine%20-%20November%202017%20Cooperative.pdf?dl=0</a></li> </ul>	
Marketing Support	Digital Asset Management/Aquisition	<p>Yearly subscription and fees for HubSpot and Mail Chimp which are used to manage our email list, blog content, and social media channels.</p>	<p>Having all of our social media, blogs, newsletter and website metrics captured and organized in one place is invaluable. Since integrating HubSpot and utilizing MailChimp, we are able to monitor our growth in all areas year over year, while building upon areas that are most successful.</p> <p><a href="https://blog.hubspot.com/marketing/social-media-metrics-ceos-cares-about">https://blog.hubspot.com/marketing/social-media-metrics-ceos-cares-about</a></p>	<p>Increased metrics in online digital advertising and social media.</p>	<p>This aggregated approach allows us to quickly track and measure our ROI and make adjustments in real time.</p>	<p>\$35,000.00</p>	<p>Having the ability to manage our assets and results in one platform was very successful and has given us true insight as to what is working well. In FY19, we were able to begin to test different messages based on geography and interests, giving us the ability to move people through the decision-making process. We highly value this tool and will be using it again in FY20. See attached metrics report "FY19-BZN CVB Digital Media Campaign-Completion Report.xlsx."</p>	
Marketing Support	TAC/Governor's Conference meetings	<p>Budget allocation for hotels, good and mileage to the FY19 TAC meetings and Governor's Conference.</p>	<p>Budget allocation is determined by the number of people attending meetings and costs during prior years.</p>	<p>Success will be measured through attendance and ideas generated through these meetings.</p>	<p>TAC meetings and the Governor's Conference are great opportunities to network with other tourism partners and learn from both their successes and challenges.</p>	<p>\$1,000.00</p>	<p>This year's conference and meetings were successfully attended by the CEO. The breakout groups at the Governor's Conference provided a great opportunity to brainstorm and share what other people are doing with their social media marketing and the keynote speakers provided great perspective on storytelling, which was helpful in relation to our blog strategy. The FY20 Marketing Plan was approved by the TAC in June.</p> <p>We do have a budget allocation for TAC Meetings and the Governor's Conference in FY20.</p>	
				<p>Success will</p>	<p>Working in conjunction with</p>			

Marketing Support	Marketing Plan Development	Budget allocation for agency services in developing the FY20 Marketing Plan.	For many years, we have worked in conjunction with contracted agencies to develop our marketing plans which have been passed as submitted by the Tourism Advisory Council. This expertise and consistency has worked well in building upon our successes and changing things that have not worked as well.	be determined by approval of the FY20 marketing plan, meeting our goals for each marketing method and increased bed tax dollars for the fiscal year.	our contracted marketing team, we are able to incorporate effective and up-to-date marketing solutions into our marketing plans. As such, Bozeman has consistently seen year over year increases in our bed tax dollars.	\$5,000.00	We met our objectives. The FY19 marketing plan was approved, implemented and achieved desired results. We met our goals for each marketing method. We increased bed tax dollars for FY19. This method is successful and we will continue to use it again in FY20.	
Marketing Support	Fulfillment/Telemarketing/Call Center	Fulfillment costs for mailing Visitor and Relocation Guides. Allocation includes postage and wages.	<a href="https://www.milespartnership.com/blog/value-print">https://www.milespartnership.com/blog/value-print</a>	Success will be measured through efficient budget management which includes planning for and distributing the appropriate number of pieces.	Printed visitor guides are still a popular vacation planning tool; we continuously receive online and phone inquiries. Our hotels and visitor centers at the airport and on 19 <sup>th</sup> consistently distribute guides and must be restocked.	\$20,000.00	The demand for our guides increased in FY19. Total guides distributed was 55,000. We were successfully able to keep this spending below budget and will continue to utilize this method for FY20.	
Marketing Support	Administration	Our administration budget includes (but is not limited to) wages, office use, equipment purchases and overall cost of doing business.	Program versus administrative expenses for non-profits: <a href="https://npengage.com/nonprofit-management/what-are-admin-expenses/">https://npengage.com/nonprofit-management/what-are-admin-expenses/</a>	Our administrative budget covers the cost of our organization's operations. We have budgeted the maximum allowed per state statute of 20% of our total marketing budget. Success will be determined by staying within this budget number.	Careful budgeting and monitoring of our administrative costs ensures we are maximizing our marketing budget and putting those dollars toward promoting Bozeman versus spending too much on operations.	\$55,483.00	A total of \$55,250.88 was spent in administrative costs, which is 20% of our total marketing budget. We were successful in meeting our overall objective of staying within the allowable 20% for the Administration budget. As such, we will continue to use this marketing method and monitor our organizational costs carefully.	
Publicity	Fam Trips	In FY19 we plan to create more partnerships with local tourism stakeholders to host social media influencers and press trips. This combined with traditional earned media are important ways of establishing the credibility of our brand. We will also	<a href="http://www.adweek.com/digital/creating-a-human-brand-through-influencer-marketing/">http://www.adweek.com/digital/creating-a-human-brand-through-influencer-marketing/</a>	Successfully hosting a Bozeman FAM tour and supporting MTOTBD FAM tours.	Bringing in journalists, social media influencers and tour guides gives us the ability to personally tell our story and let them experience the area first hand.	\$8,000.00	Following the Jet Blue Symposium in Big Sky, we hosted a FAM tour for Jet Blue Executives. Discussions centered around finalizing the Long Beach flight, which is going very well, and also included preliminary discussions about non-stop flights from Boston and JFK. The tour was highly successful and discussions about additional flights continue to move forward.  We also partnered with MTOTB on IRU and Travelhouse FAM tours, which were very well received. We will continue to evaluate and participate in these partnerships and opportunities throughout FY20.(See itineraries attached on main page.)	

		continue to promote Bozeman to host tour guides and participate in IPW.							
						\$366,905.15			

**Marketing Method Evaluation Attachments**

<b>Attachment 1</b>	BozemanCVB_BudgettoActualComparison_FY19.pdf
<b>Attachment 2</b>	TravelhouseReqForm-1.docx
<b>Attachment 3</b>	MTPrefam2019-1.pdf
<b>Attachment 4</b>	FY19JVBozCVB-YCJetBluecompletionreport.pdf
<b>Attachment 5</b>	FY19-BZN CVB Digital Media Campaign-Completion Report.xlsx
<b>Attachment 6</b>	Summer-15sec_#1.mp4
<b>Attachment 7</b>	summer19-2.0_insta-story.mp4
<b>Attachment 8</b>	Bozeman CVB - December Dashboard.pdf
<b>Attachment 9</b>	Bozeman CVB - June Overview.pdf
<b>Attachment 10</b>	Yellowstone Country Print Co-op.pdf

**Marketing Method Budget**

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Print Advertising	\$10,000.00	\$0.00
Consumer	Online/Digital Advertising	\$60,200.00	\$0.00
Consumer	Social Media	\$29,153.00	\$0.00
Consumer	Webpage Marketing/SEO/SEM	\$29,153.00	\$0.00
Consumer	Opportunity Marketing	\$8,116.18	\$0.00
Consumer	Joint Ventures	\$105,800.00	\$0.00
		\$242,422.18	\$0.00
Marketing Support	Digital Asset Management/Aquisition	\$35,000.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$1,000.00	\$0.00
Marketing Support	Marketing Plan Development	\$5,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$20,000.00	\$0.00
Marketing Support	Administration	\$55,483.00	\$0.00
		\$116,483.00	\$0.00
Publicity	Fam Trips	\$8,000.00	\$0.00
		\$8,000.00	\$0.00
		\$366,905.18	\$0.00

**Miscellaneous Attachments**

Description	File Name	File Size
Bozeman CVB Budget_Pie Chart	BZN_CVB_FY19_Budget Pie Chart.pdf	59 KB

**Reg/CVB Required Documents**

Description	File Name	File Size
Application for Lodging Tax Revenue	Application for Lodging Tax Revenue.pdf	2.1 MB
Certificate of Compliance	Certificate of Compliance_FY19.pdf	1.3 MB
FY19 Pledge of Understanding	FY19 Pledge of Understanding.pdf	1.1 MB

**Reg/CVB Required Documents**

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